AORS ADVANCE

SPRING 2025

THE NEWSLETTER FOR ONTARIO'S PUBLIC WORKS PROFESSIONALS

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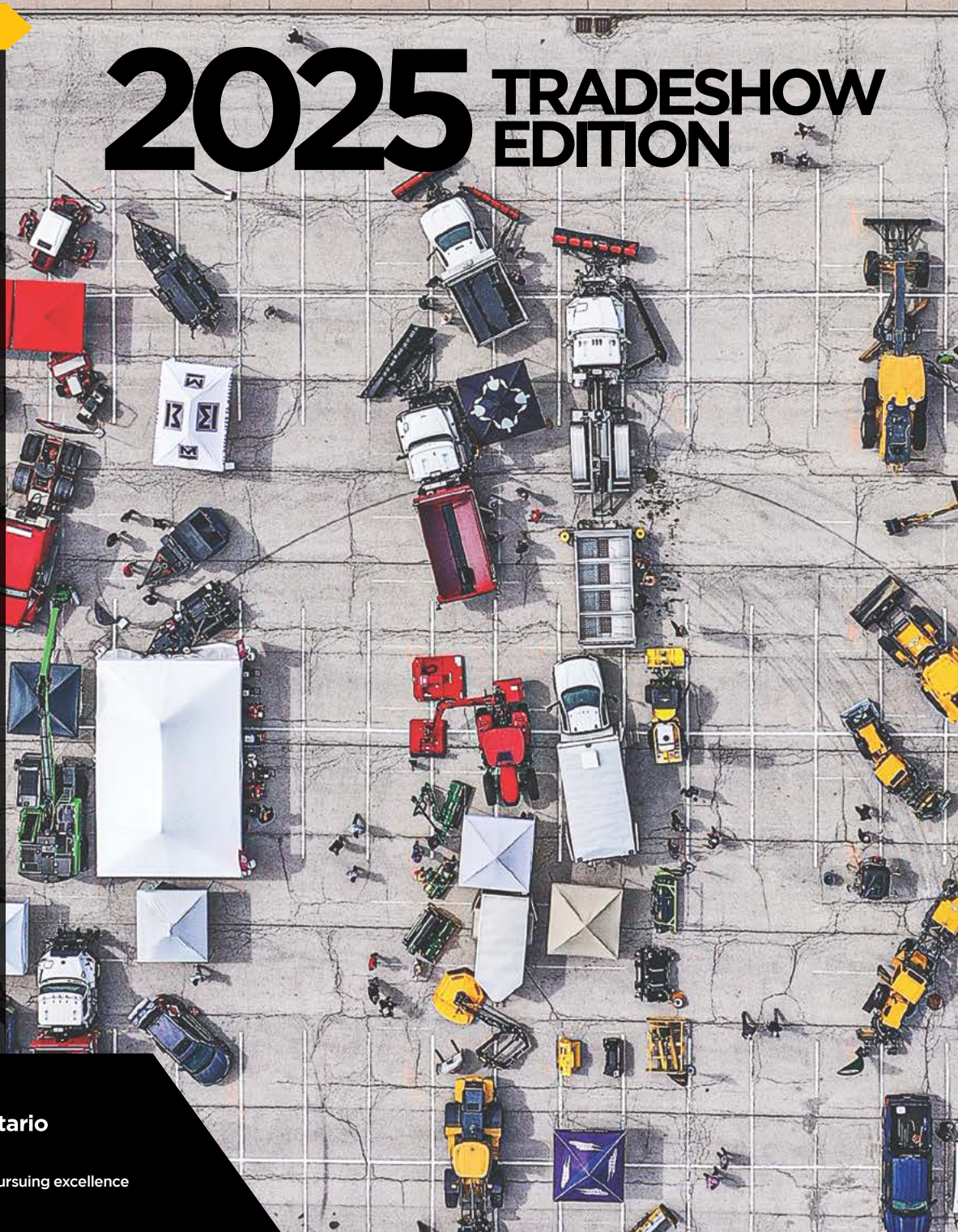


Association of Ontario Road Supervisors

Promoting knowledge → Pursuing excellence

PRESIDENT'S Message

Well, it's March 2025! Where did the year go?!?

In my final remarks as President, let me begin by thanking each and every one of our members for the past year. Thank you, for entrusting me as President of the Association of Ontario Road Supervisors (AORS). It has been an honor and a privilege to serve in this role and to represent an organization that is so vital to the well-being of our communities. While I may have been the one "shaking hands and kissing babies", it is our amazing AORS staff, Board members, volunteers and you, the members, who are the true heroes in making our association as strong as it is today!

As you've all heard me preach over the past year, public works superheroes and public works first responders help keep communities strong by providing key maintenance of core municipal services. We ensure that our roads are in a good state of repair to keep our local economies vibrant, and we are entrusted to safeguard our communities' assets. If we do not do our jobs properly, emergency services can't do theirs. Our association is strong because of all the dedicated staff who care deeply about the communities they serve.

Much has happened in the last 12 months that we all should be proud of.

We've had three new Associations join AORS; Niagara Region, Muskoka, and York Region. On behalf of the entire membership, welcome to AORS! This growth affirms the importance of AORS in our industry and the relationships we have built.

In 2024, we successfully launched the Municipal Equipment Operators Course, and had 3 cohorts go through the training. This course has set a new best practice for training and professional development within our industry. This initiative was a testament to our commitment to equipping municipalities with new operators who have the skills and knowledge necessary to excel in their roles, ensuring the safety and efficiency of our communities.

We also saw record engagement at our local association meetings and training programs. These reaffirmed the strength of our network and the dedication of our members towards continuous learning and professionalism. I am constantly inspired by the passion and expertise that each of you brings to your networks and truly appreciate that you are always willing to share experiences, good or bad! Our investment in advocacy is paying dividends as well and we are seeing recognition by stakeholders.

These initiatives were all derived from our *STRATEGIC PLAN, 2020–2025: An Open Road to Success*, which you, the members, were part of creating and supporting.

I want to send thanks to our Suppliers. Our supplier members are an invaluable part of our resources, playing a crucial role in driving innovation within municipalities. Their expertise, products, and services help us adopt cutting-edge solutions and tackle complex challenges in public works and infrastructure management. The partnership between AORS and our supplier members is vital to our shared success, as it fosters collaboration, enhances knowledge-sharing, and ensures that municipalities have access to the tools and technologies they need to serve their communities effectively. Together, we build stronger, more sustainable municipalities across Ontario.

Looking ahead, I am confident that AORS is well-positioned for continued success. Our incoming President, Karla Musso-Garcia, CRS-I along with the Executive Committee and Board of Directors, will bring fresh perspectives and energy to lead us into the future. Special thanks to Mike Alcock, Past President, for his inspiration and mentoring over the year.

On a personal note, I extend my deepest gratitude to the AORS staff, volunteers, and members for your unwavering support and dedication; your passion to improve public works across Ontario has been nothing short of inspiring. As a loyal member of District 8 Road Supervisors

"Much has happened in the last 12 months that we all should be proud of. We've had three new Associations join AORS; Niagara Region, Muskoka, and York Region.

