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November 7, 2025

**Sent VIA Electronic Mail**

Warden Martin and Members of Norfolk County Council

**RE: 2026 SWIFT Board Member Representation**

At the October 24<sup>th</sup> board meeting the SWIFT Board of Directors set the 2026 Annual General Meeting (AGM) date to June 12, 2026. At the end of the 2026 AGM Norfolk County's representative on the SWIFT board, Tom Masschaele, will end his current two-year term.

At this time, SWIFT asks that Norfolk County either reappoint the current SWIFT representative to the SWIFT Board or nominate a member of council for consideration as a WOWC member representative. This appointment is a two-year term ending at the 2028 AGM. As noted in the attached Board of Directors Selection Whitepaper *"If a Director is appointed for a 2-year term and is not re-elected after the municipal election their term will end at the next AGM"*.

We respectfully ask that the nominee confirm their availability for the June 12, 2026 AGM and Inaugural Board meeting. New nominees are required to submit an [online application form](#) for SWIFT's consideration.

We ask that Norfolk County Council confirm support for their council nominee through resolution, and that such supported documentation be submitted by January 23, 2026 to SWIFT's Executive Assistant Jen Broos [jen.broos@swiftruralbroadband.ca](mailto:jen.broos@swiftruralbroadband.ca). Please find below important dates for the SWIFT Board of Director selection process:



DATE	DESCRIPTION
23-Jan-26	WOWC and Contributing Director Applications due date
13-Feb-26	SWIFT Executive Committee meeting to review applications for eligibility
13-Feb-26	Contributing Member class partner and candidate notified
10-Apr-26	WOWC Caucus meeting and approval of SWIFT Director candidates
17-Apr-26	WOWC Director members and candidates notified
29-May-26	SWIFT New Directors Orientation
12-Jun-26	SWIFT AGM and Directors confirmation vote
12-Jun-26	SWIFT Inaugural Board meeting

Should you have any questions regarding the Director selection process, please contact either myself or Executive Assistant Jen Broos.

The SWIFT Board and staff extend their sincere appreciation for your continued support.

Thank you for your attention to this matter.

Regards,

**Barry Field**

SWIFT Executive Director

519-319-1112

[barry.field@swiftruralbroadband.ca](mailto:barry.field@swiftruralbroadband.ca)

**Cc:**

Tom Masschaele, SWIFT Board Director

Al Meneses, Norfolk County CAO

Jen Broos, SWIFT Executive Assistant

**Encl:**

Board of Directors Terms of Reference

Board of Directors Selection Whitepaper

[Board of Directors Application](#)

## SWIFT BOARD OF DIRECTOR SELECTION WHITEPAPER

### Joining the SWIFT Board

#### *Contribution to Southwestern Ontario, Caledon and Niagara Region*

SWIFT Board Directors have the opportunity to:

- a) Serve a two-year term with the objective of helping SWIFT achieve its vision.
- b) Apply their skills and expertise to help develop the strategic direction of SWIFT.
- c) Gain valuable insight and experience developing and implementing policies that promote the region's economic success.
- d) Help build a better region by supporting the ongoing development of broadband infrastructure.
- e) Have an impact on the day-to-day lives of Ontarians by enhancing the quality of their experiences online.

#### *Board Director Role*

The role of the SWIFT Board Directors is to help foster the development of SWIFT. The board provides strategic direction and oversight for the corporation. As well, the board plays a key role in helping build broadband in southwest Ontario, Caledon and Niagara.

A SWIFT Board Director is responsible to:

- a) Provide strategic direction and oversight for the SWIFT Project.
- b) Help develop and implement policies that support the SWIFT vision.
- c) Attend various weekday meetings in various locations across southwest Ontario, Caledon and Niagara and the Annual General Meeting (travel and expenses are reimbursed).
- d) Participate in committee work and associated conference calls.
- e) Approve SWIFT's corporate plan and annual budget.

Directors are expected to serve on committees and attend board meetings regularly.

If elected to the board, successful candidates are expected to attend the Annual General Meeting (AGM) and the inaugural board meeting in spring of each year.

#### *Desired Skills & Experience*

The SWIFT board has a board skills matrix (see Appendix A) that outlines the skills and experience SWIFT looks for when reviewing applications.



SWIFT seeks members who have:

- a) Experience in the telecommunications industry;
- b) Finance, accounting and audit experience;
- c) Legal experience;
- d) Senior organization leadership;
- e) Experience with and understanding of the board's oversight role with respect to risk management; and
- f) Previous board experience with solid understanding of board governance.

### *Director Classes*

The SWIFT board is broken into two classes:

- a) **WOWC Directors** - up to fifteen (15) directors elected by the WOWC (Western Ontario Wardens Caucus) Member class that includes the 15 upper and single tier municipalities of the WOWC.
- b) **Contributing Directors** - up to five (5) directors elected by the Contributing Member class that includes the other municipalities that have funded the project and are not members of the Western Ontario Wardens Caucus (WOWC).

