



**MIDDLESEX COUNTY COUNCIL  
AGENDA**

Tuesday, February 22, 2022, 1:00 PM  
Middlesex County Building  
399 Ridout Street North, London

THE MEETING WILL BE AVAILABLE AS FOLLOWS:

<https://www.youtube.com/channel/UCSIRBMaSUbravUhLTjSKc9A>

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**Pages**

- 1. CALL TO ORDER AND WARDEN'S REMARKS**
- 2. PROVISION FOR DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**
- 3. BUSINESS ARISING FROM THE MINUTES**
- 4. MINUTES**

- 4.a. Minutes of the February 8, 2022 meeting of County Council

1

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT the Minutes of the February 8, 2022 meeting of County Council be approved as presented; and

THAT Council adopt the recommendations of the Committee of the Whole as set out in the Minutes of the February 8, 2022 meeting.

- 5. DEPUTATIONS**  
None.
- 6. ENQUIRIES OR NOTICES OF MOTION**
- 7. REPORTS**  
None.
- 8. NEW BUSINESS**

- 8.a. MLPS 2022 Response Time Performance Plan Compliance 14
- Report from Adam Bennett, Deputy Chief of Operations, MLPS
- Moved by \_\_\_\_\_
- Seconded by \_\_\_\_\_
- THAT the Middlesex-London Paramedic Service Response Time Performance Plan results be received for information; and
- THAT the Chief, Middlesex London Paramedic Service be directed to submit the annual performance report to the Ontario Ministry of Health, no later than March 31, 2021.
- 8.b. Tender for Hot Mix Asphalt Contract M-B-22 18
- Report from Ryan Hillinger, Engineering Supervisor
- Moved by \_\_\_\_\_
- Seconded by \_\_\_\_\_
- THAT the bid of Coco Paving Inc. in the amount of \$4,944,000.00 before taxes for Contract M-B-22 for the supply of hot mix asphalt be accepted.
- 8.c. Tender for Cold In Place Asphalt Recycling Contract M-C-22 20
- Report from Ryan Hillinger, Engineering Supervisor
- Moved by \_\_\_\_\_
- Seconded by \_\_\_\_\_
- THAT the bid of Lavis Contracting Co. Limited in the amount of \$475,290.00 before taxes for Contract M-C-22 for the supply of cold in place asphalt recycling be accepted.
- 8.d. Request for Waiver of Land Dedication Requirement: Quadro Communications Broadband Project 22
- Report from Chris Traini, County Engineer
- Moved by \_\_\_\_\_
- Seconded by \_\_\_\_\_
- THAT the request from Quadro Communications to County Council for the waiving of the land dedication condition along the retained parcel along County Road 23 (Highbury Ave N) along Lot 9, Concession 7 be denied.

- 8.e. Long-term Care Service Accountability Agreement (L-SAA) – Annual Declaration of Compliance 34

Report from Brent Kerwin, Strathmere Lodge Administrator

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT Schedule E (Declaration of Compliance) of the Long-Term Care Service Accountability Agreement (L-SAA) be approved, and that Warden Warwick be authorized to sign Schedule E on behalf of the County of Middlesex.

- 8.f. Albert Street Road Widenings Confirmation 38

Report from Wayne Meagher, County Barrister & Solicitor

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT County Council pass the By-law designating Parts 1 and 4 as in 33R-939, Part 1 and 2 as in 33R-556, and Parts 8 and 19 as in Plan 33R-19731 as a municipal public highway.

## 9. COUNCILLOR'S COMMENTS AND OTHER BUSINESS

## 10. BY-LAWS

- 10.a. #7151 - A BY-LAW to dedicate lands as a Municipal Public Highway (Albert Street Road Widening) 45

- 10.b. #7152 - A BY-LAW to Confirm the Proceedings of the February 22, 2022 meeting of County Council 47

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT the by-laws be given first and second reading.

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT the by-laws be given third and final reading.

## 11. COMMITTEE OF THE WHOLE

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT Council convene the Committee of the Whole at \_\_\_\_ pm.

11.a. DELEGATIONS / REPORTS OF COUNTY OFFICERS

11.a.1. Municipal Modernization Program - Intake 3 Funding Update 48

Report from Chris Bailey, Manager of ITS

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT the report be received as information relating to Intake 3 of the Municipal Modernization Program.

11.b. ACTION ITEMS

11.b.1. Award of Hot Mix Asphalt Paving & Cold Asphalt Recycling Contracts 51

Report from Ryan Hillinger, Engineering Supervisor

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT the 2022 construction schedule for capital road works proceed as indicated in the budget.

11.c. CORRESPONDENCE AND INFORMATION ITEMS

11.c.1. Letter from Minister Clark re Modernization Funding - January 25, 2022 55

11.c.2. Letter from Minister Clark re Modernization Funding - January 25, 2022 57

11.c.3. Economic Development Winter 2022 Newsletter 59

11.c.4. Report of the Ontario Housing Affordability Task Force 69

11.c.5. AMO Policy Update - February 8 and 15, 2022 102

11.c.6. Middlesex County 2021 Census Population and Dwellings 106

11.c.7. Letter from TVDSB Chair re Trustee Distribution - January 31, 2022 107

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT Items 11.c.1 to 11.c.7 be received for information.

**12. INQUIRIES**

**13. NEW BUSINESS**

**13.a. Next Meetings**

Tuesday, March 8, 2022 - Budget Meeting

Tuesday, March 22, 2022

Tuesday, April 5, 2022

Tuesday, April 26, 2022

Tuesday, May 10, 2022

Tuesday, May 24, 2022

Tuesday, June 14, 2022

Tuesday, June 28, 2022

Tuesday, July 26, 2022

Tuesday, August 23, 2022

Tuesday, September 13, 2022

Tuesday, September 27, 2022

Tuesday, October 11, 2022

Tuesday, October 25, 2022

Tuesday, November 8, 2022

Thursday, December 8, 2022 - 4:00pm (Inaugural)

Tuesday, December 13, 2022

**14. ANNOUNCEMENTS**

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

THAT Committee of the Whole rise at \_\_\_\_ pm.

**15. ADJOURNMENT**

Accessible formats and communication supports are available upon request. Please contact Marci Ivanic, Legislative Services Manager/Clerk to make a request at [mivanic@middlesex.ca](mailto:mivanic@middlesex.ca)

Moved by \_\_\_\_\_

Seconded by \_\_\_\_\_

That the meeting adjourn at p.m.

**MIDDLESEX COUNTY COUNCIL**  
**MINUTES**

Tuesday, February 8, 2022, 1:00 PM  
Middlesex County Building  
399 Ridout Street North, London  
Virtual Meeting

Members Present	Warden Warwick Councillor Burghardt-Jesson Councillor Smith Councillor DeViet Councillor Brennan Councillor Ropp Councillor Cornelissen Councillor Mayhew Councillor Vanderheyden Councillor Richards Councillor Elliott
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**1. CALL TO ORDER AND WARDEN'S REMARKS**

Warden Warwick called the meeting to order at 1:00pm.

Warden Warwick addressed Council as follows:

*"Throughout the month of January, each municipality hosted a number of vaccination clinics that provided our residents a chance to access vaccines close to home. Many thanks to the partnerships of the Emergency Services, the Health Unit, the CERV volunteers and the host municipalities.*

*By the end of January, 3,662 vaccines had been administered. Please encourage anyone who is eligible to have a vaccine. Although the latest numbers are encouraging, the only way we will beat this is by following the guidelines provided by our health unit.*

*We can't let this pandemic distract from our Canadian athletes performances in the Winter Olympics. There has been some interesting reports coming from the games, and again the athletes who will be successful are the ones who don't get*

*distracted and keep their goals in mind. I think we can and should be able to relate to this."*

**2. PROVISION FOR DISCLOSURE OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

None.

**3. BUSINESS ARISING FROM THE MINUTES**

**4. MINUTES**

4.a Minutes of the January 11, 2022 meeting of Middlesex County Council

Moved by Councillor Mayhew

Seconded by Councillor Elliott

THAT the Minutes of the January 11, 2022 meeting of County Council be approved as presented; and

THAT Council adopt the recommendations of the Committee of the Whole as set out in the Minutes of the January 11, 2022 meeting.

Carried

**5. DEPUTATIONS**

None.

**6. ENQUIRIES OR NOTICES OF MOTION**

None.

**7. REPORTS**

None.

**8. NEW BUSINESS**

8.a Strathroy Library and Library Administration Lease

Report from Lindsay Brock, Director of Library Services.

Moved by Councillor DeViet

Seconded by Councillor Richards

THAT the Lease Agreements between the Municipality of Strathroy-Caradoc, the Corporation of the County of Middlesex and the Middlesex



County Library Board be approved by County Council and that the necessary by-law be forwarded to County Council for approval.

Carried

8.b Truck Purchase - Two Wheel Drive 1/2 Ton Pick-up Truck - T-31

Report from Chris Traini, County Engineer.

Moved by Councillor Vanderheyden

Seconded by Councillor Mayhew

THAT the quote submitted by McNaughton Dodge Chrysler Inc. for the supply of a 2021 RAM 1500 for \$51,500.00 (plus HST) be accepted.

Carried

8.c Establishment of a Community Paramedicine Reserve Account

Report from Neal Roberts, Chief MLPS and Director of Emergency Services.

