

# AORS ADVANCE

FALL  
2025

THE NEWSLETTER FOR ONTARIO'S PUBLIC WORKS PROFESSIONALS

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Making History  
at the Roadeo!

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Association of Ontario  
Road Supervisors

Promoting knowledge → Pursuing excellence

# AORS MUNICIPAL PUBLIC WORKS TRADESHOW

Proudly Hosted By



OXFORD COUNTY ROAD  
SUPERVISORS ASSOCIATION

## LOOKING BACK ON THE 2025 AORS TRADE SHOW AND WHAT LAYS AHEAD

**SAVE THE DATE**  
**2026 AORS TRADE SHOW**  
Renfrew County Road  
Supervisors Association  
**JUNE 3-4, 2026**

The 2025 AORS Municipal Public Works Trade Show, held June 4-5 at the Woodstock Fairgrounds in partnership with the Oxford County Road Supervisors Association, was the largest in the event's history. With over 300 exhibitors and well over 2,000 attendees from across Ontario and beyond, the show proved once again to be the premier gathering for municipal public works professionals, suppliers, and industry leaders.

Jim Borton, CRS-S, Trade Show Committee President, praised the collaborative effort that made the event such a success, "this year's trade show truly set a new standard. The energy on the show floor was incredible, and it was inspiring to see the exchange of ideas, the innovative products on display, and the connections being made. Thank you to every exhibitor, attendee, volunteer, and partner who helped make this AORS' biggest and best show yet."

The show featured live demonstrations, including the first-ever Battery Demonstration Booth showcasing cutting-edge equipment from STIHL, Greenworks, and Colvoy Equipment. Networking opportunities and product showcases kept the fairgrounds buzzing throughout the two-day event.

"This event is more than just an exhibition—it's where municipalities and suppliers come together to share knowledge, discover new technologies, and build lasting relationships. The

feedback from attendees and exhibitors has been overwhelmingly positive, and we are already looking forward to building on this momentum," says Dennis O'Neil, CRS-S, AORS Member Services Coordinator, who emphasizes the importance of the trade show to Ontario's municipal public works community.

AORS extends heartfelt thanks to everyone who attended, exhibited, and supported the 2025 show. Your participation is what makes this event a cornerstone of our association's calendar and a vital resource for our members.

The excitement is already building for the 2026 AORS Municipal Public Works Trade Show, hosted in partnership with the Renfrew County Road Supervisors

Association, taking place June 3-4, 2026, in Petawawa, Ontario.

Brad Fought, CRS-S, 2026 Trade Show Committee President, encourages everyone to mark their calendars saying "Petawawa is ready to welcome you! The 2026 show promises to be another outstanding event, with new features and the same great networking opportunities our attendees have come to expect. Save the date—June 3-4, 2026—and don't miss it!"

With over 80% of booth space already sold, exhibitors are encouraged to book early to secure their spot. For exhibitor information, contact the AORS office at [admin@aors.on.ca](mailto:admin@aors.on.ca).





# Ross McKenzie Memorial Golf Tournament

This year, the Oxford County Road Supervisors Association hosted the 30<sup>th</sup> Anniversary of the Ross McKenzie Memorial Golf Tournament that is hosted annually with the AORS Municipal Public Works Trade Show at the beautiful Craigowan Golf Club in Woodstock, Ontario.

Ross McKenzie was a Roads Superintendent with the Township of Lobo and the Township of West Nissouri. He was AORS very first full time Executive Director, when he suddenly passed away in 1993. Ross, and Shirley Dufton, worked out of the AORS office, at 160 King Street in Thorndale (Township of West Nissouri). Both split their time working for AORS and the township.

We were pleased to be joined at the event by Ross' family his wife Gayle, his sons Cam and Brent, and his grandson Charlie. Shirley Dufton also attended the evening. Gayle was kind enough to bring along some memorabilia that we put on display during the reception and supper for guests to enjoy seeing the history of AORS during Ross' tenure and all enjoyed the evening sharing stories and memories of Ross.

Congratulations to the team from Innovative Surface Solutions who won the Golf Tournament!



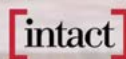
**AORS**  
PROMOTING KNOWLEDGE. PURSUING EXCELLENCE



OXFORD COUNTY ROAD SUPERVISORS ASSOCIATION

## Thank You To Our Trade Show Sponsors!

Platinum



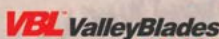
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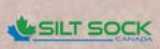
Gold



Silver



Bronze



In-Kind Sponsors



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3  
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Trade Show Committee

Ross McKenzie Family

Gerald Simpson and Mike Ward from Viking Cives

Family and Innovative Solution Winners

continued



# 2025 AORS ANNUAL TRUCK SAFETY ROADEO

## Ontario's Top Municipal Equipment Operator Crowned at Provincial Safety Truck Rodeo

### The best of the best competed, and the results are in!

At the AORS Provincial Safety Truck Rodeo held on September 24 in Beckwith Township, Josh Cousins from the City of St. Thomas was crowned "Top Driver of the Year." Taylor Blackburn from Central Frontenac Township earned first runner-up, while Jeff Neilsen from the Municipality of Trent Hills took home second runner-up.

The Rodeo, co-hosted by the Association of Ontario Road Supervisors (AORS) and the Lanark County Road Supervisors Association (LCRSA), brought together elite municipal equipment operators from across Ontario. Competitors had each earned their place at the provincial level by first winning local competitions, proving

their skill and commitment to safety in their communities.

Participants were challenged to complete a series of driving and safety tests designed to mirror real-world scenarios faced on Ontario's roads. Precision maneuvering, obstacle navigation, and vehicle safety checks all tested their abilities under pressure, while showcasing the professionalism and dedication municipal operators bring to their work every day.

"This event celebrates the dedication and expertise of municipal equipment operators," said Karla Musso Garcia, CRS-I, President of AORS. "Congratulations to all competitors—your work keeps Ontario moving."

Local hosts were equally proud to welcome competitors, families, and supporters to Lanark County. "On behalf of the Lanark County Road Supervisors Association, I want to sincerely thank everyone who participated, volunteered, and helped make this year's Rodeo such a success," said Darwin Nolan, CRS-S, AORS Representative for LCRSA. "This event not only highlights the skills of our operators but also builds a sense of pride and camaraderie across municipalities."

The Rodeo is more than a competition—it's a celebration of the men and women who keep Ontario's roads safe, year-round. Congratulations to all participants on a job well done, and especially to this year's champions who have set the bar for excellence in municipal road operations.



Rodeo Champion Josh Cousins, City of St. Thomas





Rodeo Winners: Left to Right, Jeff Neilsen from the Municipality of Trent Hills (Second Runner Up), Josh Cousins from the City of St. Thomas (Driver of the Year) and Taylor Blackburn from Central Frontenac Township (First Runner Up)



# MAKING HISTORY AT THE ROADEO!



On August 21, the Transportation Professionals of Waterloo Region (TPOWR) hosted their annual municipal equipment roadeo. Among the many skilled operators who put their abilities to the test, one competitor made history. Darby Lehmann, an equipment operator with the Region of Waterloo, secured second place and earned the honour of representing TPOWR at the 2025 AORS Provincial Roadeo in Beckwith Township this past September.

Darby's achievement is groundbreaking—she is the first female operator to compete at the provincial level in the long history of the AORS Roadeo. Her success not only highlights her own skill and dedication, but also serves as an inspiration to other women considering careers in municipal public works.

We had the opportunity to sit down with Darby to learn more about her career path, what she loves about her work, and what advice she has for others looking to follow in her footsteps.

## Can you tell us a little about your background and how you first got into municipal public works?

I'm 26 and have been driving with a DZ commercial license since 2018. I began by delivering HVAC, plumbing and electrical supplies to different job sites, but after a few weeks of learning and driving around with a coworker, the company I worked for said I couldn't continue because I wasn't 25. I was too young to be covered by their insurance. That's when I started looking for a new opportunity that would allow me at 19 to drive a commercial vehicle and get more experience. I first got into municipal work with EMCON working on the highway.

## What led you to pursue a role as an equipment operator with the Region of Waterloo?

I always wanted to work at the Region, ever since I was 16. It's an amazing workplace because there

are always new opportunities available, and the Region has provided me the support I need to grow as a person and as a professional.

## Congratulations on your incredible finish at the TPOWR Roadeo! How did it feel to place second and be able to compete at the Provincials?

I'm excited to have this opportunity. TPOWR and AORS have done an amazing job organizing the roadeos. It is such a neat way to bring municipal workers together. I first heard about the roadeos from my dad, who competed in one 2 years ago and works for Bruce County. He is their grader operator in the summer and plow/patroller in the winter. To say he's proud of me for having come in second would be an understatement.

## You're making history as the first female operator to compete at th AORS Provincial Roadeo. What does that mean to you personally, and what do you hope it means for other women in public works?

I'm excited to represent The Region of Waterloo at provincials alongside Kris, who took the top spot. I'm grateful to be representing not only the Region, but my colleagues, especially the other hard-working women. I'm hoping my accomplishment helps motivate other women in public works to try something new, challenge themselves and show everyone how capable they are.

## Can you walk us through what it's like to compete in a Roadeo event? What's the most challenging part, and what do you enjoy most?

For me, the Roadeo is a friendly competition, but most importantly also a way to test myself. Yes, there may be



some bragging rights amongst coworkers. But the best part is the opportunity to meet new people from other yards and laugh and joke around and just have fun. It doesn't matter who you work for at the end of the day, we all do the same jobs and when it comes to plowing snow in the winter there is nothing more important than to know we all care for the public's safety when driving our roads.

**What do you love most about your job as an equipment operator?**

Personally, being 5'1 feet tall, it's fun to just drive a big piece of equipment, whether it's the loader or the plows. Instead of playing in a 4-by-4-foot sand box with Tonkas trucks, I actually get to live the real-life version of it.

