



alPHa

Association of Local
PUBLIC HEALTH
Agencies

Annual Report

2025-2026

Land Acknowledgment

Gathering today, as members of the Association of Local Public Health Agencies, we acknowledge the actions of the Truth and Reconciliation Commission of Canada.

In that spirit, we acknowledge that this meeting, the discussions, and decisions made here will take place on several traditional Indigenous territories across our province.

Today, this land is home to many diverse Indigenous people from across Turtle Island. We recognize their enduring presence.

We respectfully acknowledge each participant's traditional territory as we meet today. We are grateful to have the opportunity to work and live on this land.

Chair & Chief Executive Officer Report

The Association of Local Public Health Agencies (alPHA) is the collective voice of Ontario's local public health agencies. Your participation ensures local public health perspectives remain visible in a complex provincial and municipal policy environment. alPHA unites Boards of Health, Medical and Associate Medical Officers of Health, and Affiliate organizations to strengthen leadership, coordination, and policy engagement across the public health system. In a time of ongoing system transformation, funding pressures, workforce challenges, and growing community needs, a strong, coordinated voice is essential. Your membership enables this leadership.

Advancing Member Priorities & Government Relationships

Over the past year, alPHA maintained a strong public policy presence. Local priorities were advanced through initiatives such as a formal pre-budget submission and an in-person deputation, highlighting the need for funding stability, sustainability, and the essential role of local public health in supporting a resilient health system and economy. A milestone this year was the release of *Public Health Matters – A Strong Economy Supported by Healthy Communities*, an infographic demonstrating how healthy communities drive economic productivity, reduce health costs, and support long-term prosperity. It is a part of the compendium of Public Health Matters series that reinforces messaging with provincial and municipal leaders and is available for Members to use in local advocacy.

alPHA engaged municipal leaders and sector partners at the Association of Municipalities of Ontario (AMO) Conference (August 2025) and the Rural Ontario Municipal Association Conference (January 2026), including meetings with the AMO President. Key discussions with the Ontario Medical Association strengthened alignment on sustainable funding, system capacity, and community health protection. These activities ensure local public health leadership remains informed and influential in funding, policy, and system design decisions.

Supporting Members Through System Change

alPHA continues to engage Members on provincial system transformation, including revised standards and implementation considerations. By convening leadership perspectives, identifying shared challenges, and highlighting opportunities, alPHA supports effective adaptation.

Priorities such as predictable, adequate funding and digital modernization remain central to maintaining service delivery, workforce sustainability, and operational efficiency across local public health agencies.

Member Events

Member engagement across in-person and virtual events remains a cornerstone of value:

- Annual General Meeting and Conference (June 2025) – Co-hosted with Toronto Public Health
- Government Relations Session (July 2025) – Positioned local public health within a changing political environment
- Fall Symposium and Workshops (2025) – Co-hosted with Southwestern Public Health
- Winter Symposium and Workshops (2026) – Co-hosted with Region of Waterloo Public Health

Chair & Chief Executive Officer Report

Many thanks to our co-host local public health agencies and the speakers, moderators and agencies who provided Workshops. Special thanks to Eastern Ontario Health Unit and the Dalla Lana School of Public Health for their ongoing support of alPHa events and we couldn't do it without you! alPHa events provide accessible opportunities for learning, leadership development, collaboration, and peer connection.

Representation, Partnerships & Member Supports

Through its Board, Sections, and Affiliates, alPHa consistently represents Members' interests with key system partners. This ensures coordinated messaging, prompt engagement, and effective positioning of local public health priorities. Governance and leadership support continue through Boards of Health Governance and Social Determinants of Health training, supporting orientation, professional development, and team learning. Timely updates from alPHa, including those via the Information Break newsletter, keep Members informed of policy developments, engagement activity, and collaboration opportunities.

Membership Fees and Value

The alPHa Board of Directors approved a modest 1 per cent increase in Membership revenue, balancing fiscal pressures on Members with operational requirements. This ensures continued delivery of public policy engagement, leadership support, learning opportunities, and Member services without compromising affordability.

Your Membership Makes This Work Possible

Your membership sustains a coordinated leadership presence for local public health across Ontario. It supports:

- Policy positions and relationship-building with provincial and municipal partners
- Leadership development for Members
- Timely information sharing and peer connection
- Collective capacity to navigate system change

Together, our collective voice strengthens the position of local public health, supports governance and leadership, and reinforces prevention and community-based public health as essential to population health and system sustainability.