Moved by Councillor Burghardt-Jesson

Seconded by Councillor Cornelissen

THAT County Council authorize Middlesex-London Paramedic Service Community Paramedicine Program to establish a reserve account for future use and that the sale of the vehicle proceeds and other revenues be transferred to this reserve account.

Carried

8.d Telecommunications Municipal Access Agreement - Xplornet Communications Inc.

Report from Wayne Meagher, Barrister & Solicitor.

Moved by Councillor Elliott

Seconded by Councillor DeViet

THAT the Xplornet Telecommunications Municipal Access Agreement be approved and endorsed.

Carried

8.e FCM Partnerships for Municipal Innovation - Women in Local Leadership (PMI-WILL)

Report from Warden Alison Warwick.

Moved by Councillor DeViet

Seconded by Councillor Brennan

THAT Council approve participation in the Federation of Canadian Municipalities' Partnerships for Municipal Innovation – Women in Local Leadership (PMI-WILL) project;

THAT Warden Alison Warwick and Councillor Kelly Elliott be assigned as the elected official Champions of the project for the remainder of the Term of Council; and

THAT Cindy Howard, GM of Finance and Community Services be assigned as the staff lead on the project.

Carried

**9. COUNCILLOR'S COMMENTS AND OTHER BUSINESS**

Councillor Cornelissen advised that the London-Middlesex Housing Corporation will be investing in 20 housing units on Penny Lane. Investments will also be made in Newbury.

Councillor Elliott shared an update on the Michael Landsberg events held last week. The event was well attended and has had positive reviews. Councillor Elliott thanked Chris Bailey, ITS Manager, for all of his help on the project.

Councillor Vanderheyden shared that Kristen Bujnowski of Mount Brydges will be competing in the two women bobsled race at the Olympics in Beijing this week.

Councillor Vanderheyden advised that the Women's Caucus met with several Ministers at ROMA to advocate for women's issues. Councillor Vanderheyden thanked the Women's Caucus for participating in these discussions.

**10. BY-LAWS**

10.a #7147 - A BY-LAW to Authorize the Signing of the Library Administration Office Lease

10.b #7148 - A BY-LAW to Authorize the Signing of the Strathroy Library Lease

10.c #7149 - A BY-LAW to Authorize the Signing of a Telecommunications Agreement with Xplornet Communications Inc.

10.d #7150 - A BY-LAW to Confirm the Proceedings of the February 8, 2022 Meeting of County Council

Moved by Councillor Ropp

Seconded by Councillor Brennan

THAT the by-laws be given first and second reading.

Carried

Moved by Councillor DeViet

Seconded by Councillor Elliott

THAT the by-laws be given third and final reading.

Carried

## **11. COMMITTEE OF THE WHOLE**

Moved by Councillor Mayhew

Seconded by Councillor Elliott

THAT Council convene the Committee of the Whole at 1:18 pm.

Carried

### **11.a HEARINGS / DELEGATIONS / REPORTS OF COUNTY OFFICERS**

11.a.1 SWIFT Ballymote Project and Switch Building Land Acquisition - Quadro Request to Waive Land Dedication

Delegation from John Deheer, General Manager, Quadro Communications; Jason Masselis, Construction Manager, Quadro Communications; and Ben Waghorn, Waghorn Stephens, Sipos and Poulton Law Professional Corporation.

Moved by Councillor Mayhew

Seconded by Councillor DeViet

THAT the matter be referred to Staff to prepare a report with recommendations.

Carried

11.a.2 Extension of Warden's Term: Administrative Overview

Report from Marci Ivanic, Legislative Services Manager/Clerk.

Moved by Councillor Vanderheyden

Seconded by Councillor Elliott

THAT the report be received for information and that no governance changes be made for the remainder of the term.

*Motion Withdrawn*

Moved by Councillor Vanderheyden

Seconded by Councillor Elliott

THAT the report be received for information

Carried

11.a.3 Municipal Modernization Program - Procurement Service Delivery Review

Report from Ebyan Hassan, Business and Data Analyst and Marilyn Brown, Partner LXM Law LLP.

Moved by Councillor Ropp

Seconded by Councillor Richards

THAT the report be received for information.

Carried

11.a.4 Hearing for Application for Council Exemption for Clearing Woodlands; Municipality of Middlesex Centre; Concession 6, Lot 15; 14501 Medway Road; K. MacDougall, operating as Comgord Ltd.

Moved by Councillor Vanderheyden

Seconded by Councillor Brennan

THAT the Committee of the Whole convene a Public Hearing pursuant to Middlesex County Woodlands By-law #5738 at 2:17 pm.

Carried

11.a.4.1 Staff Report

Report from Mark Brown, Woodlands Conservation Officer/Weed Inspector.

11.a.4.2 Applicant's Submissions

Submissions from Applicant Kevin MacDougall.

11.a.4.3 Submissions from Members of the Public/Agencies

There were no requests from members of the public to speak.

11.a.4.3.1 Upper Thames River Conservation Authority Written Submissions

11.a.4.4 Questions from Council and Decision

Moved by Councillor Vanderheyden  
Seconded by Councillor Ropp

THAT the application by K MacDougall operating as Comgord Ltd, at 14501 Medway, Concession 6 Lot 15, in the municipality of Middlesex Centre for council exemption for clearing woodlands for conversion to agriculture be denied.

Carried

Moved by Councillor Vanderheyden  
Seconded by Councillor Burghardt-Jesson

THAT the Public Hearing adjourn at 2:47 pm and that the regular session of Committee resume.

Carried

## 11.b ACTION ITEMS

### 11.b.1 Revised 2022 Middlesex County Council and Library Board Meeting Calendars

Report from Marci Ivanic, Legislative Services Manager/Clerk.

Moved by Councillor Richards

Seconded by Councillor Elliott

THAT the revised 2022 County Council and Library Board Meeting Calendar be approved as presented.

Carried

### 11.b.2 Thames Centre Official Plan Amendment No. 22; Southside Property Group (London) Inc. File No. 39-TC-OPA22

Report from Durk Vanderwerff, Director of Planning

Moved by Councillor Vanderheyden

Seconded by Councillor DeViet

THAT Amendment No. 22 to the Thames Centre Official Plan be approved and that staff be directed to circulate a Notice of Decision as required by the Planning Act, and that the Notice of Decision indicate that no written submissions were received concerning this application.

Carried

### 11.b.3 Thames Centre Official Plan Amendment No. 23; Allan Payne and A&K Farms Ltd.; File No. 39-TC-OPA23

Report from Durk Vanderwerff, Director of Planning

Moved by Councillor Elliott

Seconded by Councillor Cornelissen

THAT Amendment No. 23 to the Thames Centre Official Plan be approved and that staff be directed to circulate a Notice of Decision as required by the Planning Act, and that the Notice of Decision indicate that no written submissions were received concerning this application.

Carried

11.b.4 Mileage Allowance - Human Resource Policy 2.10

Report from Jessica Ngai, Human Resources Manager.

Moved by Councillor Ropp

Seconded by Councillor Mayhew

THAT the Middlesex County Council amend the mileage allowance to reflect the current Canada Revenue Agency reasonable rate for 2022 of \$0.61 per kilometre for the first 5,000 kilometres and \$0.55 per kilometre thereafter to be effective February 8, 2022.

Carried

11.c CORRESPONDENCE AND INFORMATION ITEMS

11.c.1 General Payables - December 25, 2021 to January 31, 2022  
totalling \$748,060.88

11.c.2 Planning Payables - December 25, 2021 to January 31, 2022  
totalling \$27,765.31

11.c.3 Economic Development Payables - December 25, 2021 to January 31, 2022 totalling \$54,259.15

11.c.4 Social Services Payables - December 25, 2021 to January 31, 2021 totalling \$699,100.87

11.c.5 Information Technology Payables - December 25, 2021 to January 31, 2022 totalling \$440,468.71

11.c.6 MLPS Payables - December 25, 2021 to January 31, 2022  
totalling \$1,513,624.95

11.c.7 Roads Payables - December 25, 2021 to January 31, 2022  
totalling \$1,087,618.01

11.c.8 Strathmere Lodge Payables - December 25, 2021 to January 31, 2022 totalling \$276,896.46

11.c.9 Library Payables - December 25, 2021 to January 31, 2022  
totalling \$380,315.82

- 11.c.10      Electronic Payments - December 2021 totalling  
\$1,953,474.47
- 11.c.11      Electronic Payments - January 2022 totalling \$2,376,235.52
- Moved by Councillor Elliott  
Seconded by Councillor Brennan
- THAT Items 11.c.1 to 11.c.11 be received for information.
- Carried

- 11.c.12      Local Jobs Hub Orientation Presentation - Workforce  
Planning & Development Board - January 27, 2022
- 11.c.13      Middlesex Centre Archives Fundraising Online Auction  
Notice
- 11.c.14      Middlesex-London Board of Health Meeting Update -  
January 20, 2022
- 11.c.15      Report to Community and Protective Services Committee -  
Odell Jalna Social Housing Provider Proposal
- 11.c.16      Strathmere Lodge Census Report for December 2021
- 11.c.17      Letter from LAS AMO Business Services re: Natural Gas  
Rebate - November 30, 2021
- 11.c.18      Letter from MNDMNRF re: Proposed regulatory changes  
under the Aggregate Resources Act - January 6, 2022
- 11.c.19      Letter from MMAH re: Supporting People and Businesses  
Act, 2021 - January 2022
- 11.c.20      Economic Development Strategic Plan Alignment with  
Official Plan - Final Report December 2021
- 11.c.21      Planning Advisory Committee Meeting Minutes - January 19,  
2022
- 11.c.22      Library Board Minutes - January 11, 2022
- 11.c.23      Middlesex Accessibility Advisory Committee Minutes -  
January 18, 2022
- 11.c.24      Letter from Middlesex Soil & Crop Improvement Association  
re: Strathmere Lodge Walkway



Brent Kerwin, Strathmere Lodge Administrator advised that additional maintenance hours have been included in the 2022 budget in order to continue to maintain the walkway. Staff was directed to send a letter on behalf of County Council thanking the Middlesex Soil and Crop Improvement Association for maintaining this area over the past number of years.