**What are some of the biggest challenges you face in your role, and how do you overcome them?**

My past jobs have helped shape me and helped me adjust to working in this field. In the past, it was very difficult being a young, female driver. I was overlooked and told I can't do something because of my size, or my age, or because I'm a woman. This is changing. Stereotypes are fading, making work easier and more

welcoming, and allowing everyone to stand out and prove themselves. I think my ability to do my job well every day helps overcome these difficulties and I don't face these challenges or obstacles at the Region of Waterloo.

**How has your team at the Region of Waterloo supported you in your career journey?**

The Region does a great job of being inclusive and making opportunities available to everyone. Never once have I felt uncomfortable or that my ability was not good enough. I'm currently in the Operation Program at the Region, doing bridge washing in the spring and during the summer we are crack sealing on the roads. The people here who I see more than my actual family, have become a second family to me. To go home stress free and wake up in the mornings not dreading going to work is the best.

**Why do you think more women should consider a career in municipal public works?**

If other women are thinking about municipal work they should give it a shot. There are tons of different job options in municipal work. The Region and Cities have different opportunities,

so there are so many options to find your spot and something you enjoy. It's also a job with opportunities to grow, starting off as a worker to someday becoming a lead hand and then supervisor.

**What advice would you give to young women or girls who may be considering a future in this field?**

The advice I would give would be the same for anyone who is considering working as an equipment operator. Consider what you want out of a job, and how it can fit with your life. Come in with thick skin and a willingness to learn. Then show people what you can do and that you are good at it.

**What does it mean to you to be a role model for other women entering the industry?**

I am honoured to be a role model for women in the industry, but truthfully I wouldn't be here if it wasn't for the amazing women I already work with who have paved the way for me. I look forward to being the first of many to compete at provincials. All I can say is: anything is possible, if you're willing to go through with it. You are your biggest obstacle in life.

# AORS update

## ANNUAL GENERAL MEETING

March 31, 2025

- 1 Brian Anderson, CRS** received his Long Term Service Award for his dedication to the road sector and the AORS Certification Board.
- 2 Don Hamly, CRS-S,** received his Long Term Service Award with his retirement notice from the Township of Hamilton as the Foreman of Road Operations.
- 3 Ron Cooper** retired from the Town of Hanover as the Director of Public Works, and received his Long Term Service Award.
- 4 Mark Bennett** from the City of London received his PWLDP Certificate of Completion.
- 5 Sanford Clause, CRS-S** from the Oneida Nation of the Thames received his PWLDP Certificate of Completion.
- 6 James Lane, CRS-I** from the Town of Caledon received his PWLDP Certificate of Completion.
- 7 Curtis O'Brien, CRS-I** from the United Counties of Leeds and Grenville received his PWLDP Certificate of Completion.
- 8 Dax McAllister, CRS-S** from the City of Greater Sudbury received his PWLDP Certificate of Completion.
- 9 Jamie Simpson, CRS** from the Municipality of Chatham-Kent received his PWLDP Certificate of Completion.
- 10 Brad Wilson, Assoc R.S.** from the City of Belleville received his PWLDP Certificate of Completion.
- 11 John Rivers** from Cedar Signs was awarded the Larry Maddeaux Volunteer of the Year Award for his dedication to local associations, including his work putting together trade show brochures like the one from the recent 2025 Oxford County trade show.
- 12 Dave Lukezich, Assoc R.S.** was awarded the Marvin D. Halladay Education Award for having the highest mark in all eight modules of the Public Works Leadership Development Program (PWLDP).



Thank you to everyone who attended AORS Annual General Meeting in conjunction with the Good Roads Conference on Monday March 31, 2025. For the second year in a row, we had over 200 people in attendance! In addition to normal business, a number of members were recognized including the graduates of the Public Works Leadership Development Program (PWLDP), the winner of the Marvin D. Halladay Memorial Education Award, recipients of the Long Term Service Awards, and the winner of the Larry Maddeaux Volunteer of the Year Award.



President Karla Musso Garcia, CRS I was joined by her husband, children, brother and parents to cheer for her as she was inducted as President!



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## YOUR AORS 2025 EXECUTIVE

At the AGM in March, your new AORS Executive was announced.

**Your Executive L-R:** Immediate Past President Joe Reid, CRS-S (District 8 Road Supervisors Association), 2<sup>nd</sup> Vice President Jim Borton, CRS-S (Oxford County Road Supervisor Association), President Karla Musso-Garcia, CRS-I (Simcoe County Road Supervisors Association) and 1<sup>st</sup> Vice President Cyrus Rife, CRS-I (Transportation Professionals of Waterloo Region).



At our 2025 Annual General Meeting, we took a meaningful step in ensuring that one such extraordinary volunteer is never forgotten. Moving forward, the AORS Volunteer of the Year Award will be known as the Larry Maddeaux Volunteer of the Year Award.

Larry Maddeaux, CRS-I is more than just a volunteer; he is a mentor, a leader, and a tireless advocate for AORS and the people behind it. His contributions to AORS are immeasurable, from mentoring new members, being the Spotlight Committee Co-Chair, to being the face of AORS at events that strengthened our network across Ontario. He embodies the very spirit of service that this award represents.

By renaming this award in his honor, we ensure that Larry's passion lives on—not just in name, but in the continued spirit of volunteerism he so deeply values. To every volunteer who follows in his footsteps, this award will serve as a reminder of what true dedication looks like.

Thank you, Larry, for everything you have done. And thank you to all of our volunteers—past, present, and future—who help make AORS the strong and supportive organization it is today.

Good Roads Conference 2026

26

Ideas. Inspirations. Contacts. March 29—April 01, 2026

Good Roads

# SPOTLIGHT

Get ready to start raking leaves and putting away all that summer lawn furniture you just pulled out, because fall is just around the corner and the campaign to launch the 40<sup>th</sup> edition of that most useful and trusting Municipal Magazine “Spotlight” has begun.

Yes, if you missed out renewing your ad in time to be entered into the draw that was held on Sept. 11<sup>th</sup>, you will probably be contacted by one of our professional and knowledgeable committee members very soon.

I would like to take a moment and congratulate Cornell Construction Limited, a dedicated Spotlight Supplier member since 1992, for renewing their ad at the 2025 Trade Show before it ended and successfully won the free Trade Show booth in next year's 2026 Show in Petawawa.

Again, this year Derek Scholten of Colvoy Equipment, my co-chair and I would be very disappointed if any of our loyal supplier members missed out on the opportunity to advertise their services and/or products in what I would like to believe is one of the most valuable pieces of equipment

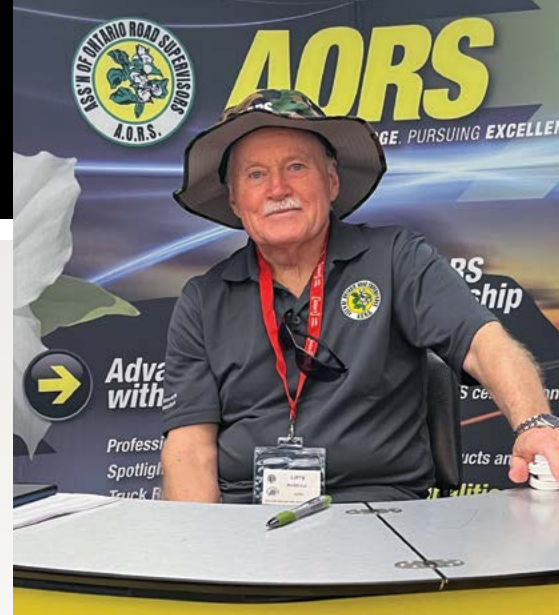
a Municipal employee needs in the office or their vehicle.

It is my sincere hope that this 40<sup>th</sup> edition will break the record for the number of ads, as we have a great team of very dedicated committee members. My call for new members at our last meeting did not fall on deaf ears.

Dan O'Brien from Creighton Rock Drill, Kyle Boulet from Amaco Construction (replacing Larry Andrews), Shawn Blackmore from Charles Jones Industrial, Chris Mantha CRS-S from Petawawa, and Mike Fletcher CRS-I from Niagara Region, all came on board as new committee members with Don Hamly CRS-S and Kyle Lewis stepping down. We thank Larry, Don, and Kyle for their support on the committee. Check out our full list of committee members in the front of the book as well as our special new advertiser's page.

November comes as quickly as summer disappeared, so get online and fill out our easy-to-use Fillable Spotlight Form and miss out on all the annoying emails and phone calls from our numerous committee members.

Remember you not only get your ad placed in a plastic spiral bound, 4000 copy, Canadian Produced and Printed, easily read, high quality, gloss hardcover magazine, at a very



**Larry Maddeaux , CRS-I  
Spotlight Committee Co-chair**

reasonable price, but for no extra cost you get included in the Spotlight Searchable Online Directory and your ad placed in a very impressive online flipbook version on the AORS website. This online flipbook version has the look and feel of the hardcopy but with individual ads hyperlinked from the index pages. It also has a database, searchable by company name, product, or keywords.

In closing I would like to thank all our supplier members especially those that have been with Spotlight since 1987. Champion Equipment, Den-Mar Brines, Spriet Associates, Valley Blades, and Viking-Cives Group.

I only have a limited space so please take a moment and check the entire list of Long Term Advertisers in the front of the book and remember when dealing with any or all of our suppliers let them know- “YOU SAW THEIR AD IN THE NEWEST EDITION OF SPOTLIGHT”



Every September, we draw a prize for a \$1,000 gift card of your choice for any member who brings in a new Spotlight ad. This year, the winner was Larry Maddeaux! Spotlight Co Chair Derek Scholton from Colvoy Equipment presented Larry with his gift card, so he can get a new BBQ! Remember, you don't need to be a Spotlight Committee member to be added to the draw just make sure your name is listed as the AORS Representative on their Spotlight application!

## MEET THE NEWEST AORS BOARD MEMBERS

Your AORS Representative brings forward your concerns, questions and ideas to the Board of Directors, so be sure to reach out to them! Welcome to our new Directors.