2024 President
Joseph Reid, CRS-S

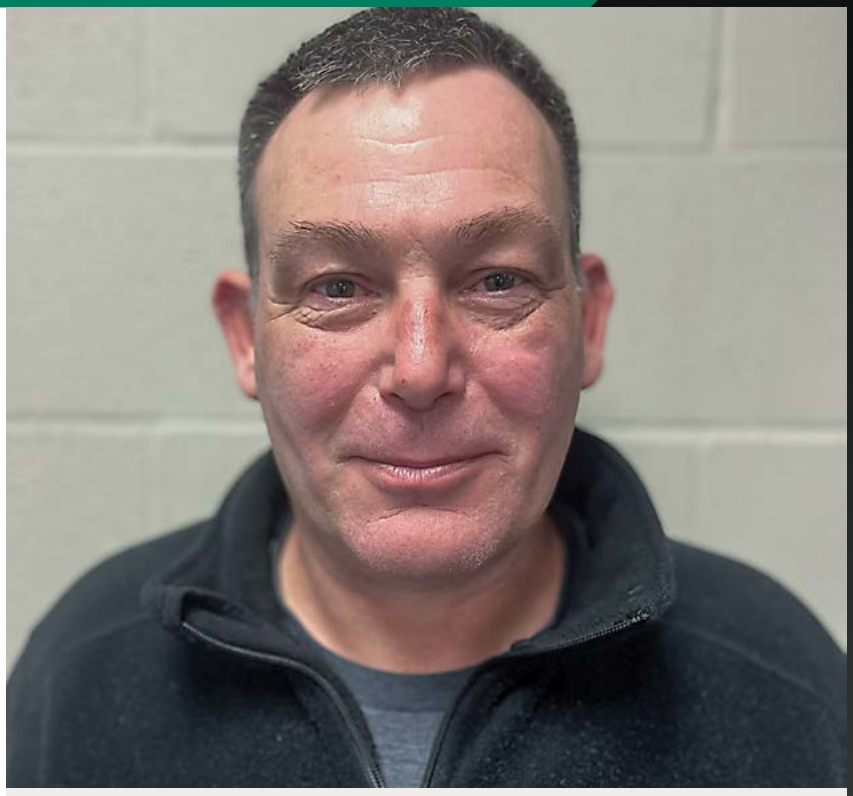
MEET THE **NEW DIRECTOR**

Association, I really appreciate the support they have shown me over the past number of years I have been on the Board, and special thanks to Vern Amey (Retired, Napanee), Larry Maddeaux, CRS-I (Retired, Oshawa) and Darrell Townsend, CRS-I (Retired, Kingston) for your guidance, with representing D8, and your perspective as former AORS Board members yourself. Thanks also to Mayor Neil Ellis and Belleville City Council for their tremendous support to not only me, but to AORS. And finally, I want to say thanks to my family for their unwavering support through the countless hours and days I have been away throughout this term.

As a final message to all, don't forget to stand up and be strong, advocate for Public Works, advocate for yourself, keep learning, be kind, and remember you're doing a great job keeping your municipality the best it can be. We need to be looking at the future and investing in the next generation who will take over for us as we move on. Don't be afraid of that, it should be exciting, and we need to embrace it!

As I step away from the role of President, I am filled with a sense of pride and optimism. AORS is more than an Association; it is a family—one that supports and uplifts its members while advancing the essential work of maintaining and improving Ontario's roadways and infrastructure. I look forward to what the future holds for AORS, and our industry!

Thank you for the opportunity to serve as your AORS President; it has been an experience I will cherish for the rest of my career, and life. Remember a quote from Past-President Paul Dalton, "The future is bright for AORS"!



Mike McDougall, CRS
Middlesex County Public Works Association

I was born and raised in Middlesex County on a dairy farm where I still reside with my wife and two kids. I started my career with the Municipality of Middlesex Centre as an Equipment Operator in 2005 and was promoted to my current role in 2021 as Transportation Supervisor. I am a current member of the Middlesex County Public Works Association and have taken many training certifications through AORS and achieved my CRS accreditation. As a new member of the AORS Board of Directors I look forward to networking with new people and contributing to the AORS Association.

AORS MUNICIPAL PUBLIC WORKS TRADESHOW

Proudly Hosted By

OXFORD COUNTY

OXFORD COUNTY ROAD SUPERVISORS ASSOCIATION

TRADE SHOW 2025

JUNE 4–5, 2025

WOODSTOCK FAIRGROUNDS

Whether you're looking to upgrade your fleet, streamline your operations, or simply stay ahead of industry trends, the Trade Show is the place to be.

The Woodstock Fairgrounds offer a spacious and accessible venue for the Trade Show, ensuring exhibitors have ample room to display their equipment and attendees can navigate the event with ease. The site's central location in Oxford County makes it convenient for visitors from across Ontario.

On behalf of the Oxford County Road Supervisors Association and AORS, I would like to extend my gratitude to our sponsors, exhibitors, and volunteers who make this event possible. Your dedication and support are what ensure the AORS Trade Show continues to be a resounding success year after year.

LOOKING FORWARD TO THE 2025 AORS TRADE SHOW

BY **JIM BORTON, CRS-S**—CHAIR OF THE 2025 TRADE SHOW PLANNING COMMITTEE

The highly anticipated 2025 AORS Trade Show is just around the corner, set to take place on June 4 and 5 at the Woodstock Fairgrounds. Hosted by the Oxford County Road Supervisors Association in collaboration with the Association of Ontario Road Supervisors (AORS), this premier event is the largest public works trade show in Ontario, showcasing cutting-edge technology, equipment, and services for the municipal and public works sectors.

As Chair of the Trade Show Planning Committee, I am proud to announce that as of writing this article in January, the Trade Show is already 79% sold out! Attendees can expect to see the latest advancements in road maintenance, construction, traffic control, and safety equipment. However, the AORS Trade Show isn't just about equipment and technology; it's about connecting professionals. With thousands of attendees from municipalities, contractors, and suppliers across the province, the event provides a unique opportunity to network, share best practices, and explore innovative solutions to the challenges we face in our industry.

Trade Show Committee

Mark your calendars for June 4 and 5, 2025 and join us at the Woodstock Fairgrounds for an event that promises to inform, inspire, and connect.

Together, let's continue to build stronger communities and advance the public works profession. I look forward to seeing you there!

If you are interested in a sponsorship at the trade show, please contact Kelly Elliott, Marketing and Communications Specialist at kellyelliott@aors.on.ca.

AORS update

ANNUAL GENERAL MEETING

We had record-setting attendance at our last Annual General Meeting held at the Fairmont Royal York last year, and we are looking forward to setting yet another record!

We can't wait to see you on MONDAY MARCH 31, 2025 in the Imperial Room at the Fairmont Royal York during the Good Roads Conference. Doors will open for registration starting at 1:15pm, with the meeting starting at 1:30 pm sharp.

UPCOMING **EVENTS**

Find AORS at these upcoming events:

- **Good Roads Conference**—March 30–April 2, 2025, Toronto
- **Federation of Northern Ontario Municipalities Conference**—May 5-7, 2025, North Bay
- **Good Roads Road School**—June 8, 2025, Guelph

NATIONAL ROAD SAFETY WEEK

AORS is excited to collaborate with the Ontario Federation of Agriculture (OFA), Mothers Against Drunk Driving (MADD), CN Rail, Ontario Provincial Police (OPP) and the Ministry of Transportation (MTO) to celebrate National Road Safety Week from May 5th–May 9th. AORS will be partnering with each of these organizations for a social media public awareness campaign throughout the week to promote making Ontario roads safer for all. We encourage you to share these posts with your municipality and spread the word!

E-Blast SUBSCRIPTION

The AORS e-newsletter is the perfect way to stay up to date with all things public works, including job opportunities, upcoming training, advocacy updates and announcements. Scan this QR code to get signed up to have all this information fall right into your inbox! And of course, you can unsubscribe at any time.