11.c.25 AMO Policy Updates - January 5, 14, 19, 26 and 28, 2022

11.c.26 SCOR Presentation to Ministry of Agriculture, Food and Rural Affairs - ROMA 2022

Moved by Councillor Elliott  
Seconded by Councillor DeViet

THAT Items 11.c.12 to 11.c.26 be received for information.

Carried

## **12. INQUIRIES**

None.

## **13. NEW BUSINESS**

13.a Closed Session

Moved by Councillor Richards  
Seconded by Councillor Burghardt-Jesson

THAT the next portion of the meeting be closed at 3:02pm in order to consider a property matter and a human resources matter pursuant to sections 239(2)(a) and (d) of the *Municipal Act, 2001*.

Carried

13.a.1 Property Matter

Report from Bill Rayburn, CAO.

13.a.2 Human Resources Matters

Report from Bill Rayburn, CAO.

13.a.3 Confidential Information supplied by a Crown Agency

Report from Chris Traini, County Engineer.

Moved by Councillor Elliott  
Seconded by Councillor Mayhew

THAT council resume from its Closed Session at 3:39pm.

Carried

13.b Report from Closed Session

Council received the reports provided in Closed Session for information and there is nothing further to report.

13.c Next Meetings

February 22, 2022

**14. ANNOUNCEMENTS**

Warden Warwick wished Past Warden Cathy Burghardt-Jesson a happy birthday.

Moved by Councillor DeViet  
Seconded by Councillor Smith

THAT the Committee of the Whole rise and Council resume its regular meeting at 3:31 pm.

Carried

**15. ADJOURNMENT**

Moved by Councillor Vanderheyden  
Seconded by Councillor Burghardt-Jesson

THAT the meeting adjourn at 3:31 pm.

Carried

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Marci Ivanic, County Clerk

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Alison Warwick, Warden



**Meeting Date:** February 22, 2022

**Submitted by:** Adam Bennett, Deputy Chief, Middlesex-London Paramedic Service

**SUBJECT:** MLPS 2022 RESPONSE TIME PERFORMANCE PLAN COMPLIANCE

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### **BACKGROUND:**

Legislation under the Ambulance Act requires municipalities to both establish Response Time Performance Plans (RTPPs) for the coming year and notify the Ministry of Health (MOH) of these plans no later than October 31<sup>st</sup> each year, and then to report on compliance with these plans by March 31<sup>st</sup> of the following year.

All RTPPs and performance results are posted for public viewing on the MOHLTC website: [www.health.gov.on.ca/english/public/program/ehs/land/responsetime.html](http://www.health.gov.on.ca/english/public/program/ehs/land/responsetime.html).

Response Time Performance Plans are set response time targets for patients categorized under the Canadian Triage Acuity Scale ("CTAS") 1, 2, 3, 4 and 5 and Sudden Cardiac Arrests.

- CTAS: a five-level triage scale with the highest severity level 1 (resuscitation) and the lowest severity levels 5 (non-urgent) used to assign a level of acuity to patients and more accurately define the patient's need for care primarily based on the optimal time to medical intervention.
- CTAS Level 1: CTAS level assigned for resuscitation. Patients need to be seen by a physician immediately. Examples include: Cardiac / Respiratory arrest, major trauma, unconscious patients, severe respiratory distress.
- CTAS Level 2: CTAS level assigned for emergent. Patients need to be seen by a physician within 15 minutes. Examples include: altered mental states, head injury, severe trauma, heart attacks, overdose and stroke.

- CTAS Level 3: CTAS level assigned for urgent. Patients need to be seen by a physician within 30 minutes. Examples include: moderate trauma, asthma, GI bleed, suicidal thoughts and acute pain.
- CTAS Level 4: CTAS level assigned for less urgent. Patients need to be seen by a physician within 60 minutes. Examples include: headache, corneal foreign body and chronic back pain.
- CTAS Level 5: CTAS level assigned for non-urgent. Patients need to be seen by a physician within 120 minutes. Examples include: sore throat, mild abdominal pain which is chronic or recurring, with normal vital signs, vomiting alone and diarrhea alone.

## ANALYSIS:

The 2020 Middlesex-London Paramedic Service performance results were as follows:

January 1, 2020 – December 31, 2020	Target Response Time	% Achieved Target	Number of Calls that met response time	% Achieved
SUDDEN CARDIAC ARREST (defib on scene)	6 minutes	75%	240/362	66.3%
CTAS Level				
1	8 minutes	75%	943/1215	77.61%
2	8 minutes	75%	7239/10464	69.18%
3	10 minutes	75%	19799/25651	77.19%
4	12 minutes	75%	7825/9425	83.02%
5	12 minutes	75%	2285/2723	83.91%

For the year of 2020, Middlesex-London Paramedic Service was compliant in all but Sudden Cardiac Arrest Calls and CTAS Level 2 calls. The on-scene CTAS Level 1 calls (which are the most emergent) increased whereas CTAS 3, CTAS 4 and CTAS 5 calls remained consistent with the previous year.

The 2021 Middlesex-London Paramedic Service performance results from January 1, 2021 to December 31, 2021 are as follows:

January 1, 2021- December 31, 2021	Target Response Time	% Achieved Target	Number of Calls that met response time	% Achieved
SUDDEN CARDIAC ARREST (defib on scene)	6 minutes	75%	269/405	66.42%
CTAS Level				
1	8 minutes	75%	114/1473	77.66%
2	8 minutes	75%	8464/12589	67.23%

January 1, 2021- December 31, 2021	Target Response Time	% Achieved Target	Number of Calls that met response time	% Achieved
3	10 minutes	75%	22304/29846	74.73%
4	12 minutes	75%	8292/10278	80.74%
5	12 minutes	75%	2454/3021	81.23%

For the year of 2021, Middlesex-London Paramedic Service was compliant in all but Sudden Cardiac Arrest and CTAS Level 2 calls.

New and enhanced safety measures put in to place to protect paramedics during the COVID-19 pandemic requires paramedics to don additional levels of personal protective equipment prior to entering a scene which continues to increase response times for Sudden Cardiac Arrest calls as well as CTAS 2 calls. Of all the calls transported as CTAS 2 by paramedics, 14.1% were dispatched as a Code 3 call.

CTAS 3, CTAS 4 and CTAS 5 calls remain consistent with the previous year.

Of importance to note is that Middlesex–London Paramedic Service does not directly control the day to day fleet deployment which impacts response times. This is controlled by the Ministry of Health through the London Ambulance Communications Centre (CACC). We continue to work with the CACC to optimize our deployment plans for maximum efficiency and effectiveness, and continue to monitor CACC compliance with our plans.

Also, of note is that the triage tool currently utilized by London CACC and the majority of the dispatch centres in the province does not align properly with the CTAS system. Quite often, we are being inappropriately prioritized during responses to calls. MLPS ambulances are being over triaged at a rate of 42.4% which is contributing to the impact on response times.

In addition to offload delays which result in less ambulances in the community to respond to calls, available ambulances are to travel greater distances to service calls.

Several years ago, the Ministry of Health announced that the province will be implementing a new call triage system which should improve our response time results, especially with the more emergent call types; however, this new system has yet to be implemented in any of the dispatch centres putting it several years behind schedule. There still has been no indication of an implementation date and Middlesex-London Paramedic Service does not expect to see this new triage tool implemented for quite some time.

In October of 2021, Middlesex County Council approved adjustments to response time targets to reflect the services levels for Middlesex-London Paramedic Service in the

face of ongoing demands and challenges. These adjustments are effective January 1, 2022 – December 31, 2022, or until such time Middlesex County Council determines that the plan requires additional changes.

**FINANCIAL IMPLICATIONS:**

There are no financial implications associated with this report.

**ALIGNMENT WITH STRATEGIC FOCUS:**

This report aligns with the following Strategic Focus, Goals, or Objectives: Promoting Service Excellence. Middlesex-London Paramedic Service monitors ambulance response times and continues to make improvements to ensure that response time standards are met and to ensure efficient and effective service for the citizens of Middlesex County.

**RECOMMENDATION:**

That the Middlesex-London Paramedic Service Response Time Performance Plan results be received for information. That County Council direct the Chief, Middlesex London Paramedic Service to submit the annual performance report to the Ontario Ministry of Health, no later than March 31, 2022.



## County Council

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**Meeting Date:** February 22, 2022  
**Submitted by:** Ryan Hillinger, Engineering Supervisor  
**Subject:** TENDER FOR HOT MIX ASPHALT CONTRACT M-B-22

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### **BACKGROUND:**

Contract M-B-22 for the supply of hot mix asphalt was advertised with tenders accepted until 12 noon, Wednesday, February 16, 2022.