### **David Moncion, CRS-I**

Public Works Supervisor  
for the Township of  
Sables-Spanish Rivers

David started his municipal career in 2007 as an intern Project Coordinator for the Township of Sables-Spanish Rivers and was first introduced to AORS for the first time participating in LA meetings with the Manitoulin & Northshore Road Supervisors Association. In 2007 he attained his OACETT C. Tech designation. From 2013 to 2019 he became Manager of Public Works for the Township of Larder Lake. In 2018 he achieved his CRS-I designation with AORS, and his CMM III with an Infrastructure Specialist enhancement with Ontario Municipal Managers Institute in collaboration with Ontario Good Roads. In 2024 he returned to where his municipal career had started, becoming the Public Works Supervisor for the Township of Sables-Spanish Rivers. In 2025 he was nominated President and AORS Representative for the Manitoulin & Northshore Road Supervisors Association.



### **Kate Walkom**

Supervisor of Traffic  
Safety & Operations for the  
Town of Georgina

I'm the Supervisor of Traffic Safety & Operations for the Town of Georgina where I lead programs that focus on improving road safety, active transportation, and municipal operations. My journey in public works began over a decade ago as a university student working in Operations for the City of Pickering, and I've been passionate about municipal service ever since.

I hold a Masters degree in Bioenvironmental Monitoring & Assessment from Trent University and a Bachelor of Science in Environmental Sciences from the University of Guelph. I look forward to pursuing professional designations like CRS-I that will deepen my understanding of municipal operations and help me continue growing as a leader in traffic safety and public works.

I live in York Region with my husband and our three kids. Being part of the York Region Roads Supervisors Association as both Director and Secretary has been a great experience, and I'm excited to collaborate with Board Members across Ontario and contribute to the AORS team.



### **Ann Carr**

Nipissing Road Association

My grandfather was on council in Monteagle Township, now Hastings Highlands, for 18 years. Although I did not expect to follow in his footsteps, my upbringing provided a deep-rooted sense of community.

I began my municipal career in the Township of Bonfield where I was given opportunity to learn the industry and the importance of working in my community. Eleven years later I am currently the Public Works Superintendent in the Municipality of Calvin. Working in Public Works in small communities such as Bonfield and Calvin, means that roads is not all I am responsible for. The position also entails waste management, parks and recreation, as well as cemeteries. Having the ability to manage diverse responsibilities provides a strong sense of community as well as an opportunity to be committed to public service.

I am proud to represent the Nipissing Road Association on the Board of Directors with AORS where I can contribute to advancing the professional standards and supporting public works professionals across the province of Ontario.

# PRESIDENT'S Message

2025 President Karla Musso-Garcia, CRS-I ➤



**After what felt like a never-ending winter, we shook off the cold, and before we knew it, we were deep in tree and road maintenance projects and are now already preparing for fall and winter again. With so many events along the way, summer seemed to pass in the blink of an eye. As we turn into fall, our members' focus is on ensuring our roads, equipment, and teams are ready for what's ahead.**

Being a public works professional is more than a job, it is an important part of a community and in the current state of the daily news that can feel divisive and uncertain, our profession provides something steady: safety, stability, and connection to the communities we serve. We build, we maintain, we quietly hold communities together, often behind the scenes, out of the spotlight, but always making a real difference. And I know I would hear from Larry Maddeaux, CRS-I if I didn't clarify that you should be in SPOTLIGHT, remember to reach out to Larry for details!

As Past President Joe Reid, CRS-S said, we are "Public Works Superheroes." Not because we occasionally pull off what at times can feel like miracles when we are in the thick of it, but because what we do is essential and we lead our teams to do it with pride.

This year so far has been especially meaningful to me as AORS's first female president. I've had the privilege of seeing the association's strength and opportunities firsthand. Together, we've continued to lay a strong foundation through the development of a new constitution, a new Strategic Plan, Corporate processes reviews, enhanced outreach, and the continued focus on enhancing training programs all designed to support our members and ensure AORS thrives well into the future.

We've also celebrated milestones that reflect the growth in our industry and association. For the first time in our Provincial Rodeo, we had a female competitor, Darby Lehmann representing TPOWR competed at this year's

Provincial Rodeo. Her participation is not just a first, it is an inspiration, showing talent and opportunity within our association. Our board also now has three female directors including Ann Carr from Nipissing Road Association and Kate Walkom from York Region Road Supervisors Association. As well, we are growing and bringing on new local associations.

This year was filled with loss and legacy as we continue to honor those who paved the way. The leadership of past presidents, including the late Paul Dalton, Brian Kral, and Ross MacKenzie continues to be evident as they continue to guide us through our mentorships, collaboration, and strong foundation. Legacy was also felt at this year's AORS Tradeshow and events, held in Oxford County which was bursting with energy and the public works spirit. From being able to honour Ross MacKenzie again with his family present at the golf tournament, to the exchange of knowledge and ideas from vendors and students that will carry us well into the year ahead. Amazing record setting show from Jim Borton, CRS-S and the Oxford County Road Supervisors Association team!

My environmental mindset continues to be a key part of our work and partnerships. From highlighting the great products our vendor members provide, to the practices we use daily, to initiatives training and funding opportunities; we are maintaining sustainable communities with innovative grassroots problem solving our members are known for. And yes, after the ice storm this past spring that left so many communities

damaged, some of us got more "hands-on" environmental exposure than expected.

As a wonderful man once said, "The future is bright for AORS", and with trees constantly being on my mind as of late, I see our work like planting trees for the long term: we are not only planting the seeds, we are growing strong roots now, so that future generations can enjoy the shade, stability, and community we've built together. Programs like the Municipal Public Works Operator Program and the demand for these opportunities is overwhelming, and as our summer students return to school, remember we are already nurturing the next generation of professionals, bringing fresh ideas, energy, and enthusiasm to municipalities across Ontario.

We are entering a chapter full of growth, opportunity, and collaboration, where together as leaders in the industry, we're planting roots that will support our association and the public works community for years to come, roots so strong even the wildest ice storms can't knock them over. I'm proud to be part of this team and grateful for each of the public works professionals, the people who show up, roll up their sleeves, and make the tough jobs look easy. Public works isn't glamorous, but it matters every day to everyone, and I wouldn't want to do it with anyone else. Here's to keeping our roads safe, our teams strong, our trees growing, and our collaboration as neighbours, always along the way, cause we all know it's those small moments that make the biggest difference.

Sincerely,  
**Karla Musso-Garcia, CRS-I**  
President, Association of Ontario  
Road Supervisors (AORS)

continued

# AORS update

## AORS Board and Suppliers Gather in Waterloo Region for Annual Meeting and Networking

On September 11, the AORS Board of Directors, staff, and supplier members were warmly welcomed to the Transportation Professionals of Waterloo Region (TPOWR) area by 1<sup>st</sup> Vice President Cyrus Rife, CRS I, for the Annual Supplier Director Meeting and an afternoon of networking.

The day began with the Annual Past Presidents Advisory Committee Meeting, where AORS Past Presidents came together to reconnect, share their experience, and provide valuable guidance to the current Executive. Their continued engagement helps ensure that AORS remains strong and forward thinking.

From there, the focus shifted to our valued Supplier members. The open dialogue allowed both AORS leadership and suppliers to explore how we can continue working together to better support our local associations and communities across Ontario.

After a productive morning, it was time to relax and network. Attendees enjoyed their choice of activities: a round of golf at the scenic Grey Silo Golf Club, or a guided bus tour with stops at some of Waterloo Region's highlights, including the St. Jacobs Farmers' Market, Murphy's Law Distillery, and Rural Roots Brewery.

Reflecting on the event, Cyrus Rife shared, it was an absolute pleasure to host the AORS Board, staff, and suppliers here in the beautiful Waterloo Region. We are proud of everything our community has to offer, and it was wonderful to share that with colleagues while building relationships that strengthen AORS as a whole.

The day was a great reminder of the value of collaboration bringing together the wisdom of our past leaders, the innovation of our suppliers, and the commitment of our Board and staff to support the future of municipal public works in Ontario.





During the Suppliers Director meeting, Past President Joe Reid, CRS S and 1st Vice President Cyrus Rife, CRS I completed a 50/50 draw to raise money for The Food Bank of Waterloo Region. \$330 was donated, providing 660 meals to the Waterloo Region!



BY KELLY ELLIOTT,  
MARKETING AND  
COMMUNICATIONS  
SPECIALIST

# BEING AN ELECTED OFFICIAL IS NOT A SHIELD TO PERPETRATE ABUSE

On July 2, 2025, I appeared before the Ontario Standing Committee for Heritage, Infrastructure and Cultural Policy to speak in favour of Bill 9 on behalf of our AORS members. While the need for Bill 9 has become increasingly important, the Bill presented by the Minister of Municipal Affairs and Housing Rob Flack, does not go far enough to protect municipal staff. Below you will find the comments I provided to the Standing Committee with our recommendations.

## Good afternoon Chair and Members of the Committee,

Thank you for the opportunity to speak with you today regarding Bill 9. My name is Kelly Elliott, and I am speaking to you representing the Association of Ontario Road Supervisors. I am here to voice strong support for this Bill on behalf of AORS, and to advocate for the critical improvements still needed to protect municipal staff across Ontario.

I would first like to extend my thanks to the Honourable Minister of Municipal Affairs and Housing for once again bringing forward legislation to strengthen codes of conduct for municipal elected officials. This is not the first time legislation has been introduced, and the persistence to address this longstanding issue is appreciated.

But let me be clear: the municipal employees across Ontario that AORS represents, do not have the same rights to a safe and respectful workplace as any other worker in this province does. They are expected to work under the authority of elected officials—mayors, councillors, reeves—who can commit acts of abuse,

harassment, or discrimination without meaningful consequences.

Unlike in the private sector or broader public service, there is no mechanism for removal of elected officials whose behaviour is egregious or violent. There is no protection from retaliation for those who report misconduct, and there is no safety net for staff trying to do the right thing by speaking up.