SPOTLIGHT

I cannot believe how fast time is passing by; it just seems like yesterday that the Spotlight Committee held their year-end wrap-up meeting in Durham Region, completing another successful publication campaign for the 38th edition of Spotlight.

Derek Scholten, Manager and Owner of Colvoy Equipment, my co-chair and I would like to thank the dedication and passion of the Spotlight Committee for all their hard work throughout the year.

They are not only volunteers, but they are the backbone of another successful edition of Spotlight. They take time out of their busy schedules to contact existing suppliers to remind them that their ads are an important way of promoting their products to Municipal employees. They also seek out new suppliers so they too can introduce their products and services to fleet managers, Supervisors, municipal workers and more.

Don't forget members who introduce and/or secure a new ad for Spotlight will be eligible for our draw for a $1000 prize at the year's end.

This year I'm pleased to report that, without any last-minute changes, we will be going to print with a total of 213 ads with a great list of 15 new suppliers that will be promoting their services and products for the first time in Spotlight. Check out our "NEW SUPPLIERS" page.

Each year our Spotlight committee, which consists of Directors, Suppliers and AORS Staff, changes so please check out our Spotlight Committee page in the front of the book for names and photos of our members.

We are always looking for new committee members so don't hesitate, as all you need is a phone, computer and a little time.

This report would be incomplete if I didn't take the time to recognize and thank all the long-term supplier members who have been advertising in Spotlight over the years. They can also be found in the Long Term Advertisers pages Supplier Year Awards in the front of the book.

A special thank you to five long-term suppliers that have advertised in Spotlight since 1987.

- Champion Industrial Equipment
- Den-Mar Brines LTD
- Spriet Associates
- Valley Blades
- Viking- Cives Group

Remember when speaking or ordering with a supplier member let them know "You saw their ad in the AORS Spotlight Magazine.

Larry Maddeaux CRS-I, Spotlight Committee Co-chair

2025 AORS ANNUAL TRUCK SAFETY ROADEO

BY **DENNIS O'NEIL**, CRS-S, AORS MEMBER SERVICES COORDINATOR

The highly anticipated AORS Provincial Safety Truck Roadeo is set to return on September 24, 2025, hosted by the Lanark County Road Supervisors Association. This premier event brings together skilled municipal equipment operators from across Ontario to showcase their expertise in safe driving and precision maneuvering under challenging conditions.

Last year's competition, hosted by the County of Peterborough and City of Kawartha Lakes Public Works Association, saw Ben Kipp of Mississippi Mills crowned as "Driver of the Year." In a record setting field of 43 drivers, Kipp demonstrated exceptional skill and composure, earning top honors among a competitive field. Close behind were Josh Cousins from the City of St. Thomas, who secured the first runner-up position, and Brad Jackson from the Town of Bracebridge, who achieved second runner-up status.

Hosting a local roadeo within your local associations is essential to ensuring representation at the provincial competition. Local events not only give operators a chance to hone their skills and prepare for the challenges of the Provincial Roadeo but also provide an opportunity to recognize the talent and dedication of municipal public works staff. By sending top performers to compete at the provincial level, associations help raise the profile of their local operators while contributing to a culture of excellence in public works.

The Provincial Roadeo is more than just a competition; it's a platform for professional development and camaraderie among municipal public works staff. Participants tackle a demanding obstacle course that simulates real-world scenarios, emphasizing safety, precision, and efficiency in operating snowplows and other heavy equipment.

"We're thrilled to host this year's event and welcome competitors and spectators to Lanark County," said Darwin Nolan, CRS-S, AORS Director for the Lanark County Road Supervisors Association. "It's an incredible opportunity to highlight the skills of municipal operators and the vital role they play in maintaining public safety."

SAVE THE DATE

September 24, 2025

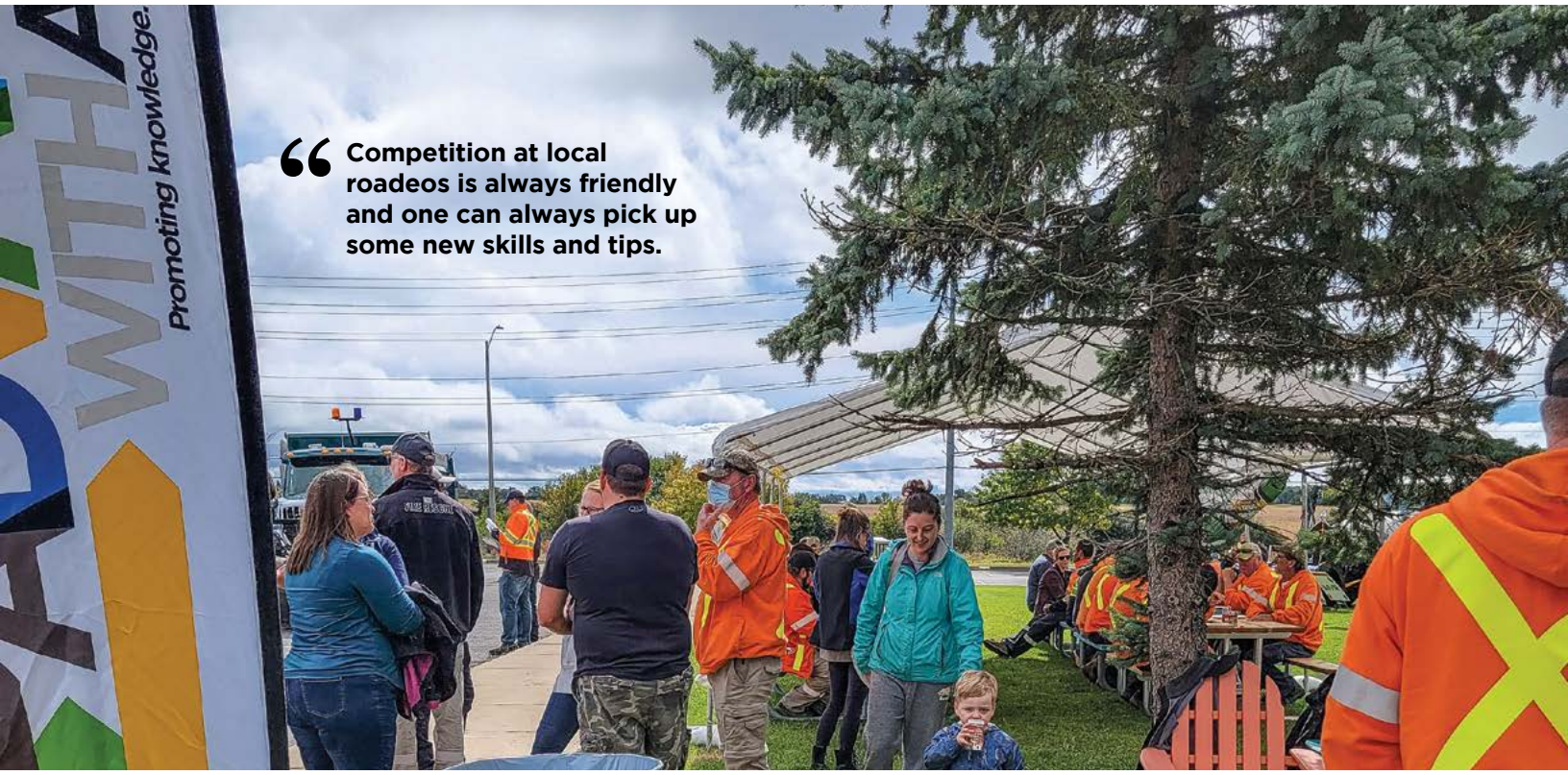
Stay tuned for updates and information on how to participate or attend this exciting event!