Sincerely,



Dr. Hsiu-Li Wang
Chair



Loretta Ryan
Chief Executive Officer

Financial Statements

The following financial information represents alPHa's audited statements as completed by Chaplin & Co. LLP, Chartered Professional Accountants, for the year ended March 31, 2026. A complete audited report can be obtained from alPHa.

Allocation Report For the year ended March 31, 2026

Revenue

Membership fees, grants and sponsorships	\$ 542,684
Conferences	206,045
Other projects	4,236
Interest and other income	27,935
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	780,900
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Expenses

Salaries and benefits	556,907
Conferences, meetings, and travel	77,318
Project expenses	4,236
Office and program expenses	123,869
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	762,330
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Excess of revenue over expense	<hr/>
	\$18,570
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Financial Statements cont'd

The following financial information represents alpha's audited statements as completed by Chaplin & Co. LLP, Chartered Professional Accountants, for the year ended March 31, 2026. A complete audited report can be obtained from alpha.

Balance Sheet as at March 31, 2026

Assets

Current	
Cash	\$71,395
Short-term investments	696,945
Accounts receivable	31,638
Prepaid expenses	10,307
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	810,285
Capital assets	5,520
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	\$815,805
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Liabilities

Current	
Accounts payable & accrued liabilities	\$ 75,718
Government remittances payable	7,497
Deferred revenue	39,796
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	123,011

Net assets

	692,794
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	\$ 815,805
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Our Members

Ontario's 29 public health units and their boards are active members of aPHa.

Algoma Public Health	Northeastern Public Health
Chatham-Kent Public Health	Northwestern Health Unit
Durham Region Health Department	Ottawa Public Health
Eastern Ontario Health Unit	Peel Public Health
Grand Erie Public Health	Public Health Sudbury & Districts
Grey Bruce Health Unit	Renfrew County & District Health Unit
Halton Region Health Department	Simcoe Muskoka District Health Unit
City of Hamilton Public Health Services	South East Health Unit
Huron Perth Public Health	Southwestern Public Health
Lakelands Public Health	Thunder Bay District Health Unit
Lambton Public Health	Toronto Public Health
Middlesex-London Health Unit	Region of Waterloo, Public Health
Niagara Region Public Health	Wellington-Dufferin-Guelph Public Health
North Bay Parry Sound District Health Unit	Windsor-Essex County Health Unit
	York Region Public Health

Members of the aPHa Board of Directors 2025-2026

Executive Committee	
Chair/COMOH Section Representative, Ex Officio	Dr. Hsiu-Li Wang
Vice Chair/BOH Section Representative, South West Region	Bernia Martin
Past Chair/BOH Section Representative, North West Region	Trudy Sachowski
Treasurer/COMOH Section Representative, North Region	Dr. Lianne Catton (until Feb. 2026)
COMOH Section Chair/COMOH Section Representative, Central East Region	Dr. Pepi McTavish
BOH Section Chair/ BOH Section Representative, East Region	Tammy DeGiovanni
Affiliate Executive Representative/ AOPHBA	Cynthia St. John
Members at Large	
BOH Section Representative, Central West Region	John Bell
BOH Section Representative, Central East Region	Ann-Marie Kungl
BOH Section Representative, North East Region	Sue Perras
BOH Section Representative, Toronto	Charles Ouzzoude
COMOH Section Representative, Toronto	Dr. Michelle Murti
COMOH Section Representative, South West Region	Dr. Ninh Tran
COMOH Representative, Central West Region	Dr. Azim Kasmani
COMOH Representative, North Region	Dr. Kit Young Hoon (from Feb. 2026)
COMOH Representative, East Region	Dr. Trevor Arnason
Affiliate Representative, APHEO	Caitlyn Paget
Affiliate Representative, OAPHD	Paul Sharma
Affiliate Representative, HPO	Shannon Robinson
Affiliate Representative, OPHNL	Joanne Figliano-Scott
Affiliate Representative, ASPHIO	Steven Rebellato/Heidi Pitfield
Affiliate Representative, ODPH	Carolyn Doris

Acknowledgments

The 2026 Conference is co-hosted by Northwestern Health Unit.



Northwestern
Health Unit

www.nwhu.on.ca

alPHA

Association of Local
PUBLIC HEALTH
Agencies

Platinum level sponsors:



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With special thanks to:



alPHa Strategic Plan



Strategic Plan

2024 - 2027

Convening the leadership of local public health agencies to:



Be the unified voice and a trusted advisor on public health



Advance the work of local public health through strategic partnerships and collaborations



Support the sustainability of Ontario's local public health system



Deliver member services to local public health leaders



alPHa's Mission: Serving Ontario's local public health agencies for a strong public health system



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