Right now, the only consequence for an elected official who retaliates against a staff member for filing a complaint is... another Integrity Commissioner complaint. There are no real safeguards, no whistleblower protection, and no assurance that their jobs, their mental health, or that their safety will be preserved. This is unacceptable.

Bill 9 takes an important step in recognizing that gaps exist. But it must go further, particularly when it comes to enabling the removal of officials found to have committed serious acts of harassment or violence.

Previous versions of this legislation proposed a judicial review process, which added a layer of independence and fairness. That safeguard is missing in Bill 9. Instead, the current version returns the decision to municipal councils—many of which

are rife with political alliances or fear of setting precedent.

If Council is to retain this authority, then at a minimum, the threshold for removal should be changed from unanimous consent to two-thirds support. Otherwise, a single colleague can shield an abuser from consequences.

Beyond that, having the decision for removal to go back to Council is not best practice. We believe the government must establish a provincial Integrity Commissioner Panel—an independent body of qualified professionals who can oversee the most serious cases with transparency and objectivity instead of only the Provincial Integrity Commissioner. This distributes power at this level, helping to support a fair and balanced expert recommendation on any Code violation. Council should be removed completely, as relying on local councils to be the last standing tier for the adjudication the most severe breaches of conduct is neither fair to victims nor effective in delivering accountability.

In addition, we urge the Committee to consider these nine critical recommendations:



1. **Whistleblower protection:** Municipal employees must be able to report misconduct without fear of losing their jobs or being targeted. Protection must be embedded in the legislation.
2. **A duty to report:** Safe workplaces are everyone's responsibility. All municipal officials and staff should be required to report known or suspected abuses.
3. **Include workplace discrimination** as a specific violation in Codes of Conduct. Discrimination—whether based on gender, race, disability, or any other protected ground—is a form of abuse, and must be treated as such.
4. **Prioritize egregious acts** of violence, harassment, and abuse that create a hostile workplace and pose a safety risk to others. These cases must move to the front of the line and be resolved swiftly.
5. **Strengthen penalties:** Any councillor removed for a serious code violation should be ineligible to run again for at least two full terms, and must disclose their prior removal when seeking future office.
6. **Expand penalty options:** If removal isn't actioned, there must be a menu of alternative penalties available—greater than simple reprimands or suspensions of pay. Consequences must be proportionate and enforceable.
7. **Dismissal of frivolous complaints:** Integrity Commissioners must have clear authority with specific provisions to dismiss frivolous or vexatious complaints, so the process remains focused and fair.
8. **Minimum standards for Integrity Commissioners:** All ICs should be required to meet consistent professional qualifications and training to ensure consistent application of the code and public trust.
9. **Automatic leave for criminal charges:** If a councillor is charged with assault, they should be placed on leave—just like we expect for police officers, firefighters, teachers, or any other public servant. If convicted, removal should be automatic. It's a basic standard of integrity for holding public office.

In closing, the role of a councillor is a privilege. It is not a shield for the perpetration of abuse. Municipal employees deserve dignity, safety, and respect—just like every other worker in this province. Let's not allow loopholes, politics, or outdated processes to prevent that any longer.

Thank you for your time.

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MARKETPLACE | EVENTS



# FROM FACTORY FLOOR TO MUNICIPAL FLEET

## Central Elgin Tours Trackless Vehicles Plant

BY **MONIKA PINEDA**,  
COMMUNICATIONS MANAGER,  
MUNICIPALITY OF CENTRAL ELGIN

The Municipality of Central Elgin recently toured the Trackless Vehicles plant in Courtland, Ontario, to see first-hand how the Municipality's recently purchased Trackless MT7 municipal tractor was built.

For Central Elgin, Trackless equipment is more than machinery; it powers the daily services residents rely on. These versatile units are used year-round for winter sidewalk plowing, sweeping, mowing around guardrails, and even managing invasive phragmites. When our 2010 Trackless sidewalk machine, with 2,500 operating hours, began experiencing significant engine issues, it became clear the unit had reached the end of its service life. Since most machines last 10 to 15 years, depending on maintenance and operating conditions, replacing the 2010 unit was timely and necessary.

Purchasing a new municipal tractor is a major investment. During the plant tour, Mayor Andrew Sloan and staff gained valuable insight into how the equipment is built and the rigorous quality standards behind each unit.

### Trackless Vehicles Manufacturing Facility

The Courtland plant spans 110,000 square feet on 28 acres and has been operating since 2002. It features

CNC machines, robotic welding, laser cutting, and an in-house paint line to ensure precision and quality. The assembly line is designed for both safety and productivity, and a 500-horsepower Cummins generator maintains uninterrupted operations during power outages. Trackless Vehicles continues to invest in its infrastructure, including a 10,000-square-foot warehouse expansion in 2017 to support growth and production capacity. Seeing the production process firsthand helps staff make informed decisions about fleet maintenance, replacement cycles, and long-term investments.

### Ensuring Value in Municipal Fleet Investments

This kind of due diligence reflects our broader responsibility as stewards of public funds. Every dollar we invest in fleet replacement must balance fiscal responsibility with service reliability. Residents may only see the final product and the service provided—the plow clearing a sidewalk after a winter storm or the tractor mowing roadside grass—but behind that service is a long chain of decisions, partnerships, and factors that influence cost and availability.

In today's climate, those factors increasingly extend beyond Canadian borders. International trade agreements and tariffs have added new layers of complexity to equipment procurement.

Pictured (Left-Right): Joe Lampert, Sales Representative, Work Equipment Ltd.; Cindy Vermeer, Senior Engineering Technologist, Municipality of Central Elgin; Alex Piggott, Manager of Water, Wastewater and Roads Operations, Municipality of Central Elgin; Andrew Sloan, Mayor of Central Elgin; and Kevin Luckhardt, Sales Representative & Factory Support, Trackless Vehicles.

Even when prioritizing Canadian-made products, specialized machinery often relies on globally sourced components, making it essential for public works professionals to understand how these supply chains function and how they can affect local budgets.

Central Elgin's investment in a new Trackless MT7 not only ensures reliable service delivery but also supports a local Ontario-based manufacturer. It's an example of how municipalities can balance the immediate needs of their community with long-term planning, global awareness, and financial stewardship.

For public works, equipment is about trust. Trust that sidewalks will be safe in winter, roads will be maintained in summer, and tax dollars are spent wisely. By understanding the equipment we purchase and the facilities that produce it, we reinforce that trust, ensure fiscal responsibility, and maintain the dependable public services our communities expect.

# It's Time to Harmonize How We Build Roads in Canada



BY **STEVEN CROMBIE**, SENIOR DIRECTOR OF PUBLIC AFFAIRS AT THE ONTARIO ROAD BUILDERS' ASSOCIATION.

**As we prepare for another winter and another pothole season that will set in, Canadians will once again find themselves questioning the state of our roads. While the freeze-thaw cycle is a natural culprit, the inconsistency in how we design and build roads across our cities is a problem entirely of our own making.**

In Canada, every municipality is responsible for its own road design specifications. This might seem like a technical nuance, but it has real and costly consequences. Contractors bidding on public works projects must constantly adjust to unique local specifications, even when working just a few kilometres apart. What's worse, these micro-differences create barriers to trade and mobility not just between provinces—but within them. In no other sector do we tolerate this level of fragmentation.

Compare that to the United States, where state departments of transportation (DOTs) set standardized design frameworks. Municipalities build within them. This alignment fosters competition, creates efficiencies, and reduces costs—an approach we would do well to emulate.

One of the clearest examples is asphalt design. In Ontario alone, municipalities use varying standards for mix types, materials, and performance expectations. By harmonizing asphalt specifications across

jurisdictions, we can unlock measurable cost savings for cities and better value for taxpayers. Contractors would no longer need to retool operations for every municipal job, saving time and money. Material producers could achieve economies of scale. And most importantly, roads would be built to consistent, high-performance standards that stand up better over time.

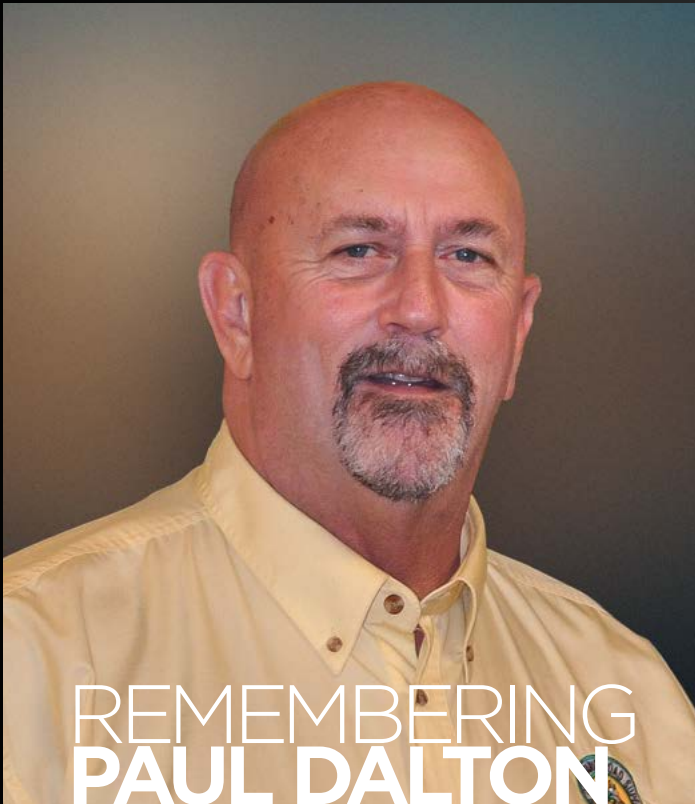
There's also a broader economic benefit. In a global environment increasingly shaped by volatility—think supply chain disruptions and tariffs under Trump-era trade policy—Canada must look inward to improve productivity and reduce self-imposed inefficiencies. Harmonizing road design is low-hanging fruit.