> **"The event promises to attract widespread participation and support from municipalities across the province. As the countdown to September begins, all eyes will be on Lanark County to deliver an exceptional roadeo experience.**

If you have any questions or need help organizing, contact Dennis O'Neil, Member Services Coordinator, at dennisoneil@aors.on.ca.

continued

AORS update



"Competition at local roadeos is always friendly and one can always pick up some new skills and tips.

"Helping to organize a local roadeo in your area or LA will reengage your membership and help reignite your local association.

"Drivers who attend local roadeos learn new skills, pick up or reinforce many safety tips throughout the day and get to network with neighboring drivers!

AORS ATTENDS THE **2025 ROMA CONFERENCE** TO ADVOCATE FOR MUNICIPAL PUBLIC WORKS

BY **KELLY ELLIOTT**, AORS MARKETING AND COMMUNICATIONS SPECIALIST

The Association of Ontario Road Supervisors (AORS) was well represented at the 2025 Rural Ontario Municipalities Association (ROMA) Conference, held January 19-21, 2025 in Toronto. Attending on behalf of AORS were Joe Reid, CRS-S, President of the AORS Board of Directors, John Maheu, Executive Director of AORS, and Kelly Elliott, Marketing and Communications Specialist. The conference provided an important opportunity for AORS to meet with key provincial ministers and discuss critical issues affecting municipal public works professionals across Ontario.

AORS took part in several delegation meetings to advocate for key priorities. Among them was a meeting with Minister of Infrastructure Kinga Surma, where the discussion centered on addressing the municipal infrastructure deficit. Municipalities across Ontario continue to struggle with aging infrastructure and limited funding, and AORS stressed the need for sustained investment to support safe and efficient public works operations.

In a separate meeting with Minister of Colleges and Universities Nolan Quinn, AORS highlighted the importance and future of the Municipal Equipment Operator (MEO) Course. With municipalities facing a skilled labor shortage, the MEO Course is critical in training the next generation of equipment operators to keep roads safe and infrastructure maintained. AORS emphasized the need for continued support and funding to expand this essential program.

AORS also met with Minister of Transportation Prabmeet Sakaria to discuss the expansion of the Slow Down, Move Over legislation. AORS advocated for the explicit inclusion of blue flashing lights in the legislation to enhance the safety of winter operations crews. The discussion also highlighted the critical work performed by municipal public works professionals every day to maintain safe roads and infrastructure.

While municipal issues remained at the forefront, the inauguration of U.S. President Donald Trump during the conference sparked significant discussion about the potential impacts on Canada-U.S. relations. Premier Doug Ford and opposition leaders touched on this topic in their speeches, emphasizing the importance of maintaining strong economic and trade relationships.

Another widely discussed topic was the possibility of an early provincial election call. While speculation ran high, no major announcements affecting municipalities were made during the conference. However, from a public works perspective, Minister of Infrastructure Kinga Surma did announce that, starting February 12th, the province would begin accepting applications for the $175 million Health and Safety Water Stream of the Municipal Housing Infrastructure Program (MHIP). This initiative aims to ensure that communities across Ontario have access to safe drinking water and reliable wastewater services.

Additionally, discussions arose regarding Bill 241, the Municipal Accountability Act. This legislation introduces new measures to strengthen the existing municipal code of conduct framework. AORS remains committed to advocating for its members and ensuring they are protected from abuse and harassment by elected officials. AORS encourages members to provide feedback to help inform potential submissions to the Standing Committee and the Regulatory Registry.

The conference also saw the launch of the Association of Municipalities of Ontario's (AMO) first-ever public relations strategy aimed at the next provincial election: Vote Like Your Quality of Life Depends On It. A cornerstone of this campaign is AMO's call for a Social and Economic Prosperity Review—a comprehensive examination of municipal and provincial responsibilities and funding arrangements to ensure a fair and sustainable fiscal framework.

AORS remains committed to advocating on behalf of municipal public works professionals and will continue to engage with provincial leaders to ensure their voices are heard on the key issues impacting Ontario's municipalities.

2025 Pre-Budget Submission

AORS Calls for Provincial Investment in Municipal Infrastructure

BY **KELLY ELLIOTT**, AORS MARKETING AND COMMUNICATIONS SPECIALIST

The Association of Ontario Road Supervisors (AORS) has submitted a pre-budget proposal to the Ontario government, advocating for increased investment in municipal infrastructure as part of the 2025 Ontario Budget. The submission highlights critical funding gaps and urges the province to take decisive action to ensure the sustainability and safety of Ontario's roads, bridges, and drainage systems.

Addressing the $34.7 Billion Infrastructure Deficit

Municipal asset management plans have identified an alarming $34.7 billion infrastructure deficit in Ontario's roads, bridges, and culverts. Without substantial investment, municipalities will struggle to maintain their core assets, leading to deteriorating road conditions, safety concerns, and escalating long-term costs. AORS is calling on the provincial government to work with municipalities to close this gap through enhanced and predictable funding programs.

Key Recommendations

AORS has outlined several key recommendations to support municipal infrastructure, including:

- Increased Funding for OCIF: Expanding the Ontario Community Infrastructure Fund (OCIF) will provide municipalities with stable, predictable funding to address urgent infrastructure needs.
- Enhanced Gas Tax Revenues: Allocating a greater share of gas tax revenues to municipalities will ensure sustainable funding for road maintenance and rehabilitation.
- Investments in Climate-Resilient Infrastructure: Targeted funding for climate adaptation projects, such as stormwater management systems, will help municipalities protect infrastructure from extreme weather events.
- Support for Training and Workforce Development: Addressing the labour shortage in public works through funding for training programs, such as AORS' Municipal Equipment Operator course, will ensure municipalities have the skilled workforce needed to maintain infrastructure efficiently.

Bridging the Infrastructure Funding Gaps

AORS has also identified significant funding gaps resulting from the definitions used in the Financial Information Return (FIR) and the Ontario Structure Inspection Manual (OSIM). Currently, only structures with spans greater than three meters are recognized for funding eligibility, leaving many critical municipal assets unsupported.

For example, in Oro-Medonte, there are 50 bridges and culverts that meet the funding criteria. However, an additional 1,192.05 km of rural storm drainage and 1,200 smaller road-crossing culverts fall outside these definitions, despite their critical role in road safety and sustainability. Rural municipalities disproportionately bear the financial burden of maintaining these assets, and AORS is urging the provincial government to expand infrastructure funding criteria to account for this substantial gap.

Urgent Need for Rural Road Safety Investment

AORS is also advocating for increased investment in rural road safety, noting that in 2023 alone, 616 lives were lost on Ontario's roads, a nearly 20% increase in fatalities over the past decade. Alarmingly, while rural Ontario represents only 17% of the province's population, it accounts for 55% of road fatalities.

AORS supports Good Roads' proposed five-year, $183-million rural road safety program, which aims to:

- Identify the most dangerous rural roads,
- Conduct thorough road safety audits, and
- Install modern safety infrastructure to prevent fatalities and serious injuries.

Investing in rural road safety is a fiscal necessity and a moral imperative. AORS urges the provincial government to support this critical initiative to reduce road fatalities and improve safety across Ontario's municipalities.

Moving Forward

As the Ontario government prepares its 2025 budget, AORS will continue advocating for fair and sustainable infrastructure funding for municipalities. We will keep our members informed of any developments and potential funding opportunities arising from our advocacy efforts.