### **ANALYSIS:**

The County received four bids for this contract. Coco Paving Inc. was the low bidder for the contract with a total bid price of \$4,944,000.00 plus HST. A summary of the unit prices is attached.

Coco Paving Inc. have worked for the County in the past and have provided service that meets or exceeds the expectations of the County. It is recommended that their bid be accepted.

### **RECOMMENDATION:**

That the bid Coco Paving Inc. in the amount of \$4,944,000.00 before taxes for Contract M-B-22 for the supply of hot mix asphalt be accepted.



HOT MIX ASPHALT - M-B-22										
SECTION	DESCRIPTION	Road	QUANTITIES	UNIT	COCO PER UNIT	COCO TOTAL	J-AAR PER UNIT	J-AAR TOTAL	DUFFERIN PER UNIT	DUFFERIN TOTAL
1 (70136)	HL-3 Hot Mix Asphalt CR #3 Gideon Dr	3	3,900	T	\$91.35	\$356,265.00	\$97.55	\$380,445.00	\$101.65	\$396,435.00
2 (70151)	Fine grading granular base for paving CR 3 Gideon Dr	3	1	LS	\$4,000.00	\$4,000.00	\$6,710.00	\$6,710.00	\$3,450.00	\$3,450.00
2 (70151)	Milling Existing Asphalt CR #3 Gideon Dr	3	540	m2	\$19.70	\$10,638.00	\$15.45	\$8,343.00	\$20.35	\$10,989.00
2 (70151)	HL-3 Hot Mix Asphalt CR #19 Petty St	19	18,500	T	\$91.10	\$1,685,350.00	\$98.80	\$1,827,800.00	\$100.35	\$1,856,475.00
2 (70151)	HL-3 Hot Mix Asphalt Padding CR #19 Petty St	19	220	T	\$117.60	\$25,872.00	\$98.80	\$21,736.00	\$112.95	\$24,849.00
3 (44017)	Fine grading granular base for paving CR 19 Petty St	19	1	LS	\$6,000.00	\$6,000.00	\$3,000.00	\$3,000.00	\$5,100.00	\$5,100.00
3 (44017)	Milling Existing Asphalt CR #19 Petty St	19	2500	m2	\$4.30	\$10,750.00	\$8.49	\$21,225.00	\$9.65	\$24,125.00
4 (70152)	HL-3 Hot Mix Asphalt CR #22 Egremont Dr	22	18600	T	\$90.95	\$1,691,670.00	\$98.60	\$1,833,960.00	\$101.50	\$1,887,900.00
4 (70152)	Fine grading granular base for paving CR 22 Egremont Dr	22	1	LS	\$10,400.00	\$10,400.00	\$3,600.00	\$3,600.00	\$15,600.00	\$15,600.00
5 (70153)	Milling Existing Asphalt CR #22 Egremont Drive	22	16750	m2	\$5.40	\$90,450.00	\$4.30	\$72,025.00	\$5.50	\$92,125.00
5 (70153)	HL-3 Hot Mix Asphalt CR #59 Granton Line	59	3300	T	\$87.85	\$289,905.00	\$96.20	\$317,460.00	\$99.50	\$328,350.00
5 (70153)	Place "Stop Ahead" Rumble Strips CR #19 Petty St	59	1	Each	\$338.60	\$338.60	\$750.00	\$750.00	\$1,160.00	\$1,160.00
6 (70083)	Milling Existing Asphalt CR #59 Granton Line	59	300	m2	\$19.70	\$5,910.00	\$16.20	\$4,860.00	\$13.15	\$3,945.00
6 (70083)	HL-3 Hot Mix Asphalt CR #78 Donnybrook Dr	78	4,040	T	\$90.60	\$366,024.00	\$92.50	\$373,700.00	\$103.35	\$417,534.00
6 (70083)	HL-4 Hot Mix Base Asphalt CR #78 Donnybrook Dr	78	4690	T	\$82.00	\$384,580.00	\$88.95	\$417,175.50	\$91.60	\$429,604.00
7 (70155)	Place "Stop Ahead" Rumble Strips CR #78 Donnybrook Dr	78	1	Each	\$338.60	\$338.60	\$750.00	\$750.00	\$1,160.00	\$1,160.00
7 (70155)	HL-3 Hot Mix Asphalt Gutter CR 19 Petty St	19	535	m	\$8.00	\$4,280.00	\$8.00	\$4,280.00	\$17.00	\$9,095.00
7 (70155)	HL-3 Hot Mix Asphalt Gutter Outlets CR 19 Petty St	19	4	Each	\$307.20	\$1,228.80	\$277.00	\$1,108.00	\$284.00	\$1,136.00
						DUFFERIN	J-AAR		COCO	
						\$4,944,000.00	\$5,298,927.50		\$5,509,032.00	
HST						\$642,720.00	\$688,860.58		HST	\$716,174.16
TOTAL						\$5,586,720.00	\$5,987,788.08		\$6,225,206.16	



## County Council

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**Meeting Date:** February 22, 2022  
**Submitted by:** Ryan Hillinger, Engineering Supervisor  
**Subject:** TENDER FOR COLD IN PLACE ASPHALT RECYCLING  
CONTRACT M-C-22

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### **BACKGROUND:**

Contract M-C-22 for the supply of cold in place asphalt recycling was advertised with tenders accepted until 12 noon, Wednesday, February 16, 2022.

### **ANALYSIS:**

The County received three bids for this contract. Lavis Contracting Co. Limited was the low bidder with a total bid price of \$475,290.00 plus HST. A summary of the unit prices is attached.

Lavis Contracting Co. Limited have worked for the County in the past and have provided service that meets or exceeds the expectations of the County. It is recommended that their bid be accepted.

### **RECOMMENDATION:**

That the bid of Lavis Contracting Co. Limited in the amount of \$475,290.00 before taxes for Contract M-C-22 for the supply of cold in place asphalt recycling be accepted.

COLD ASPHALT RECYCLING - M-C-22

ITEM No.	DESCRIPTION	ROAD	QUANTITIES	UNIT	COCO PAVING PER UNIT	COCO PAVING TOTAL	ROTO-MILL PER UNIT	ROTO-MILL TOTAL	LAVIS CONTRACTING PER UNIT	LAVIS CONTRACTING TOTAL
1	Cold Recycled Mix County Road 3 - Job 70159	3	23,000	m2	\$7.00	\$161,000.00	\$6.50	\$149,500.00	\$5.85	\$134,550.00
2	Supply Binder County Road 3 - Job 70159	3	80,000	kg	\$0.90	\$72,000.00	\$0.90	\$72,000.00	\$0.90	\$72,000.00
3	HL-4 Stone Required to Correct Mix Design County Road 3 - Job 70159	3	460	Tonnes	\$30.00	\$13,800.00	\$32.22	\$14,821.20	\$18.00	\$8,280.00
4	Field Sampling to Establish Mix Design County Road 3 - Job 70159	3	1	L.S.	\$6,000.00	\$6,000.00	\$15,250.00	\$15,250.00	\$4,000.00	\$4,000.00
5	Field Testing of Binder County Road 3 - Job 70159	3	1	L.S.	\$6,000.00	\$6,000.00	\$15,250.00	\$15,250.00	\$1,000.00	\$1,000.00
6	Field Testing of Compaction Densities County Road 3 - Job 70159	3	1	L.S.	\$6,000.00	\$6,000.00	\$10,000.00	\$10,000.00	\$4,000.00	\$4,000.00
7	Cold Recycled Mix County Road 59 - Job 70168	59	26000	m2	\$7.00	\$182,000.00	\$6.50	\$169,000.00	\$5.85	\$152,100.00
8	Supply Binder County Road 59 - Job 70168	59	90000	kg	\$0.90	\$81,000.00	\$0.90	\$81,000.00	\$0.90	\$81,000.00
9	HL-4 Stone Required to Correct Mix Design County Road 59 - Job 70168	59	520	Tonnes	\$30.00	\$15,600.00	\$32.22	\$16,754.40	\$18.00	\$9,360.00
10	Field Sampling to Establish Mix Design County Road 59 - Job 70168	59	1	L.S.	\$6,000.00	\$6,000.00	\$15,250.00	\$15,250.00	\$4,000.00	\$4,000.00
11	Field Testing of Binder County Road 59 - Job 70168	59	1	L.S.	\$6,000.00	\$6,000.00	\$15,250.00	\$15,250.00	\$1,000.00	\$1,000.00
12	Field Testing of Compaction Densities County Road 59 - Job 70168	59	1	L.S.	\$6,000.00	\$6,000.00	\$10,000.00	\$10,000.00	\$4,000.00	\$4,000.00
						<b>\$561,400.00</b>		<b>\$584,075.60</b>		<b>\$475,290.00</b>
					HST	<b>\$72,982.00</b>	HST	<b>\$75,929.83</b>	HST	<b>\$61,787.70</b>
					<b>TOTAL</b>	<b>\$634,382.00</b>		<b>\$660,005.43</b>		<b>\$537,077.70</b>

**Meeting Date:** February 22, 2022

**Submitted by:** Chris Traini, County Engineer

**Subject:** Request for Waiver of Land Dedication Requirement  
Quadro Communications Broadband Project

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## **BACKGROUND:**

Quadro Communications addressed County Council at the February 1, 2022 meeting and presented a request for a waiver of the standard County of Middlesex condition of severance for dedication of lands measured to 18 metres from the centreline of construction of County Road 23 (Highbury Ave N) along the retained parcel. The severed parcel is intended for the construction of Quadro's Central Office related to their broadband project that received a grant through the SWIFT program. This project includes the installation of 11.7 km of rural fibre optic segments and would potentially provide high speed internet service to 144 homes/businesses. A copy of the Quadro presentation is attached.