The potential payoff is significant. A standardized approach would support job creation by making it easier for contractors to operate across municipal borders. It would increase project completeness and delivery speed by reducing

confusion and design rework. It would allow municipal staff to focus more on asset management and less on custom engineering. And critically, it would stretch limited infrastructure dollars further at a time when cities across the country are facing mounting fiscal pressures.

We're not talking about handing all authority over to upper levels of government. Municipalities should retain control over priorities and investments. But when it comes to how we design the roads themselves, adopting shared technical standards—just like we do with the national building code—is simply common sense.

Canadians deserve durable roads, efficient use of their tax dollars, and a construction sector that is built to compete. As another winter gives way to the cracks and craters of spring, let's not just patch our roads—let's fix the way we build them in the first place.

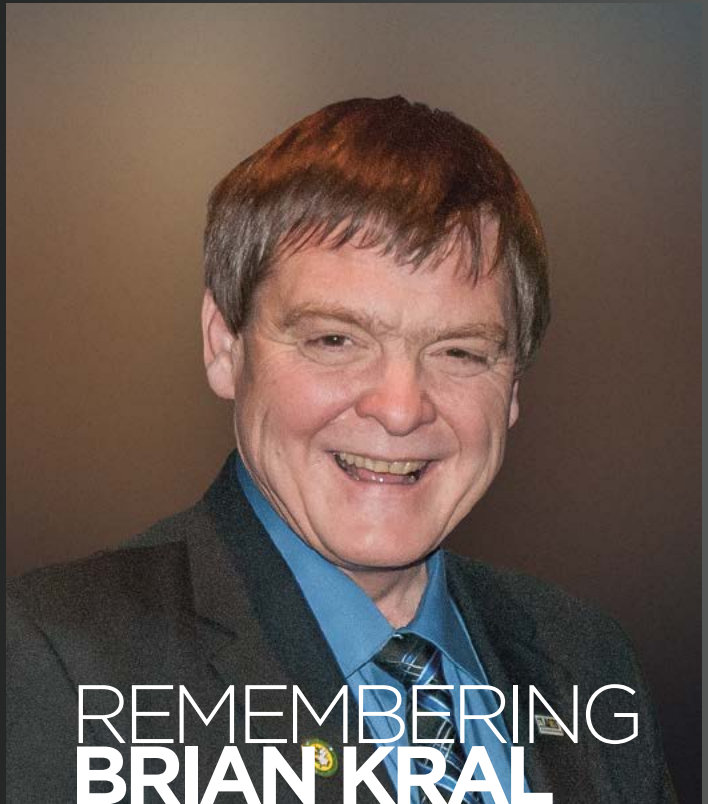


## REMEMBERING PAUL DALTON

Paul joined the AORS Board of Directors representing Lambton County Road Supervisors Association in 2000, and served as their representative until 2023. Paul served as the President for two consecutive years in 2004 and 2005.

Paul worked at the Township of Dawn-Euphemia for over 45 years and dedicated himself to the residents. "He was more than just a colleague to his work family—he was a trusted friend, a local legend, and someone who would drop everything to lend a hand. He was well known for his colorful expressions and sharp sense of humor, always bringing laughter and light to those around him. His absence leaves a void not only in the Township but in the hearts of all who had the honor of knowing him," says Mayor Alan Broad from the Township of Dawn-Euphemia.

Paul passed away suddenly on April 16, 2025.



## REMEMBERING BRIAN KRAL

Brian Kral served as President of the Association of Ontario Road Supervisors in 2013, and was a dedicated Director on the Board.

Brian dedicated his career to public service with the City of Thunder Bay, where he worked in Public Works for over 30 years, ultimately as Supervisor of Maintenance Operations, Roads North before retiring in 2016. He was known for his professionalism, mentorship, and commitment to strengthening Ontario's municipal public works community.

As President of AORS, Brian championed training, collaboration, and the value of the Certified Road Supervisor designation, inspiring others to take pride in their profession.

# EXECUTIVE DIRECTOR'S MESSAGE

## Family and Community

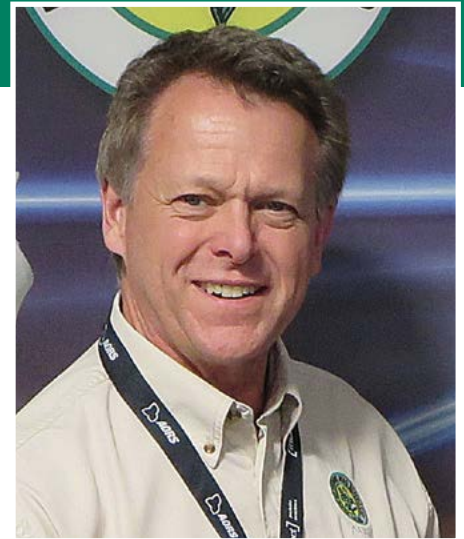
As I previewed the articles for this edition of the newsletter, I noticed a recurring theme: the importance of family and community. In the 13 years that I've been Executive Director of AORS, I've been reminded many times of the importance of community and family. Not just in general terms, but specifically as it applies to our members. The men and women who make it their mission to ensure the roads and other critical infrastructure that their communities depend upon are constructed and maintained to standards that ensure a level of safety and quality of life that so many of us take for granted. As populations age and as they migrate from urban to rural municipalities, expectations change. So do the demands on our members.

They, and their staff, would not be able to deliver these services if it wasn't for the support and sacrifices of their own families. The long hour and the 3 a.m. call-ins. The extreme weather events and the emergency declarations. Not to mention the casual encounters at the grocery store with concerned citizens who expect better service.

This is the third year that AORS has been participating in the Level Up Skilled Trades Career Fairs across Ontario. Not to mention other local

career fairs hosted by municipalities. I've participated in several, and I'm always surprised at how many young people who stop at our booth have no idea what public works is, let alone the critical role it plays in making their communities livable. What can we do to ensure the communities where we work and live understand and appreciate the important roles our members play? And how do we convince families to instill that passion in their children, and encourage them to pursue a career in public works?

While each of us has our immediate family to lean on, we also belong to families in the broader sense, such as the municipality or company that you work for, or the Local Association you belong to. In my case that includes the AORS staff, a small but dedicated team that works diligently to support our members. It also includes the AORS Board of Directors, a devoted group of volunteers who commit their own personal time to represent their Local Association members at the provincial level, and provide leadership and oversight on behalf of their members. And of course, all AORS members are part of a large family that supports one another, whether it means sharing best practices or sharing resources.



As families and communities grow, they become more diverse. AORS is no exception. While most of our members share many common roles and responsibilities, they vary based on several factors, such as large vs small municipalities, rural vs urban, northern vs. southern, and different demographics. How does AORS find the common ground that brings our members together? At their September meeting, the AORS Board of Directors approved a new Strategic Plan for 2026-2030: named *The Future is Bright for AORS*, a phrase frequently used by the late Paul Dalton. The plan was developed by bringing our directors and members from across the province together, to share and prioritize their concerns and challenges, and brainstorm strategies to deal with them.

In closing, family and community are the drivers for so much of what our members do. And I'm honoured to be part of the AORS family.

**John Maheu**  
Executive Director

**“As families and communities grow, they become more diverse. AORS is no exception. While most of our members share many common roles and responsibilities, they vary based on several factors, such as large vs small municipalities, rural vs urban, northern vs. southern, and different demographics.”**



# DESLUDGING IN NORTH MIDDLESEX

**The Municipality of North Middlesex is currently completing the Parkhill Lagoon Desludging Project, an important investment in the community’s water and wastewater infrastructure.**

This preventative maintenance project involves removing built-up sludge from the lagoon system to improve efficiency, protect local waterways, add additional housing capacity, and ensure reliable long-term service for residents. By acting now, North Middlesex is taking proactive steps to safeguard the environment and extend the lifespan of critical infrastructure.

“I want to thank the Canada Mortgage and Housing Corporation for their support, as well as our contractor, consultant, and the entire project team for their hard work in making the Parkhill Lagoon Desludging Project a success. By maintaining the lagoon today, we’re protecting our local waterways and making sure Parkhill residents can count on reliable service for years to come, while doing our part to support

ongoing housing development.” Said Samuel Shannon, Director of Infrastructure and Operations.

“Routine desludging is essential to maintaining the efficiency and longevity of our infrastructure. It not only prevents blockages and environmental hazards but also ensures safe and reliable service for our communities.” Said Faishal Diwan, Manager of Infrastructure. Work is nearly completed at the Parkhill Lagoon, with minimal disruption expected for local residents. Regular lagoon maintenance projects such as this one play a key role in ensuring that municipal wastewater systems continue to operate effectively and meet environmental standards.

# Protecting The Environment in Seguin Township

BY **TOM MCLEOD**, DIRECTOR OF PUBLIC WORKS, SEGUIN TOWNSHIP

Seguin Township is a thriving municipality located in the regional district of Parry Sound with a deep commitment to prioritizing the environment. Seguin has a strong working relationship with the UNESCO designated Georgian Bay Mnidoo Gamii Biosphere (GBB) and Generations Effect, the consulting social enterprise of GBB. Generations Effect (GenE) offers services that advance ecosystem health, collaborative partnerships, climate and energy solutions, and contributes to the financial sustainability of GBB as a non-profit registered charity.

One of the most successful collaborations to date was inspired by events related to the pandemic, when grassy areas at Seguin Township transfer stations became overgrown, revealing an abundance of native wildflowers. Ratepayers, known to have a passion for the natural features of Seguin Township, did not complain about the overgrowth. In fact, the Township received compliments from ratepayers and others in response to this 'return to nature.' This happy discovery inspired collaboration on a robust native species planting project!

Seguin Township, like all municipalities, must cut back roadside growth to enhance visibility and safety.

Unfortunately, this work causes significant wildflower loss. Inspired by the wildflower growth at transfer sites, Generations Effect and Seguin Township launched a planting project that for the last two years, has led to native species plantings at several of Seguin's transfer sites, cemeteries and other public spaces in the spirit of keeping strong wildflower stock present. One benefit of these designated areas is the higher quality milkweed for monarch butterflies that can grow in these protected spots. Milkweed on roadsides can often get covered in dust and calcium and draws monarchs closer to threats of collision with cars.