For more information on our pre-budget submission or to get involved in our advocacy initiatives, please contact AORS at Kelly Elliott, Marketing and Communications Specialist, at kellyelliott@aors.on.ca.

AORS Welcomes **Three New Local Associations** to the Group

The Association of Ontario Road Supervisors (AORS) continues to grow, welcoming three new local associations over the past year: the Niagara Road Supervisors Association, the Muskoka Association of Road Supervisors, and the York Region Roads Supervisors Association. These new additions further strengthen the network of municipal public works professionals across the province, enhancing collaboration and knowledge-sharing within the industry.

Joe Reid, CRS-S, President of the AORS Board of Directors, expressed his excitement about the organization's expansion: "It's fantastic to see AORS continue to grow and bring more public works professionals into the fold. The addition of these three local associations means more opportunities for networking, training, and professional development, which ultimately benefits municipalities and the communities they serve."

Being part of a local association under the AORS umbrella provides numerous advantages. Local associations can appoint a representative to the AORS Board of Directors, ensuring their region has a voice in shaping policies, programs, and guidelines. Members also gain access to Local Association (LA) workshops, which help develop policies and initiatives that support municipal public works operations. Additionally, local associations can utilize the expertise of AORS Roadeo Masters for assistance in organizing local safety truck roadeos, giving municipal drivers the opportunity to compete and hone their skills before advancing to the AORS Provincial Safety Truck Roadeo.

> **"The addition of these three local associations means more opportunities for networking, training, and professional development, which ultimately benefits municipalities and the communities they serve.**

Local associations also have the unique opportunity to host the AORS Municipal Public Works Trade Show, an event that showcases the latest innovations in the industry. This year's trade show, for example, is being hosted by the Oxford County Road Supervisors Association in Woodstock. Furthermore, local associations can promote their activities on the AORS website, increasing engagement and visibility.

John Maheu, Executive Director at AORS, emphasized the importance of being involved in a local association: "Joining a local association provides invaluable networking opportunities, access to training and professional development, and a stronger collective voice when advocating for the interests of municipal public works. The more we collaborate, the stronger our industry becomes."

For those interested in forming or reviving a local association in their area, AORS is ready to help. Dennis O'Neil, CRS-S, Member Services Coordinator at AORS, encourages public works professionals to reach out: "If there is interest in your area to start or revitalize a local association, AORS is here to assist. We can provide guidance and support to help establish a successful and sustainable group."

If you or your colleagues are interested in starting or reviving a local association, contact Dennis O'Neil at dennisoneil@aors.on.ca for more information.

EXECUTIVE DIRECTOR'S MESSAGE

A Bumpy Road Ahead?

When I prepare my message for the Advance Newsletter, I'll often review the draft articles for inspiration, look for a theme, or at least make the effort not to repeat too much of what's already been reported.

When I scanned the articles for this edition and reflected back on 2024, I was amazed at how much progress AORS has made, and on so many fronts. The SDF funding which allowed us to develop and deliver the Municipal Equipment Operator program. Growing membership with the addition or revival of three Local Associations. Several advocacy successes. A record number of trainees. And so much more to come.

I'd like to echo Joe Reid's comments that these successes don't just happen. They are the result of much hard work from staff, as well as the selfless contributions of our many member volunteers. But I would be remiss if I didn't also acknowledge the importance of strong leadership from our Board of Directors and Executive, not only for the ongoing oversight they provide, but also the guidance and vision they offer during our strategic and annual planning exercises.

And while it's satisfying to reflect on our successes, we can't rest on our laurels, as we appear to be entering some very uncertain times. As I write this, the federal Liberals were in the process of choosing their new leader, who will become the next Prime Minister. The next federal election will follow soon after, at the latest in October, but possibly before the summer. Not to be left behind, Ontario is in the midst of an early provincial election, under the premise that the ruling Conservatives need a renewed mandate to deal with the chaos that is coming at us from south of the border. And that being the true wildcard, as Trump imposes tariffs, threatens annexations, if not military action to achieve his policy goals. Or at minimum, keep the rest of the world in a steady state of angst and focused on him, waiting for his next bombshell.

What does this mean for our members, as they continue to provide the best public works for their communities?

The economic impacts will most likely be what we will have to adjust to, at least in the short to medium term. The experts say we are overdue for a recession, and looming tariffs may be what it takes to push us over the edge. Municipal operations, like most public sector organizations, are less impacted by recessions compared to the private sector. If they don't last too long or cut too deep.

Regardless of who wins the next federal election, it's likely the gas tax will end, and with it the gas tax fund for municipal infrastructure. We may also see an end to funding for federal climate change initiatives funded through the FCM. They may be replaced by something else, the size and timing dependent on how quickly the feds will want to stimulate the economy.

While the pundits are not predicting a change in the provincial government, there could be changes to funding from that level of government as well. The Conservatives are promising more spending on infrastructure if re-elected, which could be deployed quickly if we go into recession.

While there are no municipal elections in Ontario this year, thankfully, it doesn't mean there won't be a shift in the municipal landscape that could affect our members. Many municipal leaders are looking for ways they can support a "Buy Canadian" response to Trump's tariffs. It may not be feasible to avoid U.S. made equipment and products for all public works operations, but combined with the tariffs, counter tariffs and a lower Canadian dollar, it could mean the cost to run your departments will increase, even if your budgets do not.

In summary, lots of uncertainty. How to best manage these unknowns? We will all have to sharpen our pencils and find ways to do more with less. Have "shovel-ready projects" on the shelf, should some targeted funding come available. Perhaps take advantage of a recession to recruit some new talent and build your bench strength to be better prepared for upcoming retirements. And continue to network with your fellow AORS members, to find solutions, best practices, and work together to find economies of scale.

Happy Elections, everyone!

John Maheu
Executive Director

> **"...while it's satisfying to reflect on our successes, we can't rest on our laurels, as we appear to be entering some very uncertain times**

INTERNATIONAL WOMEN'S DAY
MARCH 8TH

THE NEW GENERATION OF WOMEN IN PUBLIC WORKS

Jordyn Constable

3rd Cohort of Municipal Equipment Operator Program (March 2025 Graduate)—Parry Sound Area

"My choice to enroll in the Municipal Equipment Operator program came from a wish to expand my skill set and open new doors in today's competitive environment. The MEO program stands out by providing a wide range of resources designed to support personal growth and develop crucial skills.

I'm really looking forward to working for a municipality because it offers the chance to make a positive impact in the community. I'm excited about contributing to public projects that enhance the quality of life for residents. Additionally, I'm eager to collaborate with different people and learn more about the inner workings of local government. Overall, I see it as an opportunity to grow professionally while serving the community I care about.

Charlee Dubil

3rd Cohort of Municipal Equipment Operator Program (March 2025 Graduate)—Orangeville Area

"I am Charlee Dubil-Ross and I applied to the AORS Municipal Equipment Operator program to get the knowledge behind working for a municipality. Why do I want to work for a Municipality? I want to work for a municipality because it is long lasting, stable, rewarding, and challenging. So far, the MEO Program has been very hands on, interesting, informative, and much more. There's much more to working for a municipality than the regular person would know. The program goes into full detail about the safety aspects of the job, situations you may have to deal with, types of equipment you may be using, different types of road treatments, etc. I can confidently say the program has thus far given me everything and more that I need for a future career."