## **ANALYSIS:**

The County of Middlesex has a long history and a sound basis for the taking of road widenings as a condition of planning applications which has been supported by County Council and local planning authorities.

### **History of the Policy**

The Planning Act empowers municipalities to acquire land for road widening purposes as a condition of various planning application approvals including plans of subdivision, plans of condominium, site-plans, and consent applications; provided the highway to be widened and the extent of the widening is described in an official plan. The County has utilized this authority and collected road widening since 1982. There are many applications that result in road widening along County Roads annually and all lands taken for road widening are automatically designated as a public highway as per the Municipal Act.

As it relates to applications for consent, Section 51(25) the Planning Act states that the Approval Authority, which in Middlesex has been delegated by the County to local municipalities, "may impose such conditions to the approval of a [consent] as in the opinion of the approval authority

are reasonable, having regard to the nature of the development..”. Section 51(25) goes on to outline six specific areas that may be included as conditions including “(c) when the proposed [consent] abuts on an existing highway, that sufficient land, other than land occupied by buildings or structures, be dedicated to provide for the widening of the highway to such width as the approval authority considers necessary”.

Section 2.4.2.3 of the County Official Plan describes the minimum right-of-way widths for County Roads and indicates that where right-of-ways are less than those described, widenings may be taken equally from both sides of the road as measured from the centre line. Schedule B of the Official Plan sets out the hierarchy of County Roads and designates County Road 23 (Highbury Ave N) as a Four Lane Arterial County Road. As such, the County Official Plan prescribes a 36 metre right-of-way width for County Road 23.

The County Official Plan provides for road widening to be taken from both ‘severed’ and ‘retained’ parcel created by way of a consent application. This practice is common in many municipalities, including some local municipalities within the County.

### **Reasons for the Policy**

Road allowance widths are designed to allow not only for the construction of the road itself, but also drainage ditches, bridges, culverts and other road infrastructure. Also, utilities such as water, sewer, hydro, natural gas, and telecommunications (such as fibre optic cables) require space in the road allowance and the widths prescribed in the County Official Plan account for all these utilities.

Obtaining land dedications through the planning process also reduces future County Road costs related both to purchasing land and also as a result of the increased setback on private property of items such as gate posts and other structures. It is noted that taking the dedication does not immediately result in the land owner losing use of the lands, instead it reserves the lands for future use by the County. For example in this case the owner of the retained lands will continue to have use of the dedicated lands for farming practices even after they have become part of the public highway. The use of road allowances across Middlesex County by farmers is a common practice that benefits both the land owner and the road authority, as it increases the area utilized for crop production and reduces maintenance within the road allowance. Although there may be some future interruption to these practices for the installation of underground infrastructure, commonly the farmer is again able to utilize these lands once construction is complete.

While municipalities have the power under the Expropriations Act to acquire lands for the public good, including lands for widening a public highway, this process is both costly and unpopular and has a negative impact on the general taxpayer.

Staff are of the opinion that taking road widening at the time of planning approvals conforms to the County Official Plan and is in the public interest.

### **Flexibility within the Policy**

At various times applicants have requested staff for an exemption from the County's road widening policy and staff have been consistent to require widening in all cases. The one exception is for the occasional case where structures or underground works (such as septic tanks) are located closer to the road than the total required right-of-way. The policy applied to these properties is to take lands up to 1 metre from the closest structure, so as to not create encroachments onto the public highway. The Planning Act does not permit widening to take buildings or structures and it is not in the interest of the County to create encroachments onto the public highway, nor is it reasonable to force the owner to remove structures as a condition of severance.

### **Summary of County Policy**

The Planning Act gives powers to municipalities to acquire land for road widening in areas where the existing right of way is less than that prescribed in the Official Plan.

The County has consistently applied this condition to all Planning Act applications including applications for land severance, from very small boundary adjustments to large agricultural parcels, and in some cases where no proposed land use changes are being considered.

This position has been upheld by the Ontario Municipal Board (now the Ontario Land Tribunal). Part of the reason the County has been successful is that we have consistently applied this condition to all applications.

Staff remains of the opinion that taking the road widening conforms to the County Official Plan, represents good planning, and is in the public interest.

### **Quadro Application**

County of Middlesex and Middlesex Centre staff have been working with Quadro representatives for over a year on this project and provided clear direction and information on the requirements for the proposed severance. The County has confirmed that the request for a reduction in the setback of the building from the constructed road will be supported, and Quadro has always been in agreement with providing land dedication across the severed portion of the lands.

The land dedication along the retained parcel is approximately 0.47 acres (1,900 m<sup>2</sup>) in area, or approximately 2.75 metres of additional width being added to the County road right of way. As noted above County Road 23 (Highbury Ave N) is designated as one of only a few four lane arterial roads, and as such right of way widths are critical along this stretch of highway from the City of London to Highway 7 (Elginfield Road). Room for infrastructure, including the proposed fibre optic broadband cabling, is currently limited due to the insufficient right of way widths along this County road.

Alternatives for other locations for the proposed office have been considered and Quadro and County staff continue to work together to move this broadband project forward. More information has been provided to the land owner to help them better understand the County

requirement and the importance of the land dedication and that their farm operations will not be impacted (outside of the lands being severed off for Quadro's proposed office).

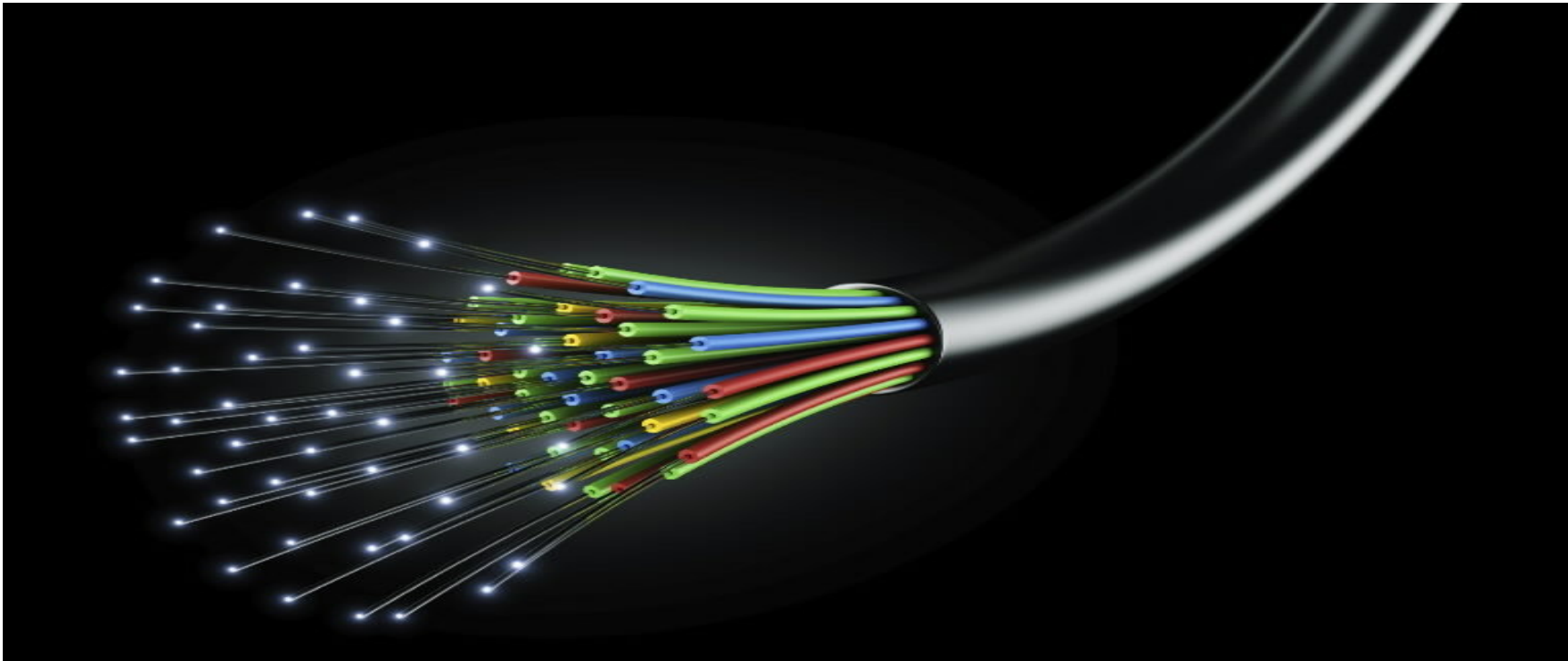
**RECOMMENDATION:**

That the request from Quadro Communications to County Council for the waiving of the land dedication condition along the retained parcel along County Road 23 (Highbury Ave N) along Lot 9, Concession 7 be denied.