Native plants matter because they occur naturally in a region, having co-adapted to local conditions alongside other native species, such as pollinators, that rely on them. Across Ontario there are thousands of pollinator species that play a vital role in supporting the overall health of ecosystems and other species, as well as producing many different food crops that people depend upon. But pollinator species are in serious decline, in part due to habitat loss. Native plants are the safest bet when it comes to creating habitat for pollinators!

For the Seguin projects, native plants were sourced by GenE from Grow Wild, a native plant nursery in



Ontario (<https://www.nativeplantnursery.ca/>). Species were selected based on hardiness (ensuring minimal water is needed to get established), and a variety of bloom types and timing, serving both aesthetic and pollinator needs.

Hundreds of individual flowers, ferns, and shrubs have been planted, such as: asters, milkweeds, wild columbine, black-eyed Susan, and dogwoods. After planting, the sites are staked and small signs put in place. Already success is visible as mature plants establish and flower each year!

GBB provides a number of free resources to support natural habitat in the Biosphere region, along the eastern shores of Georgian Bay, such as a "Best for the Biosphere" list, and a "Planting for Pollinators" guidebook available online (<https://georgianbaybiosphere.com/conservation-guides/#plants>).

### For more information, visit:

- » [www.seguin.ca](http://www.seguin.ca)
- » [www.georgianbaybiosphere.com](http://www.georgianbaybiosphere.com)
- » [www.generationseffect.com](http://www.generationseffect.com)





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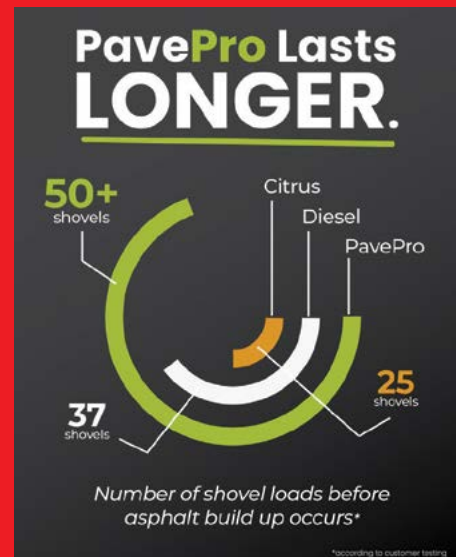
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- 3x longer lasting power!
- 100% biodegradable.





# A FAMILY LEGACY IN THE AORS LOCAL ASSOCIATIONS

## A FATHER AND SON'S JOURNEY THROUGH THE AORS COMMUNITY

BY **MIKE FLETCHER CRS-I**  
NIAGARA ROADS SUPERVISOR  
ASSOCIATION (INCLUDING  
HIS DAD, **JOHN FLETCHER—**  
BRANT COUNTY ROAD  
SUPERVISORS ASSOCIATION)

**I**t's not often you find both a father and son actively involved in different local road associations, but for my Dad and me, it's been a unique and meaningful part of our professional lives. What makes it even more special is the way he's passed the torch, not just in terms of career experience, but in his passion for the connections and camaraderie that come from being involved in organizations like AORS.

Growing up, I watched my Dad build strong relationships through the courses, trade shows, and events held by his local association. He often talked about how valuable those connections were not just for learning and development, but for sharing ideas, solving common challenges, and being part of a community that truly understands the demands of the job.

Now, as he is near retirement, I find myself walking a similar path. Being involved in my own association has given me the chance to experience firsthand the benefits he always spoke about. Whether it's golf tournaments, technical training, or trade shows, these events are more than just dates on a calendar, they're opportunities to grow, collaborate, and carry on a tradition that's served our industry well for generations.

What makes this journey even more meaningful is getting to spend time together on a personal level, doing what we both love on a professional level. Sharing that common passion has brought us even closer, and created memories that go beyond the job itself.

My Dad has always believed in giving back and helping the next group of public works professionals feel welcomed and supported. That's a value I intend to carry forward. It's been a privilege to continue what he started, and I'm proud to be part of a new generation working to build on the foundation he and so many others helped establish.

# LA News

**SUBMIT**  
YOUR LA NEWS OR  
ANNOUNCEMENTS

to be featured in the  
newsletter and/or on  
AORS social media

CONTACT  
[kellyelliott@aors.on.ca](mailto:kellyelliott@aors.on.ca)



## AORS Winner

Aaron Hatton, CRS was the winner of the YETI cooler at the AORS Hospitality Suite during the Good Roads Conference. Aaron is presented the cooler by 2<sup>nd</sup> Vice-President Jim Borton, CRS-S. A huge thank you to Jeff Convey from Superior Road Products who donated the cooler to giveaway!

## Lambton County Road Supervisors Association

Michael Cumming, CRS receives his Long Term Service Award at the Lambton County Road Supervisors Association meeting in June. Michael retired from the Township of Enniskillen as the Road Superintendent.



**Our 34 Local Associations (LA) are the basic 'close to home' organizational element of AORS.**



They offer our members immediate, easy and cost effective opportunities to:

- » Participate in activities and events
- » Utilize their right to vote and hold office
- » Attend educational programs
- » Network with colleagues and peers in a professional setting
- » Exchange public works technologies/trends with colleagues, and
- » Help support and promote our Association.

**These stories are the best examples of the LA contribution to our Association and to our communities!**

## Niagara Region Road Supervisors Association

Michael Fletcher, CRS I and Brandon Brisson, CRS I receive their PWLDP Certificate of Completion from AORS Training and Programming Coordinator Christie Little at a Niagara Region Road Supervisors Association meeting.



## York Region Roads Supervisors Association

Andrew Saltes, Assoc. R.S. from Aurora and Michael Szajner from Vaughan were the top drivers at the York Region Roads Supervisors Association's local roadeo.

## Essex County Municipal Supervisors Association

Essex County Municipal Supervisors Association had over 30 drivers out to compete and made it through the "100 degree heat"!



## District 8 Retiree Coffee Social

AORS Past President Darrell Townsend, CRS-I was the driving force behind District 8 Road Supervisors Association's first-ever Retiree Coffee Social back in April at the Loyalist Township Works Garage.

The event was a warm and casual gathering, providing a great opportunity for past and present members to reconnect. It was our way of keeping in touch with the retirees who helped shape roads and communities—and to show appreciation for the years of service they dedicated to the profession and re-connect. About 35 were in attendance for the inaugural event!

## 20 Year Award

Larry Maddeaux, CRS-I presented Walker Industries with their 20 Year Award for advertising in Spotlight and thanked them for being a dedicated partner of AORS.



Left to right.... Road Superintendent Scott Edwards, Foreman Charles Saunders, and Casual Equipment Operator Morely Matthews

## Finding Buried Treasure in Magnetawan!

The Municipality of Magnetawan had a Time Capsule buried 25 years ago and had since lost the maps and location, but it was to be opened during the festivities at the 2025 Canada Day Weekend. The task was given to the Roads Department to find and unearth the time capsule. By using old aerial photos, they were able to determine changes in the landscape and soils and chose a location to do the last "kick at the can" dig. As luck would have it, we found it with dedicated staff and team work!



## AORS hosted LA Workshop

AORS hosted a successful LA Workshop in June at Horseshoe Valley Resort where we developed the framework for the 2026-2030 Strategic Plan. Thank you to all of those who attended the workshop!



## Building Relationships

The District 8 Road Supervisors Association gathered at the Mohawk Community Centre on the Tyendinaga Mohawk Territory for a special opportunity to learn more about their neighbours, the Mohawks of the Bay of Quinte. Members were welcomed to hear about the culture, history, and traditions of the community, as well as the many programs and services that support their members. A highlight of the day was the delicious lunch, prepared and served by students from the Ohahase Education Centre, showcasing both talent and hospitality.

**“This was an incredible opportunity to connect and learn,”** said Joe Reid, CRS-S, AORS Representative for District 8 and AORS Past President. **“It’s so important for our local associations to build and grow relationships with the First Nations communities in our regions. Understanding their perspectives and celebrating their culture strengthens our partnerships and helps us work better together.”**

# UPCOMING EVENTS

**You can find AORS at these upcoming events:**

- » **LEVEL UP CAREER FAIRS**  
Barrie (Oct 1 Oct 2), Sudbury (Oct 8 9), Timmins (Oct 14 6), Windsor (Oct 29 30), Hamilton (Nov 5 6), London (Nov 11 13), Oshawa (Nov 18 20), Mississauga (Nov 25 28), Kingston (Dec 2 3) and Ottawa (Dec 10 12)
- » **WESTERN ONTARIO WARDENS CAUCUS CONFERENCE**  
October 17, London, ON
- » **ONTARIO ONE CALL CONFERENCE** October 22–24, Blue Mountains, ON
- » **LANDSCAPE ONTARIO**  
January 6 8, International Centre, Mississauga, ON (Use the code ASSO5 when registering to get your complimentary admission!)
- » **DSAO/LICO CONFERENCE**  
January 20 22, London, ON, Lamplighter Inn
- » **AORS ANNUAL GENERAL MEETING** March 30, Fairmont Royal York, Toronto, ON
- » **GOOD ROADS CONFERENCE**  
March 29 April 1, Fairmont Royal York, Toronto, ON
- » **TRUCK WORLD** April 16 18, International Centre, Mississauga, ON
- » **NATIONAL HEAVY EQUIPMENT SHOW** Apr 23 24, International Centre, Mississauga, ON



Public Works Academy Training + Professional Certification

## TRAINING UPDATE

# Investing in Training

### Shaping Winter-Ready and Leadership-Capable Public Works Teams

As 2025 transitions toward winter, this fall is an essential time to highlight how investing in education directly correlates with safer, more effective public works operations—and building a robust leadership pipeline for the future.