Alison Lockhart

2nd Cohort of Municipal Equipment Operator Program (December 2024 Graduate)—Innisfil Area

"I went to Georgian College for Environmental Engineering Technology and had a great co-op experience with Barrie Public Utilities and the Nottawasaga Valley Conservation Authority. For the past 20 years, I've been busy raising three amazing young men while working full-time, and now I'm ready to explore new job opportunities. I'm really excited about the idea of working hands-on and seeing the direct results of my efforts. Jumping into a new career in a male-dominated field can feel a bit intimidating, but the Municipal Equipment Operator course has equipped me with the confidence and skills I need to thrive no matter where I land.

Ashley Edwards

1st Cohort of Municipal Equipment Operator (October 2024 Graduate)—London Area

"The MEO program was vital in preparing me for my role as a Municipal Equipment Operator. It provided me with hands-on training in operating a variety of heavy equipment, such as graders, loaders, and snowplows, which are crucial for maintaining our community's infrastructure. Through this program, I learned not only how to safely and efficiently operate these machines, but also how to assess and address the specific needs of different municipal projects, whether it's road repair, snow removal, or general maintenance.

Beyond the technical skills, the MEO program emphasized the importance of working as part of a team and communicating effectively with supervisors and colleagues. It taught me how to properly maintain equipment, troubleshoot issues on-site, and respond to emergencies, all of which are essential to keeping municipal operations running smoothly. The program also highlighted the importance of safety protocols and environmental considerations, ensuring that I could carry out my duties while minimizing risks and maximizing the longevity of our equipment. This comprehensive training has given me the confidence and skills needed to handle the challenges of being a Municipal Equipment Operator and contribute meaningfully to the smooth functioning of the municipality. Following graduating the Municipal equipment operator course I obtained a seasonal job as snowplow operator with The Township of Malahide. The course allowed me to enter this position with ease, having a great team has been very beneficial in my journey of learning more about the sector. I look forward to seeing where my career will go in municipal operations!"

Breaking Barriers and Paving the Way

AORS WELCOMES **FIRST-EVER FEMALE PRESIDENT**

BY **KARLA MUSSO-GARCIA, CRS-I**, MANAGER OF OPERATIONS, TOWNSHIP OF ORO-MEDONTE

On March 31, 2025, I will have the honour of being sworn in as the first-ever female President of the Association of Ontario Road Supervisors (AORS). It is a moment that fills me with immense pride—not just for myself, but for all the women who are making strides in the municipal public works industry.

For years, municipal public works has been a male-dominated field, but we are seeing that change, and I couldn't be more excited for the future. Women like Ashley, Charlee, Alison and Jordyn who have successfully completed the AORS Municipal Equipment Operator course, are proving that this industry is for everyone. They represent the next generation of skilled professionals who will continue to break barriers, inspire others, and create new opportunities for women in the field.

My journey to this position wouldn't have been possible without strong female role models paving the way for me. One of the most influential people in my career has been Lisa McNiven. Lisa's leadership—both at the City of Barrie and the Township of Oro-Medonte—has been a shining example of intelligence, quiet strength, and unwavering confidence. She was the first female President of the Simcoe County Road Supervisors Association (SCRSA) and the person who introduced me to the organization. That introduction set me on the path that has led me to this moment today.

Lisa showed me that leadership isn't about being the loudest voice in the room—it's about leading with knowledge, resilience, and respect. Her mentorship has had a profound impact on me, and I hope to provide the same encouragement and support to the next generation of women entering this industry.

As I step into the role of AORS President, I am committed to fostering an environment where more women feel empowered to pursue careers in public works. We are seeing real progress, but there is still work to be done. My hope is that in the years to come, more young women will see municipal public works as a viable, rewarding, and welcoming career path—one where they can thrive and make a lasting impact.

To all of the female graduates of the Municipal Equipment Operator program, and every woman who has ever considered a career in public works: You belong here. Keep pushing forward. Keep proving that skill and determination know no gender. And know that you have a strong network of support behind you, cheering you on every step of the way.

MUNICIPAL EQUIPMENT OPERATOR COURSE

BY: **CHRISTIE LITTLE**, PROGRAMMING AND TRAINING COORDINATOR AND **KELLY ELLIOTT**, MARKETING AND COMMUNICATIONS SPECIALIST

By the time you read this article, the final cohort of the inaugural Municipal Equipment Operator course will graduate, and we will have trained a total of 36 students with the skills to gain meaningful entry into the rewarding world of municipal public works.

In December 2024, the following 12 students graduated as part of the second cohort:

- Alex McNally (Meaford)
- James Alcock (Woodstock)
- Duncan Brodie (Echo Bay)
- Brendan Godts (Parkhill)
- Aiden Nyeboer (London)
- Alison Lockhart McGregor (Innisfil)
- Costas "Gus" Grafos (Mount Forest)
- Caeden Espinola (Sarnia)
- Jack Milligan (Oshawa)
- Makayla George (Kemble)
- Jacob Moyer (Inverary)
- Emily Webber (Centralia)

On March 14, 2025 we will hold the last virtual graduation ceremony for the following students:

- Jackson Minielly (Ingersoll)
- Julian Baraniecki (London)
- Charlee Dubil-Ross (Amaranth)
- Jordyn Constable (Nobel)
- Owen Scratch (Harrow)
- Jack Finlayson (Exeter)
- Marissa Noble (Dorchester)
- Devonte Keech-James (Rodney)
- Andrew Clarke (Lindsay)
- Dawson Arsenault (Campbellford)
- Keelan Gray (Arden)
- Aiden Brake (Brampton)

What started off as an ambitious idea from the AORS' Board of Directors, and with the help of a successful Skills Development Fund grant through the Province of Ontario, led us to the bittersweet end of the first year of a much-needed program. We are proud to say our graduates are securing meaningful employment in the municipal public works sector, and if you are currently searching for a trained municipal equipment operator in your community, we would be happy to share this information with our graduates.

Again, this course would have never happened without the assistance and generosity of many members and suppliers across the province. On behalf of AORS, we would like to extend our sincere gratitude to:

- Jarett Hoglund at Middlesex County for the use of the Middlesex County Central Roads Garage for training, as well as supporting the instructors at the facility
- Mike McDougall, CRS at Middlesex Centre for the use of various facilities across Middlesex Centre
- Steve Oliver, CRS-I at the Township of Zorra and Joe Reid, CRS-S at the City of Belleville for loaning equipment
- André Boutin at Colvoy Equipment for donating the use of a roadside mower
- Joe Lampert and Kevin Luckhardt, CRS-I at Trackless Vehicles for donating the use of a sidewalk plow
- Shawn Blackmore at Charles Jones Industrial for donating PPE for the students
- Mitch Austin at Brandt Tractor for helping us secure rented equipment and discounted rates
- Gary Danner and Larissa Introvini Mroginski at Fanshawe College Corporate Training Solutions for their endless support and work
- Stan Hudecki, Christa Brighton and their incredible instructors at Ground Force Training
- Dan Ferguson and Greg Pfaff, our instructors at AORS for traffic control and chain saw training respectively
- Jessica Jaremchuk from Intact Public Entities for her crash course on municipal risk and liability
- Our volunteer instructors, including Karla Musso-Garcia CRS-I, Michael Touw and Joe Reid CRS-S
- All of our members who have volunteered to be a mentor to one of the students.

In November 2024, we submitted another proposal to the Ministry of Labour, Training and Skills Development to train another 48 students through the Municipal Equipment Operator course. As of sending this article to print, we are still awaiting an announcement for funding. We do not expect to hear anything until March 2025 due to the provincial election. At this point in time, in order to continue this course, it does require a Skills Development Fund grant.