# SWIFT BALLYMOTE PROJECT & SWITCH BUILDING LAND ACQUISITION

OBJECTIVE: REQUESTING COUNCILS SUPPORT TO WAIVE LAND DEDICATION ON THE RETAINED PARCEL:

LOT 9 – CONCESSION 7 (HIGHBURY AVE & EIGHT MILE RD)





# OVERVIEW OF SWIFT PROJECT:

## [REQUESTING COUNCILS SUPPORT TO WAIVE LAND DEDICATION ON THE RETAINED PARCEL: LOT 9 – CONCESSION 7](#)

Quadro Communications was successfully awarded a grant from SWIFT (Southwestern Integrated Fiber Technology) <https://swiftruralbroadband.ca> called “MID\_23\_QUAD” – Ballymote found under Approved Projects.

The project consists of 11.7kms of rural fiber optic segments. The total number of premises passed that will receive an opportunity (if they so choose) to acquire fiber optic service from Quadro is 114 homes/businesses.

The fiber infrastructure and Quadro’s Central Office must be built by end of 2022, to fulfill the contract and receive funding from SWIFT. This is the reason Quadro is requesting a waiver of the land dedication on the retained parcel.

The current land owner is not willing to lose approximately 1900m2 of land dedicated to future road widening if Quadro’s proposed purchase were to go through. This poses a risk for Quadro, as we could lose the land we are trying to acquire to build the Central Office due to these setbacks. Quadro risks failing to meet the SWIFT deadline for funding if we are unable to complete the land purchase from the current owner.

We are asking the council to waive this stipulation to alleviate the issue. This would allow Quadro to finalize this project before the deadline. The SWIFT funding is dependent on erecting a new building with active fiber optic equipment housed within.

This Central Office building is critical to the SWIFT Ballymote project and future fiber optic cable placement within the surrounding area. In years to come, Quadro will be able to utilize this building and mainline fiber to feed future projects to the East & West of Highbury Ave. within Middlesex County.

# MIDDLESEX COUNTY'S STRATEGIC PLAN 2001 - 2024

**Strategic Focus:** Connecting Through Infrastructure

**Goals:** Ensure communities are built on a sustainable foundation that is connected and thriving.

**Objectives:** Encourage and advocate, through partnerships, the construction of scalable, equitable broadband infrastructure, recognizing our unserved and underserved areas

Commit to a sound asset management strategy to maintain and fund critical infrastructure

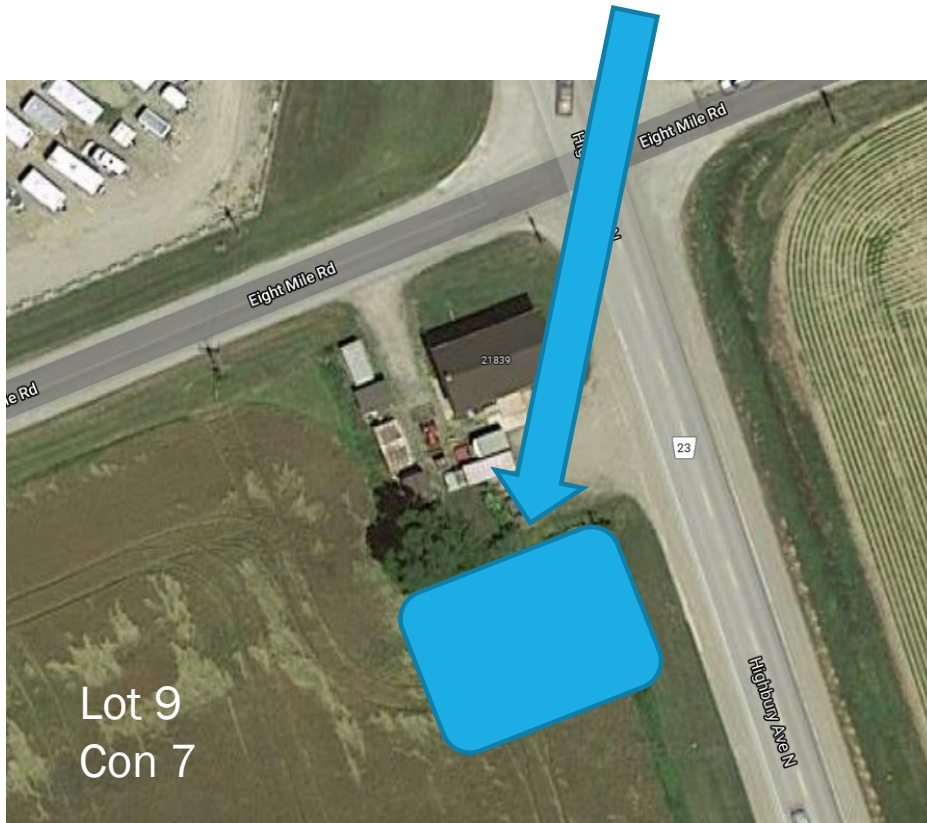
Use County infrastructure in an innovative way to provide a seamless service experience for residents





# QUADRO IS REQUESTING COUNCILS SUPPORT TO WAIVE LAND DEDICATION ON THE RETAINED PARCEL: LOT 9 – CONCESSION 7

Requesting waive of dedication on retained land for either: [Highbury Ave N](#) or [Eight Mile Rd](#).



# DIMENSIONS OF SETBACK:

A dedication of 18 meters from centreline of the road is currently required as per Middlesex County’s by-laws. The farmland along Highbury Ave would be subject to land dedication since the existing property line is currently 15.24 meters, resulting in a loss of approximately 1900m2 of land for the current land owner. The dedication would be required across the severed and retained land for the entirety of the frontage on Highbury Ave. This is an obstacle for the current land owner in agreeing to the sale of the proposed parcel of land to Quadro.

The same problem would persist with any land in County of Middlesex that Quadro would try to acquire. If council is unable to waive the land dedication for this sale, it would result in Quadro being unable to successfully meet SWIFT deadlines resulting in loss of the project funding and residents/businesses in Ballymore and surrounding area to continue to be severely underserved for their telecommunication needs.

Also, due to 4.16 – Minimum Setbacks from Provincial Highways, County Roads and Township Concession Roads, Eight Mile Rd would be the best option for Quadro to meet the setback parameters for front of the building to the road centerline. The proposed building on Eight Mile Rd would be closer to 20-25 meters, which is more than the required 15 meters. Setback off the county road Highbury Ave. would be an issue for us as 38m puts us deep into the field.

<b>4.16 MINIMUM SETBACKS FROM PROVINCIAL HIGHWAYS, COUNTY ROADS AND TOWNSHIP CONCESSION ROADS</b>		
Notwithstanding any other provision of this By-law, where a building or structure is erected or altered adjacent to a Provincial Highway, County Road, or Township Concession Road, minimum setbacks from such roads shall be provided as follows:		
(a) buildings and structures for agricultural, commercial, industrial or institutional uses:		
(i) Provincial Highway		32.0 metres (105 ft) from the centre line of the road or 14.0 metres (46 ft) from the street line, whichever is the greater; 30.0 metres (98 ft) from the street line for all pits and quarries;
(ii) County Road		38.0 metres (125 ft) from the centre line of the road;
(iii) Township Concession Road		15.0 metres (49 ft) from the streetline



## REASONING FOR REQUEST TO WAIVE:

Quadro has had multiple conversations about this land acquisition with the current land owner at Lot 9 Con 7. An agreement of purchase and sale was almost finalized. The current land owner was unaware if land was to be sold and severed, the additional 3 meter dedication would be required across the severed and retained land for the entirety of the frontage on Highbury Ave. Quadro made the land owner aware of what would occur if we proceeded with the acquisition. This has caused the sale agreement to come to a halt.

Quadro now stands before council to have this policy waived so that we can move forward with this land purchase. If this falls through with the current intent to purchase, timing would not favor this project moving forward as we wouldn't be able to complete it in time. The timing of trying to find another parcel to acquire as well as running into the same issue with another land owner not wanting to lose land due to land dedication for retained.

Slide 4 shows the (2) proposed areas under consideration for Quadro to place the Central Office building. Quadro is open to either proposed lot to be severed, with hopes of waiving the land dedication for loss of additional land to either Highbury Ave or Eight Mile Rd for the current land owner.



## CONCLUSION

Quadro thanks the council for letting us speak to this issue.

We would be very appreciative if this request for waiver could be granted.

Through past and present, Quadro's track record in working with multiple municipalities and counties has been very successful and cooperative.

We hope this request will be granted and look forward to continuing to work with the Middlesex County & Middlesex Centre in the future.

This project when completed will provide the services needed for today and will future proof these customers as requirements change. Quadro is dedicated to continuing our mission by enriching our customers experience with personal service and innovative products.

**Meeting Date:** February 22, 2022  
**Submitted by:** Brent Kerwin, Strathmere Lodge Administrator  
**SUBJECT:** Long-term Care Service Accountability Agreement (L-SAA) –  
Annual Declaration of Compliance

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### **BACKGROUND:**

Ontario Health requires that there be a Service Accountability Agreement with the County to authorize the continued flow of provincial funding to Strathmere Lodge for the services it provides as an approved Long Term Care Home in Ontario.

The current Long-Term Care Home Service Accountability Agreement (L-SAA) between The Corporation of the County of Middlesex (the “Health Service Provider”, or HSP) and Ontario Health covers the period from April 1, 2019 to March 31, 2022.

Ontario Health requires that an annual Declaration of Compliance with the L-SAA be issued by the Board of Directors of each HSP.

### **ANALYSIS:**

Ontario Health has advised that the Declaration of Compliance must be Board-approved, signed and submitted annually.