### Winter-Ready and Safety First

Winter presents high stakes for public works crews—from unpredictable weather to intensive equipment use. Our NEW! Winter Maintenance Safety Review offers a practical, engaging approach that blends theory with hands-on application, including a pre-trip inspection of a snowplow. Offered in compact half-day or full-day formats, it ensures staff are both confident and compliant on the road.

This valuable new offering complements AORS's traditional Winter Maintenance School and the full Winter Operations Training Series, designed to build deep competence across supervisors, operators, and patrollers.



BY **CHRISTIE LITTLE**, AORS PROGRAMMING & TRAINING COORDINATOR AND **DENNIS O'NEIL**, AORS MEMBER SERVICES COORDINATOR

## REAL VOICES REAL IMPACT

**“The Almaguin Road Superintendents Association put together the AORS Winter Maintenance Safety Review at the Municipality of Magnetawan Roads Yard and had an excellent turnout. The instructor was both knowledgeable and had real life experiences that made the open discussion engaging and a great interaction.”**

— **SCOTT EDWARDS CRS-S**, PUBLIC WORKS SUPERINTENDENT, MUNICIPALITY OF MAGNETAWAN

# THE AORS VALUE PROPOSITION

To all those invested in public works training and professional development, AORS aims to meet the needs of our members by providing the following:



- » 60+ training courses designed and delivered through a variety of options/formats
- » Cooperative Local Association/LA (i.e. close-to-home) programs to reduce fees for courses, seminars and professional development programs
- » Customized adult 'peer to peer' learning experiences to accommodate specific needs
- » Strategic cooperative agreements with other professional and private sector organizations (e.g. Good Roads, SWANA) to deliver a wide range of cost-effective, high-quality programs
- » Volunteer Education Committee and Certification Board to organize and approve all training and professional development programs
- » Professional training and human resource development staff committed to quality control and on-going improvement
- » Public works career professional development paths with clear guidelines to ensure verification of public works expertise and improved employability

# Cultivating Leadership The PWLDP



Building strong leadership starts now. The Public Works Leadership Development Program (PWLDP) supports current and emerging leaders—managers, supervisors, and even administrative staff—in developing essential skills to guide Ontario’s public works operations into the future.

## Why the PWLDP Stands Out

### » Comprehensive, modular learning:

Eight focused modules (Local Government, Customer Service, Leadership & Supervision, Financial Management, Talent Management, Process Management, Continuous Improvement, Communications), each aligning with levels of the Certified Road Supervisor (Assoc. R.S., CRS, CRS-I, CRS-S) designations.

» **Flexible delivery:** Offered in both in-person and live webinar formats, allowing municipalities to train staff effectively within budget and scheduling constraints.

» **Engaging learning format:** Each module emphasizes experiential, interactive learning—case studies, group discussions, simulations—led by seasoned municipal professionals.

### » Career-building credential:

Completion of all eight modules earns a PWLDP Certificate of Completion, which satisfies the leadership training requirement for all three CRS designations. Modules can also be taken individually to meet specific needs or timelines.

### » Provincially recognized pathway:

The CRS is the only designation for public works supervisors recognized under Ontario legislation (Association of Ontario Road Superintendents Act, 1996). The PWLDP provides a direct, sanctioned route toward achieving this credential.

### » Networking opportunities:

Each session brings together peers from municipalities across Ontario, creating valuable opportunities to share experiences, exchange best practices, and build connections that last long after the course ends.

## REAL VOICES REAL IMPACT

“The Public Works Leadership Development Program is a valuable addition to my skill set... highly transferable... helps us to better serve the public and the team.”

— KIM PAYEUR, ASSOC. R.S.,  
CITY OF BELLEVILLE  
(ADMINISTRATIVE  
PROFESSIONAL)

“Just wanted to thank you for the recent PWLDP courses. I wasn’t sure what to expect but was pleasantly surprised by both the material and the instructors. The Customer Service course was the best I’ve ever taken, and the leadership training provided the foundation I’ve been looking for. I’ve even pulled a few pages from the handouts to review each morning to help calibrate my mindset in how I interact with the public and my coworkers.”

— JEFF WOLFE, TOWN OF ST. MARYS,  
INFRASTRUCTURE  
SERVICES MANAGER

**60+**  
TRAINING  
PROGRAMS



**1900+**  
MEMBERS IN  
ONTARIO

**\$**  
**SAVE**  
ON TRAINING  
& EDUCATION



## A Call to Action for Fall Budget Planners

Municipal councils and decision-makers: elevate training from the sidelines to the centerpiece of fall budgeting. Programs like the Winter Maintenance Safety Review and PWLDP are investments in operational excellence, community safety, and long-term resiliency.

**“Investing now—in safety and leadership—means being ready for every road and every season to come.”**

### Ready to Learn More or Book?

Explore upcoming sessions and register through the AORS Education portal: <https://aors.on.ca/education>

For tailored training or bookings contact:

**Dennis O’Neil**, Member Services Coordinator, [dennisonel@aors.on.ca](mailto:dennisonel@aors.on.ca)

**Christie Little**, Programming & Training Coordinator, [christielittle@aors.on.ca](mailto:christielittle@aors.on.ca)

# 1900+

**TOTAL CERTIFIED**  
TO AUGUST 2025 (including Associate Members)

### Certified At Certification Board Meeting February 21, 2025

<b>Eric Armstrong</b>	Mun.of Marmora and Lake	Assoc. R.S.
<b>Ryan Baker</b>	Twp. of Wellesley	CRS
<b>Giancarlo Barranca</b>	City of Brampton	Assoc. R.S.
<b>Shawn Bromley</b>	Mun.of Huron East	Assoc. R.S.
<b>Alexander Kevin Bryson</b>	Reg. Mun.of Niagara	Assoc. R.S.
<b>Dennis Caddick</b>	City of Belleville	Assoc. R.S.
<b>Rob Camelon</b>	Mun.of Dysart et al	CRS-S
<b>Jeffrey Cawker</b>	Mun.of Port Hope	CRS-I
<b>Sanford Clause</b>	Oneida Nation of the Thames	CRS-S
<b>John Collison</b>	Twp. of Dawn-Euphemia	CRS-I
<b>Stephen Cooper</b>	City of Hamilton	CRS
<b>Jamie Davis</b>	County of Oxford	CRS
<b>Josh Decoste</b>	Twp. of North Glengarry	Assoc. R.S.
<b>Paul Dobias</b>	Town of Gravenhurst	CRS
<b>Travis French</b>	City of Vaughan	Assoc. R.S.
<b>John Gleeson</b>	Mun.of Mississippi Mills	CRS-S
<b>Joseph Gratton</b>	Loyalist Twp.	CRS
<b>Philip Heinen</b>	Town of Grimsby	Assoc. R.S.
<b>Greg Hodgson</b>	Mun.of Chatham-Kent	Assoc. R.S.
<b>James Levac</b>	Twp. of South Glengarry	Assoc. R.S.
<b>Tom Lewis</b>	Town of Ajax	CRS
<b>Adam Ling</b>	Town of Halton Hills	CRS
<b>Matthew MacKay</b>	City of Mississauga	CRS
<b>Javier Marcos</b>	County of Brant	Assoc. R.S.
<b>Greg Maxwell</b>	Twp. of Limerick	CRS-I
<b>Dax McAllister</b>	City of Greater Sudbury	CRS-S
<b>Shawn McGilchrist</b>	Reg. Mun.of Peel	Assoc. R.S.
<b>Allan McLeod</b>	Mun.of York Region	Assoc. R.S.
<b>Ethan Mosley</b>	Reg. Mun.of Niagara	Assoc. R.S.
<b>Kimberly Payeur</b>	City of Belleville	Assoc. R.S.
<b>Stephen Preston</b>	City of Brampton	CRS
<b>Trevor Prevost</b>	Mun.of Tweed	CRS
<b>Ryan Reid</b>	Mun.of Tweed	CRS
<b>Gregory R. Robinson</b>	County of Haliburton	CRS
<b>Daniel Sepe</b>	City of Vaughan	CRS
<b>Paul Spoelstra</b>	City of Hamilton	CRS
<b>Shaun Thomson</b>	Mun.of Bluewater	CRS-I
<b>Shane Timmermans</b>	Mun.of South Huron	CRS-I
<b>Evan Whillans</b>	City of Brampton	Assoc. R.S.
<b>James William Wilkinson</b>	Town of Smiths Falls	Assoc. R.S.

The Provincially recognized designation of Certified Road Supervisor (CRS) is well recognized and respected throughout the public works industry in Ontario. Each quarter the AORS Certification Board considers applications from public works professionals to obtain their CRS designation. The various levels of certification require a specific number of years of roads related supervisory experience as well as designated courses. AORS, in cooperation with Good Roads, have strived to make these courses available through the pandemic, to allow individuals to continue to pursue their CRS certification or to advance to various levels of designation. The following lists represent those individuals who have been granted certification or reclassification over the last year. **Congratulations to all!!**