During the Rural Ontario Municipalities Association's annual conference in January held in Toronto, AORS met with the Minister of Colleges and Universities Nolan Quinn, to discuss the future of the Municipal Equipment Operator course and how AORS can work collaboratively with the Province to offer this course full-time and with the ability for RESPs or OSAP to be used. We look forward to future discussions with Minister Quinn and his staff as we all see the value of this course.

Be sure to subscribe to the AORS e-newsletter to stay up to date with all of the information surrounding the future of the Municipal Equipment Operator course.

MEO GRADUATE FEATURE

Bradley Crew

“The municipal equipment operator program for me was fantastic. I had worked a lot of labourer jobs in the past in factories as well as in agriculture, but I just never found fulfillment at those jobs. I wanted a more rewarding career, so once I found out about this program, I knew it was something I could see myself doing, but honestly, I was nervous because I had never been in any sort of heavy equipment before.

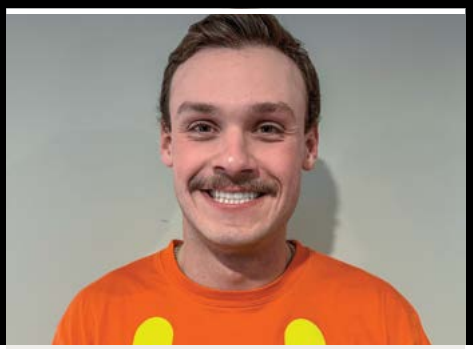
The main thing I gained during this program was the confidence to get in different equipment and learn how to operate them. The program really offers everything you will need to become a great operator, also giving you the tools to be a knowledgeable road worker. I am beyond thankful to AORS and everyone else who helped put this program together, as I now enjoy a rewarding career with the Township of Brooke Alvinston and truly enjoy keeping the roads safe for the community. (Photo with myself, and Foreman for the Township of Brooke Alvinston, Brent Baker)

Jacob Short

“My time at the MEO program was one to remember. I had tons of new experiences and began the start of a new, very exciting chapter in my life. When I applied to the MEO program I didn’t realize how much I was going to get out of it! I was quite lucky being one of the first 12 chosen.

I can confidently say there was nothing slow about it. After some online courses, we jumped right into using all sorts of equipment, graders, backhoes, sidewalk plows and even tandem road plows. Learned in a full size 2025 Volvo semi tractor for our DZ and even used a half million-dollar brush cutter. Equipment I only imagined having a chance to use someday after many years. It was a dream come true. At the same time, I made some new lifelong friends and memories to keep from our time together in the program.

I graduated Oct 4th and secured a job within two weeks with the City of Belleville, I started the same month that I graduated. Working with the city has been marvelous. My supervisor is amazing and mentioned that I was incredibly prepared in many ways that most hires aren’t, thanks to the MEO program. I would definitely do it all over again if I could. Thanks to AORS for putting this together. Immensely, it provided me with the knowledge and ability to pursue a thrilling lifelong career.



Mark Elliott

“Being accepted into the Municipal Equipment Operator program was a great experience that I was fortunate enough to be a part of. This program helped me to determine if I wanted to pursue a career in municipal public works, and also provided me with a lot of valuable certifications and licenses along the way. There were many aspects of the program that I found to be beneficial, but a couple portions stood out to me. The first thing that stood out to me was the variety of equipment training that was provided. It gave me a good understanding of all the different types of equipment that go into maintaining and growing a municipality. It also allowed me to gain experience operating equipment before heading out into the workforce. The chainsaw training portion of the course also stood out to me because although I had previous chainsaw operating experience, it showed me the proper techniques and safety precautions to safely operate a chainsaw.

Thanks to the Municipal Equipment Operator program, I was lucky enough to accept a job with the Township of Lucan Biddulph as an equipment operator within a few weeks of graduating. I have really enjoyed my time there so far and I am learning new skills each day. I am excited to see what the future holds for me in municipal public works.

Canada EMPLOYMENT ONTARIO Ontario

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

AORS Honorary Lifetime Membership

Richard Puccini is presented his AORS Honorary Lifetime Membership at the November 2024 Certification Board review meeting.

EORSA Donation

Tommy Sauve, CRS and Stephen Lalonde, CRS-I present $15,000, a portion of the proceeds from the 2024 AORS Municipal Public Works Trade Show, to Carefor Hospice Cornwall. Carefor Hospice is a 10 bed not-for-profit residential hospice providing end of life care in a home-like setting for the residents of the City of Cornwall, as well as Stormont, Dundas and Glengarry and Prescott and Russell Counties.

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

AORS COMMUNITY

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!

City of London

AORS Member Services Coordinator Dennis O'Neil, CRS-S presents Don Purchase, CRS-S (Retired, City of London) with his Long Term Service Award.

Oxford County Road Supervisors

Paul Kay, Assoc. R.S. being presented the 2024 Volunteer of the Year Award by Oxford County Road Supervisors Director Jim Borton, CRS-S.

PWAzone

Public Works Academy Training + Professional Certification

TRAINING UPDATE

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

Investing in Training

Over the years, AORS has significantly expanded its educational offerings, reinforcing our commitment to the professional development of public works personnel across Ontario. Through new courses, flexible learning formats, and strategic partnerships, we ensure our members are equipped to meet the evolving challenges of modern public works operations.

While registrations remain strong, we are seeing a troubling trend—decreased training budgets for public works departments. Municipal councils and decision-makers play a vital role in the success and sustainability of these departments. Public works teams are responsible for delivering safe, efficient, and reliable services that communities rely on daily. However, reducing education and training budgets can have unintended consequences, potentially leading to operational inefficiencies, increased long-term costs, and diminished safety outcomes.

The Cost of Scaling Back Education

Reducing training opportunities deprives public works staff of critical knowledge on evolving regulations, new technologies, and best practices. The consequences include:

» **Increased equipment damage** and repair costs due to inadequate operator training.

» **Preventable safety incidents**, leading to injuries, downtime, and liability.

» **Higher legal and compliance risks** due to non-adherence to industry standards.

» **Declining service quality**, impacting community satisfaction and trust.

Why Investing in Training Works

Investing in professional development delivers measurable returns:

» **Safer Operations**—Properly trained staff work more efficiently, with fewer accidents, reducing downtime and liability. This also ensures compliance during ministry inspections at worksites.

» **Cost Efficiency**—Training enhances equipment handling and maintenance, extending asset lifespan and reducing replacement

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:

AORS EXPERTISE

» 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. OGRA, 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

"Education and training are not optional expenses; they are vital investments in the safety, efficiency, and sustainability of public works operations."

costs, while also ensuring more timely project completion.

- **Stronger Employee Engagement**—Staff who feel valued and supported are more motivated, engaged, and likely to stay, reducing turnover.
- **Community Impact**—Well-trained public works teams deliver better-maintained infrastructure, benefiting the entire municipality.

A Call to Action

Municipal councils and decision-makers must prioritize the education and professional development of their public works departments. AORS offers comprehensive training programs covering foundational skills and advanced topics, ensuring staff are prepared for today's challenges while positioning municipalities for future success.

Investing in education isn't just an expense—it's a strategic decision that delivers long-term savings, enhances public safety, and strengthens communities. Even long-term or experienced employees require ongoing training. AORS often recommends that municipalities provide refresher training every five years or whenever significant changes to standards occur, ensuring employees stay up to date with evolving legislation, techniques, and technologies.

"Education and training are not optional expenses; they are vital investments in the safety, efficiency, and sustainability of public works operations."

Now is the time to invest in public works training programs, ensuring municipal teams have the skills and knowledge required to meet the growing demands of infrastructure and service delivery.