Middlesex County Council, as the Committee of Management for Strathmere Lodge, is therefore required to authorize the Warden to make the Declaration of Compliance for Strathmere Lodge.

### **FINANCIAL IMPLICATIONS:**

The Annual Declaration of Compliance is a requirement of the L-SAA. Not adhering to the L-SAA may impact the flow of provincial funding.

### **ALIGNMENT WITH STRATEGIC FOCUS:**

This report does not tie directly to Council's Strategic Focus.



**RECOMMENDATION:**

That Schedule E (Declaration of Compliance) of the Long-Term Care Service Accountability Agreement (L-SAA) be approved, and that Warden Warwick be authorized to sign Schedule E on behalf of the County of Middlesex.

Attachment

## Schedule E – Form of Compliance Declaration

### DECLARATION OF COMPLIANCE

Issued pursuant to the Long Term Care Service Accountability Agreement

**To:** The Board of Directors of Ontario Health Attn: Board Chair.

**From:** The Board of Directors (the “Board”) of the Corporation of the County of Middlesex (the “HSP”)

**For:** Strathmere Lodge (the “Home”)

**Date:** February 22, 2022

**Re:** January 1, 2021 – December 31, 2021 (the “Applicable Period”)

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The Board has authorized me, by resolution dated February 22, 2022, to declare to you as follows:

After making inquiries of the Administrator, Brent Kerwin, and other appropriate officers of the HSP and subject to any exceptions identified on Appendix 1 to this Declaration of Compliance, to the best of the Board’s knowledge and belief, the HSP has fulfilled, its obligations under the long-term care service accountability agreement (the “Agreement”) in effect during the Applicable Period.

Without limiting the generality of the foregoing, the HSP confirms that

- (i) it has complied with the provisions of:
  - a. the Local Health System Integration Act, 2006, for the period of January 1, 2021 to March 31, 2021;
  - b. the Connecting Care Act, 2019, for the period April 1, 2021 to December 31, 2021; and
  - c. any compensation restraint legislation which applies to the HSP; and
- (ii) every Report submitted by the HSP is accurate in all respects and in full compliance with the terms of the Agreement;

Unless otherwise defined in this declaration, capitalized terms have the same meaning as set out in the Agreement between Ontario Health and the HSP effective April 1, 2021.

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Alison Warwick, Warden

## **Schedule E – Form of Compliance Declaration Cont'd.**

### **Appendix 1 - Exceptions**

[Please identify each obligation under the LSAA that the HSP did not meet during the Applicable Period, together with an explanation as to why the obligation was not met and an estimated date by which the HSP expects to be in compliance.]

Not applicable

**Meeting Date:** February 22, 2022  
**Submitted by:** Wayne Meagher, County Barrister & Solicitor  
**SUBJECT:** ALBERT STREET ROAD WIDENINGS CONFIRMATION

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### **BACKGROUND:**

As Council will recall, the County is a party to an Agreement of Purchase and Sale concerning portions of vacant and developable land adjacent to Strathmere Lodge. In connection with that transaction and the development of those lands moving forward, several servicing easements need to be registered at the Land Registry Office ("LRO") on those lands. We have run into an impediment to the registration of those easements with the LRO, which is described in the Analysis section of this Report. The easiest solution to resolve the impediment is for Council to pass a by-law dedicating lands previously described in a By-law #4459 (passed in 1983) and dedicating Parts 8 and 19 on Plan 33R-19731 (a reference plan from 2017), confirming all of the relevant widenings of Albert Street. The By-law with appropriate legal description is attached.

### **ANALYSIS:**

Part 8 and 19 as in Plan 33R-19731 are road widenings to Albert Street which exist, resulting from a 1983 severance. The widenings were delineated as Parts 1 and 4 as in 33R-939 in 1978 and as Part 1 and 2 as in 33R-556 in 1983. The County passed By-law #4459 in 1983, dedicating all of the above-noted parts as public highway, except for Part 2 as in 33R-556. For one reason or another, the 1983 dedication By-law was not registered on title at the time, such that today, Provincial records are unaware of the 1983 dedication. Further, the LRO will not register the necessary easements unless the lands identified as Part 8 and 19 on Plan 33R-19731, Parts 1 and 4 as in 33R-939, and Part 1 and 2 as in 33R-556 are dedicated in the by-law to be registered. The best solution is for Council to pass a by-law confirming the dedication of the lands described in By-law #4459 and additionally, Part 2 as in 33R-556 and Parts 8 and 19 as in Plan 33R-19731, which confirm all of the relevant widenings of Albert Street. The solution will allow for the

registration of necessary easements north of Albert Street to take place. The dedication by-law with appropriate legal description is attached.

**FINANCIAL AND ALIGNMENT WITH STRATEGIC FOCUS:**

Financially, the By-law allows the County to fulfill its easement registration obligations. Strategically, the servicing easements allow for Connection Through Infrastructure and development, and development Cultivates Community Vitality and Strengthens the County and local Economy.

**RECOMMENDATION:**

That County Council pass the By-law designating Parts 1 and 4 as in 33R-939, Part 1 and 2 as in 33R-556, and Parts 8 and 19 as in Plan 33R-19731 as municipal public highway.

**Attachments:**

- 1) By-law designating Parts 1 and 4 as in 33R-939, Part 1 and 2 as in 33R-556, and Parts 8 and 19 as in Plan 33R-19731 as municipal public highway
- 2) 33R-939
- 3) 33R-556
- 4) 33R-19731

## THE CORPORATION OF THE COUNTY OF MIDDLESEX

### BY-LAW #7151

A By-law to designate Parts 1 and 4 as in 33R-939, Part 1 and 2 as in 33R-5560, and Parts 8 and 19 as in Plan 33R-19731 as municipal public highway.

WHEREAS:

- A. The Corporation of the County of Middlesex (the “**County**”) is a duly incorporated upper-tier municipality, county, and municipality as defined by the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “***Municipal Act***”);
- B. Pursuant to subsection 11(3)1. and 11(4) of the *Municipal Act*, the County has been assigned non-exclusive jurisdiction to pass by-laws within the sphere of highways, including parking and traffic on highways;
- C. Pursuant to subsection 27(1) of the *Municipal Act*, a municipality may pass by-laws in respect of a highway;
- D. The County owns Parts 1 and 4 as in 33R-939, Strathroy/Caradoc, Part 1 and 2 as in 33R-5560, Strathroy-Caradoc/Adelaide Metcalfe, and Parts 8 and 19 as in Plan 33R-19731, Strathroy-Caradoc, in the County of Middlesex, each being a part of PIN 08590-0275;
- E. Subject to subsection 31(6) of the *Municipal Act*, subsection 31(2) of the *Municipal Act* provides that land may only become a public highway pursuant to a by-law establishing the public highway; and
- F. Subsection 5(3) of the *Municipal Act* provides that a municipal power shall be exercised by by-law.

**NOW THEREFORE** Council for the Corporation of the County of Middlesex **HEREBY ENACTS AS FOLLOWS:**

- 1. The above recitals are hereby adopted and confirmed.
- 2. The following property is designated municipal public highway and forms a part of County Road #39 (Albert Street):
  - a. Part of Lot 20, Concession 4, South of the Egremont Road, designated as Parts 1 & 4 as in 34R-939; Municipality of Strathroy-Caradoc; County of Middlesex; being a part of PIN 08590-0275;
  - b. Part of Lot 19, Concession 4, South of the Egremont Road, designated as Parts 1 & 2 as in 33R-5560; now in the Municipality of Strathroy-Caradoc/Township of Adelaide Metcalfe; County of Middlesex; being a part of PIN 08590-0275;
  - c. Part of Lot 19, Concession 4, South of the Egremont Road, designated as Part 8 as in 33R-19731; Municipality of Strathroy-Caradoc; County of Middlesex; being a part of PIN 08590-0275; and
  - d. Part of Lot 20, Concession 4, South of the Egremont Road, designated as Part 19 as in 33R-19731; Municipality of Strathroy-Caradoc; County of Middlesex; being a part of PIN 08590-0275.

3. County By-law #4459 is hereby repealed and is replaced in its entirety by this By-law.
4. This By-law comes into effect immediately upon its passing.