### *Board Director Term Length*

The term length for open WOWC and Contributing Directors is two years.

Term limits have been set to eight (8) years total for all classes of director.

### **Director Qualifications**

To be eligible to become a director, an individual must:

- a) Consent to be a candidate, and, if elected, a director;
- b) Must not be a direct employee or director of a Telecom Service Provider (example, Municipal Utility-Telcom, Telecom Cooperative, etc.); and
- c) On application due date;
  - I. is 18 years of age or older;
  - II. has not been declared incapable by a court in Canada or in another country; and
  - III. does not have the status of a bankrupt.



### *How to Join the Board as a WOWC Director*

Joining the board as a WOWC Director is open to individuals who are members of the board of directors of the Western Ontario Wardens' Caucus and/or an elected official of a WOWC Member.

Becoming a WOWC Director can be achieved by following these steps:

- a) Each WOWC Member will nominate a representative to the board via a resolution of council.
- b) Member nominee will complete SWIFT's online application.
- c) SWIFT Executive Committee reviews each application for eligibility. Candidates may be contacted by the Executive Committee with follow-up questions to help make their decision. The list of eligible candidates is then forwarded to WOWC for review and approval.
- d) WOWC reviews the candidates and presents the slate to the WOWC Caucus for approval.
- e) Formal appointment of the WOWC member slate at the SWIFT AGM.

Both WOWC and Contributing Directors who have previously served on the Board and are nominated to serve another term are not required to resubmit an application. (step b.)

### *How to Join the Board as a Contributing Director*

Joining the board as a Contributing Director is open to elected officials of a municipality that is (i) not a member of the Western Ontario Wardens' Caucus and (ii) a member of the Corporation. Contributing Directors must be an elected official of a municipality that is a Contributing Member of the Corporation.

Becoming a Contributing Director can be achieved by following these steps:

- a) Each Contributing Member will nominate a representative to the board via a resolution of council.
- b) Member nominee will complete SWIFT's online application.
- c) SWIFT Executive Committee reviews each application for eligibility. Candidates may be contacted by the Executive Committee with follow-up questions to help make their decision.
- d) The slate will be confirmed by a vote at the SWIFT AGM.

**Both WOWC and Contributing Directors who have previously served on the Board and are nominated to serve another term are not required to resubmit an application. (step b.)**



## **Director Compensation**

Remuneration for elected directors is based on an annual resolution passed by the Board of Directors. This remuneration includes an annual base salary, per meeting per diem and reimbursed expenses.

### *Which Directors Are Eligible for Compensation?*

Both classes of elected directors of SWIFT are given remuneration to recognize their time and effort and to help the organization attract and retain experienced and knowledgeable members to its board.

### *What Compensation Do Directors Receive?*

Directors are compensated based on their role within the board of directors, the number and types of meetings they attend, and any additional committee work performed.

## Appendix A – Board Skills Matrix

Following is the board skills matrix.

DIRECTOR KEY STRENGTHS	COMPETENCY
<b>Previous Board of Directors Experience</b>	Experience in serving on public, private, or not-for-profit Boards operating with strong governance policies and practices.
<b>Not-for-Profit and Public-Sector Experience</b>	Not-for-Profit and Public-sector experience including knowledge of how governments operate, and the Canadian regulatory regime in which SWIFT operates.
<b>Organizational Strategic Planning</b>	Experience with planning, evaluating, and developing organizational strategic plans, and allocating resources to achieve desired outcomes. This includes a demonstrated ability to focus on longer-term goals and strategic outcomes, as separate from day-to-day management and operational experience.
<b>Business/Corporate Planning</b>	Experience in business/corporate planning for public, private, or not-for-profit sectors.
<b>Financial Management Knowledge</b>	Understanding of financial operational management and the proper application of internal controls for public, private, or not-for-profit sectors.
<b>Accounting and Audit Experience</b>	Financial literacy and knowledge of financial reporting, and knowledge of the considerations and issues associated with the auditing requirements for public, private or not-for-profit sectors.
<b>Risk Management Experience</b>	Experience in the process of identifying principal enterprise-wide corporate risks and to ensure that management has implemented the appropriate systems to mitigate and manage risk.
<b>Legal Background</b>	Background, experience, and understanding of the areas of law related to SWIFT's business, such as contract, Telecom, IT, privacy, trademark, patent, etc.
<b>Human Resources Experience</b>	Understanding of human resource considerations and issues such as executive recruitment, succession planning, total compensation, performance management and organizational development.
<b>Telecommunications Industry Experience</b>	Telecommunications experience related to SWIFT's line of business and mandate, including an understanding of emerging industry trends.
<b>Technical Knowledge</b>	Experience and understanding of telecommunications technology including wireline and wireless technologies.
<b>Marketing and Communications Experience</b>	Experience in marketing and communications.