Partnerships and Collaborations

AORS continues to strengthen partnerships with professional training organizations, associations, and accredited educational institutions to enhance the quality and scope of its training programs. These collaborations demonstrate our commitment to providing comprehensive and practical training solutions for public works professionals.

For more information on upcoming training sessions and new course offerings, please visit the AORS website or contact:

Dennis O'Neil, CRS-S, AORS Member Services Coordinator—dennisoneil@aors.on.ca

Christie Little, AORS Programming & Training Coordinator—christielittle@aors.on.ca

CELEBRATE NATIONAL PUBLIC WORKS WEEK WITH AORS

AORS will be hosting another week of webinars during National Public Works Week from May 19–23 including seminars from Invasive Species Centre, CN Rail and Intact Public Entities!

If there is a topic you would like to have a webinar on, please contact Kelly Elliott, Marketing and Communications Specialist at kellyelliott@aors.on.ca

60+ TRAINING PROGRAMS

1900+ MEMBERS IN ONTARIO

$ **SAVE** ON TRAINING & EDUCATION

1962

TOTAL CERTIFIED TO NOVEMBER 2024

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 November 15, 2024		
Stephen Adams	Mun. of Bayham	CRS-I
Dylan Adams	Mun. of Marmora and Lake	CRS-I
Julian Bourque	City of Hamilton	CRS
Jamie Cheney	Twp. of North Dundas	Assoc. R.S.
Chad Davis	City of Brockville	CRS
Kyle Eady	Twp. of Whitewater	CRS
Thomas Hall	Twp. of King	Assoc. R.S.
Leonidas Heos	City of Hamilton	CRS
Scott Jaques	Reg. Mun. of Niagara	CRS-I
Sean Matthews	Town of New Tecumseth	Assoc. R.S.
Mike McIntaggart	Town of Georgina	CRS
James McPherson	City of Pickering	CRS
Stuart Moffat	Mun. of South Bruce	CRS-I
Brady Nolan	Mun. of Central Huron	CRS-S
Cyrus Rife	Twp. of North Dumfries	CRS-I
Trevor Sponagle	Town of New Tecumseth	Assoc. R.S.
Michael Wilford	City of Woodstock	CRS-I
Paul Cooper	Niagara Parks Commission	CRS
Shane Hebert	Twp. of Laurentian Valley	CRS
Kathryn Maton	City of Kingston	Assoc. R.S.
Anthony Vani	Reg. Mun. of Niagara	CRS

START YOUR CERTIFICATION

Associate Road Supervisor

- Successfully completed T.J. Mahony Road School courses (Construction and Maintenance) **OR**
- Three (3) years of significant roads related supervisory experience but has not completed T.J. Mahony Road School courses.

CRS Certified Road Supervisor (CRS)

- Successfully completed both sections of T.J. Mahony Road School (Construction and Maintenance) OR successfully taken the challenge exam through AORS; **AND**
- Successfully completed the PWLDP modules (minimum passing grade 70%): Local Government, Leadership & Supervision and Customer Service (or approved equivalent modules e.g. Loyalist College Municipal Leadership); **AND**
- A minimum of three (3) years significant roads related supervisory experience.

CRS-I Certified Road Supervisor—Intermediate (CRS-I)

- Satisfied the CRS requirements; **AND**
- Successfully completed two mandatory C.S. Anderson School Courses: Managing Human Resources **OR** Effective Management **AND**
- Successfully completed Municipal Health and Safety or approved equivalent program; **AND**
- Successfully completed one approved specialized course of your choice; **AND**
- Successfully completed the PWLDP modules (minimum passing grade 70%): Financial Management and Talent Management (or approved equivalent program modules e.g. Loyalist College Municipal Leadership); **AND**
- A minimum of five (5) years significant roads related supervisory experience.

CRS-S Certified Road Supervisor—Senior (CRS-S)

- Satisfied the CRS and CRS-I requirements; **AND**
- Successfully completed mandatory course: Basic Report Writing and Presentation Skills (C.S. Anderson Road School) (or an approved equivalent); **AND**
- Successfully completed the PWLDP modules (minimum passing grade 70%): Process Management, Continuous Improvement and Communications (or approved equivalent program modules e.g. Loyalist College Municipal Leadership); **AND**
- Successfully completed two other approved Technical/Management courses of your choice; **AND**
- A minimum of seven (7) years significant roads related supervisory experience.

Thank You Public Works Superheroes!

TOWNSHIP OF ZORRA

TOWN OF ST. MARYS

TOWNSHIP OF LIMERICK

As one of the most Canadian winters in a decade has put Ontario to the test, we want to extend our heartfelt appreciation to the dedicated municipal public works professionals across the province. Your tireless efforts in keeping our roads, sidewalks, and communities safe through relentless snowstorms, freezing rain, and frigid temperatures have not gone unnoticed. Whether battling whiteouts in Northern Ontario, clearing ice-coated streets in the GTA, or ensuring rural roads remain passable in Southwestern or Eastern Ontario, your work is essential to keeping residents safe and our economy moving.

Winter maintenance is no easy task, and this season has been especially demanding, with back-to-back storms pushing crews to their limits. Yet, through long hours, unpredictable weather, and the challenges of keeping equipment running in extreme conditions, you have demonstrated the resilience and dedication that define municipal public works. On behalf of AORS and the communities you serve, thank you for your unwavering commitment. Your hard work doesn't go unnoticed—it keeps Ontario moving!

CITY OF BELLEVILLE

MUNICIPALITY OF CENTRAL HURON

TOWN OF PETAWAWA

Remembering Dale Thompson

Safety Training Advocate and Friend to the SCRSA

BY **KARLA MUSSO-GARCIA**, CRS-I,
SIMCOE COUNTY ROAD SUPERVISORS ASSOCIATION

Dale Thompson, a dedicated member of the Simcoe County Road Supervisors Association (SCRSA), passed away on January 27, 2025, at the age of 55 after a courageous battle with cancer. Dale was a driving force behind safety training within the SCRSA, always striving to ensure that road supervisors and operators had the knowledge and skills to work safely and effectively.

His passion for helping others was evident in everything he did—whether speaking at our meetings, leading training at our annual rodeo, or taking calls to answer questions. Dale had a remarkable ability to break down complex safety procedures and legislation into clear, practical steps, making them accessible to everyone, from seasoned professionals to new hires.

One of the highlights of my time working with Dale was collaborating on a winter training program for our township. What began as a simple conversation grew into a comprehensive training initiative, thanks to Dale's expertise in equipment, safety, and training. His engaging, conversational approach encouraged operators to ask questions, making the program not just informative but truly impactful. Along with his contributions to the roadeo committee, Dale played a key role in shaping the SCRSA's annual roadeo, ensuring it remained a vital part of our winter preparation efforts.

I am incredibly grateful for Dale's partnership, patience, and guidance over the years. More than just a trainer, he was a mentor, a trusted colleague, and a friend to many in the roads industry. He was always willing to listen, offer advice, and share his wealth of experience. His straightforward approach, deep industry knowledge, and unwavering commitment to helping others succeed earned him the respect and admiration of all who knew him.

Dale's impact on the industry and in Simcoe County is undeniable, and his legacy lives on in the countless individuals he trained and inspired. His dedication to workplace and road safety will continue to influence our practices for years to come.

Dale, thank you for everything. Rest in peace friend. Cheers.

YOUR PROFESSIONAL ASSOCIATION

LEARN MORE ABOUT AORS AT OUR WEBSITE www.aors.on.ca

AORS

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