**Certified At Certification Board Meeting May 23, 2025**

<b>Jonathan Angrove</b>	City of Markham	CRS
<b>Mike Dakin</b>	City of Welland	CRS-I
<b>Ryan Deer</b>	Mun. of Kincardine	CRS
<b>Mike Fletcher</b>	Reg. Mun. of Niagara	CRS-I
<b>Scott Hodgson</b>	City of Kawartha Lakes	CRS-I
<b>Robert Douglas Hutchinson</b>	County of Simcoe	CRS-I
<b>Ryan Johnston</b>	Mun. of Middlesex Centre	CRS
<b>Kyle Labbett</b>	Loyalist Twp.	CRS-I
<b>Rejean Lacroix</b>	City of Woodstock	CRS
<b>Steven Lewis</b>	City of Kawartha Lakes	CRS-I
<b>Lance Martens</b>	Haldimand County	CRS
<b>Paul Nicol</b>	Town of New Tecumseth	CRS
<b>Anthony Vani</b>	Reg. Mun. of Niagara	CRS-I
<b>Ken Young</b>	County of Grey	CRS
<b>Jean-Luc Boucher</b>	The Nation Municipality	Assoc. R.S.
<b>Adam Dobson Dobson</b>	Town of New Tecumseth	Assoc. R.S.
<b>Brian Lidster</b>	Town of New Tecumseth	Assoc. R.S.
<b>Tyler Rumble</b>	Town of New Tecumseth	Assoc. R.S.
<b>Phil Dominas</b>	Reg. Mun. of Waterloo	Assoc. R.S.
<b>Robert Fitzsimmons</b>	The Town of The Blue Mountains	Assoc. R.S.
<b>Cody Hannan</b>	Town of New Market	CRS
<b>John Kirk</b>	Twp. of Oro-Medonte	CRS
<b>Ryan Love</b>	City of Thunder Bay	CRS
<b>David Alphonse Moncion</b>	Twp. of Sables-Spanish Rivers	CRS-I
<b>Curtis Neuman</b>	Loyalist Twp.	CRS
<b>Joshawa Ostertag</b>	County of Simcoe	Assoc. R.S.
<b>Jason Pavao</b>	City of Hamilton	CRS
<b>Deanna Ridgley</b>	City of Belleville	Assoc. R.S.
<b>Andrew Saltes</b>	Town of Aurora	Assoc. R.S.
<b>Blake Sceppacerqua</b>	Reg. Mun. of Niagara	CRS
<b>Niall Stocking</b>	Town of Georgina	CRS
<b>Daryl Teeter</b>	Mun. of Grey Highlands	CRS
<b>Matthew Vriens</b>	City of St. Thomas	CRS-S
<b>Scott Wonch</b>	Twp. of Carling	Assoc. R.S.

**Certified At Certification Board Meeting August 21, 2025**

<b>Dave Lukezich</b>		CRS-S
<b>Bill Finley</b>	Mun. of North Grenville	CRS
<b>John Marshall</b>	City of Brockville	CRS

<b>Dan Rose</b>	Reg. Mun. of Waterloo	CRS
<b>Gregory Paul Dalton</b>	County of Lambton	CRS
<b>Timothy Morris</b>	Twp. of Severn	CRS
<b>James Lane</b>	Town of Caledon	CRS-S
<b>Brandon Brisson</b>	Reg. Mun. of Niagara	CRS-S
<b>Warren Waugh</b>	City of Woodstock	CRS-S
<b>Gary Medeiros</b>	City of Burlington	CRS-I
<b>Dwayne Gregson</b>	Reg. Mun. of Peel	CRS-S
<b>Adam Knapp</b>	Twp. of Horton	CRS-S
<b>Ryan Day</b>	City of Hamilton	CRS-S
<b>Martin Clouthier</b>	Mun. of French River	CRS-I
<b>John Costabile</b>	City of St. Catharines	CRS-I
<b>Ryan Newton</b>	Town of Grimsby	CRS-I
<b>Ronald Klingenberg</b>	Mun. of Central Manitoulin	CRS-I
<b>Andy Dickie</b>	Town of Innisfil	CRS-I
<b>Evan Bancroft</b>	Twp. of South Frontenac	CRS
<b>Alex Brown</b>	County of Oxford	CRS-I
<b>Nigel Bruneau</b>	Town of Bracebridge	Assoc. R.S.
<b>Mary Cutting</b>	Town of New Tecumseth	Assoc. R.S.
<b>Jason Flemming</b>	City of Orillia	Assoc. R.S.
<b>Caroline J. Kirkpatrick</b>	Town of Gravenhurst	CRS
<b>James Knight</b>	Town of Essex	Assoc. R.S.
<b>Kevin Laube</b>	Twp. of Adjala-Tosorontio	Assoc. R.S.
<b>Brett Leggett</b>	Twp. of Wainfleet	Assoc. R.S.
<b>Paul Leonard</b>	District Mun. of Muskoka	Assoc. R.S.
<b>Tyler Pearce</b>	District Mun. of Muskoka	Assoc. R.S.
<b>Mckinley Skrypetz</b>	District Mun. of Muskoka	Assoc. R.S.
<b>Karen Levesque</b>	Town of Caledon	CRS
<b>Dale Lockridge</b>	Twp. of Tyendinaga	CRS
<b>Ryan Ondusko</b>	Town of Orangeville	CRS
<b>John Piccinin</b>	City of Thunder Bay	CRS
<b>Cory Plumadore</b>	U.C. of Stormont, Dundas and Glengarry	Assoc. R.S.
<b>Alexander Saldana</b>	Town of Aurora	Assoc. R.S.
<b>Brian Scott</b>	U.C. of Leeds and Grenville	CRS
<b>Johnathan Spidaleri</b>	County of Essex	Assoc. R.S.
<b>Greg Turnbull</b>	Mun. of South Bruce	CRS
<b>Evan Zinn</b>	City of Kitchener	Assoc. R.S.
<b>Taylor Thomson</b>	City of Markham	CRS
<b>James W. Wilkinson</b>	Town of Smiths Falls	CRS

# ALL LANES OPEN TO YOUR PUBLIC WORKS CAREER

# 5

## BENEFITS OF BEING A REGULATED PROFESSION



- 1 Confirms the importance of the profession
- 2 Increases public trust in the profession
- 3 Increases career opportunities in the marketplace
- 4 More consultation by government on related policy issues
- 5 More credibility as public works experts



## PROFESSIONAL DEVELOPMENT PROGRAM

The Certified Road Supervisor (CRS) is a legislated, widely recognized and highly successful professional public works accreditation. The CRS program is designed to raise professional standards, improve individual performance, and identify professionals who demonstrate the knowledge vital to public works management.

AORS has the exclusive right to use the CRS designation. Our accreditation program is recognized under provincial statute law.



### Who is eligible for the CRS?

If you are an employee within the private/municipal sector hired to supervise construction, rehabilitation or maintenance of core civil public works infrastructure, you are eligible to apply for AORS CRS public works professional development accreditation.

## 5 STEPS TO CERTIFICATION

1. Gain hands-on supervisory experience in the public works industry
2. Expand your experience with training
3. Decide which certification applies to you: complete the application
4. Display your CRS certificate and Code of Ethics
5. Progress to the next level of certification

# SORRY, You Can't Have That Find Another Way!



BY **GREGG FURTNEY**, CRS, CAO OF THE TOWN OF MINTO, **DARREN MACKENZIE**, DIRECTOR OF OPERATIONS FOR THE TOWN OF NIAGARA ON THE LAKE, AND **STEVE GRUBER** AND **SHANE MCCAUSLAND**, COFOUNDERS OF GRUMAC INC.

## Collaborating for Smarter Budgets

### The Municipal Shared Equipment Model

**B**udget season always seems to arrive sooner than expected. For municipalities, it brings not just financial analysis and spreadsheets, but also the shared responsibility of balancing fiscal prudence with the expectations of residents. Every department feels the weight of this task—from Corporate Services/Treasury to Public Works and beyond. Communities expect reliable services and strong infrastructure, but no resident is eager to see their tax bill climb.

#### The Challenge of Capital Costs

For Public Works directors and managers, budgeting can feel like navigating a maze of constraints. Requests for equipment upgrades are often met with a firm, “Sorry, you can’t have that—find another way.” These words, whether from a Treasurer, CAO, or council, reflect a common reality: capital budgets are usually the first to face reductions.

Rising costs only add to the challenge. Inflation, tariffs, and supply chain pressures push prices higher every year. A motor grader now exceeds \$550,000. A tractor starts at \$150,000. Even used equipment, while cheaper, rarely delivers the reliability municipalities need. Yet, who dares propose spending half a million dollars on a machine that may sit idle for months at a time?

Clearly, municipalities need another approach—one that respects taxpayer dollars while still ensuring communities receive high-quality services.

#### A Collaborative Solution

As Plato once noted, “Necessity is the mother of invention.” Innovation often emerges when constraints demand it. In that spirit, municipalities are embracing a new idea: the Municipal Collaborative Equipment Model.

The concept is straightforward. Municipalities, conservation authorities, utilities, and even educational institutions own expensive equipment that often sits unused for long stretches. Why not share these resources? With short-term lease agreements, one organization can generate revenue from underutilized machinery, while another gains access without shouldering the burden of a large capital purchase.

To simplify the process, a dedicated online marketplace—grushare.com, managed by GruMac Inc.—connects organizations looking to lease out equipment with those in need. The Lessor benefits by turning idle assets into revenue streams, often adding to reserves or funding new projects. The Lessee gains the equipment necessary to maintain or enhance service delivery. It’s a win-win solution, strengthening fiscal responsibility while promoting inter-agency collaboration.

#### A Tale of Two Towns

This model is already proving effective. Take the partnership between the Town of Niagara-on-the-Lake (NOTL) and the Town of Minto.

Minto needed a motor grader but couldn’t justify the steep capital cost of buying one. Through the collaborative model, they leased the equipment from NOTL, saving significant taxpayer dollars. Meanwhile, NOTL needed a tractor for seasonal work. Instead of buying one outright, they leased from Minto, generating revenue for Minto while ensuring their tractor avoided long idle periods.

These agreements, vetted by municipal legal teams, showcase fiscal responsibility, creativity, and collaboration. Both towns benefited financially and strengthened their partnership in the process.

#### The Bigger Picture

The Municipal Collaborative Equipment Model won’t solve every budget challenge, but it provides one more tool in the municipal toolkit. By generating revenue, reducing unnecessary capital expenditures, and maximizing the use of existing assets, municipalities can continue serving residents while demonstrating responsible stewardship of public funds.

At its heart, this initiative is about more than money—it is about innovation, collaboration, and leadership. When municipalities work together, they stretch every dollar further, strengthen relationships, and inspire confidence among council members, staff, and residents alike.

That is a story worth celebrating.

# YOUR PROFESSIONAL ASSOCIATION

LEARN MORE ABOUT AORS AT  
OUR WEBSITE [www.aors.on.ca](http://www.aors.on.ca)

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**Association of Ontario  
Road Supervisors**