**PASSED IN COUNCIL** this 22<sup>nd</sup> day of February, 2022.

---

Alison Warwick, Warden

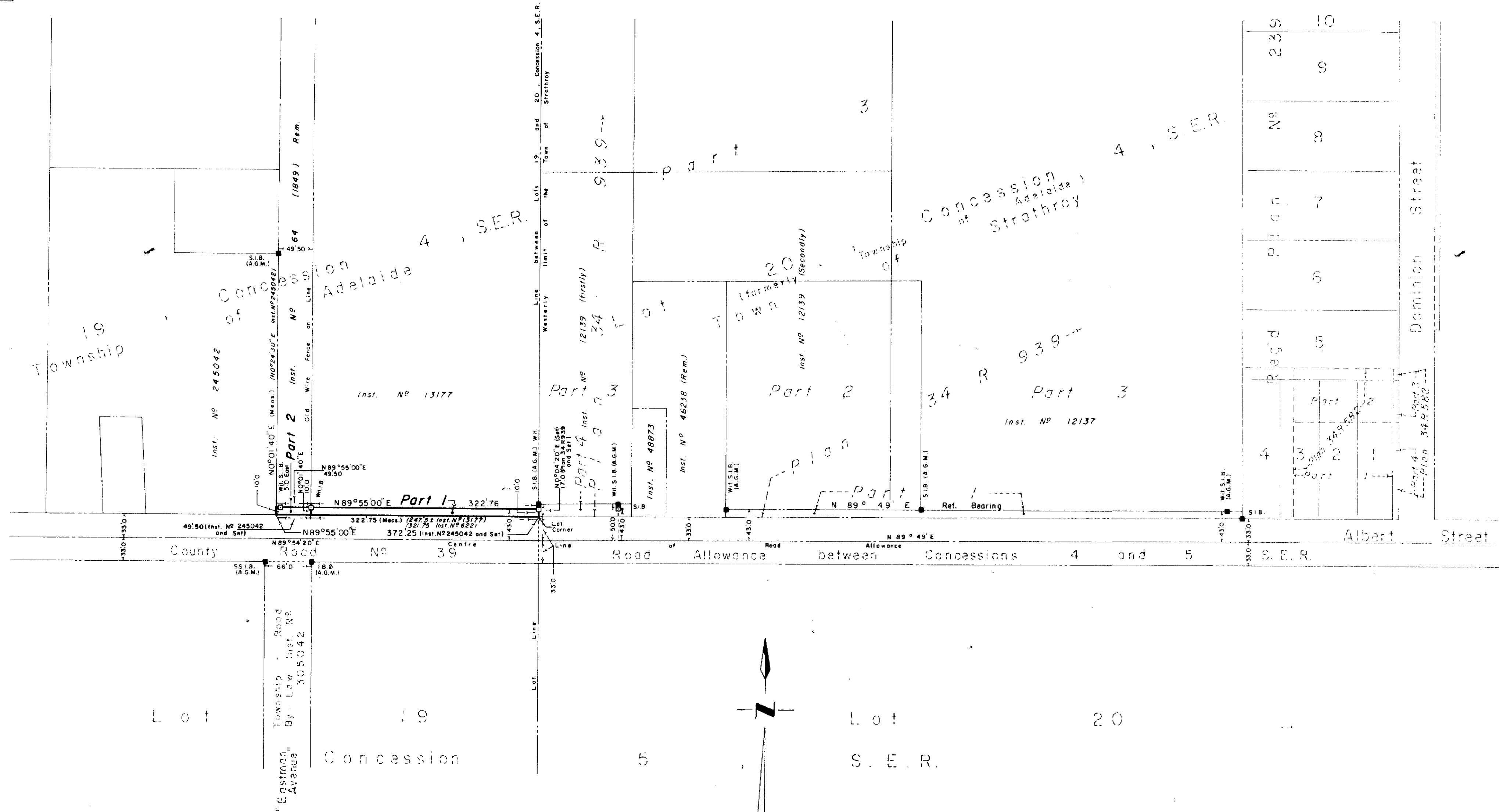
---

Marcia Ivanic, County Clerk





PLAN MATERIAL  
Plastic Material.....Mylar  
Gauge.....0.004 inch  
Process.....Direct  
Ink.....Special "T"



I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE REGISTRY ACT.

DATE MAR 9, 1983

DATE 10 Mar 1983

J.D. Annable  
J.D. ANNABLE, O.L.S.

David Donovan  
DEP. LAND REGISTRAR FOR THE REGISTRY DIVISION OF MIDDLESEX EAST (N# 83)

Part 1 is part of Lot 19, Concession 4, S.E.R., Inst. N# 13177  
Part 2 is part of Lot 19, Concession 4, S.E.R., Inst. N# 64 (1849) subject to Right of Way in Inst. N# 245042.

Plan of Survey  
of part of  
Lot 19, Concession 4, S.E.R.  
in the  
Township of Adelaide  
County of Middlesex  
Scale: 1" = 100'  
1983  
Archibald, Gray & McKay, Ltd., O.L.S.'s

Bearings are astronomic and are referred to the northerly limit of Part 1, Plan 34 R 939 having a bearing of N 89° 49' E.

■ Denotes found monumentation  
□ Denotes planted monumentation  
S.I.B. Denotes 1"sq. x 4" long standard iron bar.  
I.B. Denotes 5/8"sq. x 24" long iron bar.  
I.B.Ø Denotes 3/4" round x 24" long iron bar.  
A.G.M. Denotes Archibald, Gray & McKay, Ltd., O.L.S.'s  
Wit. Denotes witness  
S.E.R. Denotes South of the Egremont Road.

**CAUTION:** THIS IS NOT A PLAN OF SUBDIVISION WITHIN THE MEANING OF THE PLANNING ACT.

**SURVEYOR'S CERTIFICATE**

I CERTIFY THAT:

(1) THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT AND THE REGISTRY ACT AND THE REGULATIONS MADE THEREUNDER.

(2) THE SURVEY WAS COMPLETED ON THE 25TH DAY OF JAN, 1983.

MAR 9, 1983

J.D. Annable  
J.D. ANNABLE  
ONTARIO LAND SURVEYOR

ARCHIBALD, GRAY & MCKAY LTD.  
ONTARIO LAND SURVEYORS  
LONDON, ONTARIO

DRAWN BY: W.W.S. CHECKED BY: J.D.A. FILE N# : AD-045-20  
TRACED BY: PLAN N# : S-Z-3568

33R-5560







## THE CORPORATION OF THE COUNTY OF MIDDLESEX

### BY-LAW #7151

A By-law to designate Parts 1 and 4 as in 33R-939, Part 1 and 2 as in 33R-5560, and Parts 8 and 19 as in Plan 33R-19731 as municipal public highway.

WHEREAS:

- A. The Corporation of the County of Middlesex (the “**County**”) is a duly incorporated upper-tier municipality, county, and municipality as defined by the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “***Municipal Act***”);
- B. Pursuant to subsection 11(3)1. and 11(4) of the *Municipal Act*, the County has been assigned non-exclusive jurisdiction to pass by-laws within the sphere of highways, including parking and traffic on highways;
- C. Pursuant to subsection 27(1) of the *Municipal Act*, a municipality may pass by-laws in respect of a highway;
- D. The County owns Parts 1 and 4 as in 33R-939, Strathroy/Caradoc, Part 1 and 2 as in 33R-5560, Strathroy-Caradoc/Adelaide Metcalfe, and Parts 8 and 19 as in Plan 33R-19731, Strathroy-Caradoc, in the County of Middlesex, each being a part of PIN 08590-0275;
- E. Subject to subsection 31(6) of the *Municipal Act*, subsection 31(2) of the *Municipal Act* provides that land may only become a public highway pursuant to a by-law establishing the public highway; and
- F. Subsection 5(3) of the *Municipal Act* provides that a municipal power shall be exercised by by-law.

**NOW THEREFORE** Council for the Corporation of the County of Middlesex **HEREBY ENACTS AS FOLLOWS:**

- 1. The above recitals are hereby adopted and confirmed.
- 2. The following property is designated municipal public highway and forms a part of County Road #39 (Albert Street):
  - a. Part of Lot 20, Concession 4, South of the Egremont Road, designated as Parts 1 & 4 as in 34R-939; Municipality of Strathroy-Caradoc; County of Middlesex; being a part of PIN 08590-0275;
  - b. Part of Lot 19, Concession 4, South of the Egremont Road, designated as Parts 1 & 2 as in 33R-5560; now in the Municipality of Strathroy-Caradoc/Township of Adelaide Metcalfe; County of Middlesex; being a part of PIN 08590-0275;
  - c. Part of Lot 19, Concession 4, South of the Egremont Road, designated as Part 8 as in 33R-19731; Municipality of Strathroy-Caradoc; County of Middlesex; being a part of PIN 08590-0275; and
  - d. Part of Lot 20, Concession 4, South of the Egremont Road, designated as Part 19 as in 33R-19731; Municipality of Strathroy-Caradoc; County of Middlesex; being a part of PIN 08590-0275.

3. County By-law #4459 is hereby repealed and is replaced in its entirety by this By-law.
4. This By-law comes into effect immediately upon its passing.

**PASSED IN COUNCIL** this 22<sup>nd</sup> day of February, 2022.

---

Alison Warwick, Warden

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Marcia Ivanic, County Clerk

# THE CORPORATION OF THE COUNTY OF MIDDLESEX

## BY-LAW #7152

A BY-LAW to confirm proceedings of the Council of The Corporation of the County of Middlesex – FEBRUARY 22, 2022.

WHEREAS it is deemed expedient that the proceedings of the Council of The Corporation of the County of Middlesex at the FEBRUARY 22, 2022, Session be confirmed and adopted by By-law.

WHEREAS section 5(3) of the *Municipal Act*, 2001, S.O. 2001, c.25, as amended, provides that a municipal power shall be exercised by by-law;

AND WHEREAS section 9 of the *Municipal Act*, 2001, S.O. 2001, c.25, as amended, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

AND WHEREAS section 10 of the *Municipal Act*, 2001, S.O. 2001, c.25, as amended, provides that a municipality may pass by-laws respecting any service or thing that the municipality considers necessary or desirable for the public;

THEREFORE the Council of The Corporation of the County of Middlesex enacts as follows:

1. That the action of the Council of The Corporation of the County of Middlesex in respect of all recommendations in reports of committees, all motions and resolutions and all other action passed and taken by the Council of The Corporation of the County of Middlesex, documents and transactions entered into during the FEBRUARY 22, 2022, Session of Council, are hereby adopted and confirmed, as if the same were expressly included in this By-law.
2. That the Warden and proper officials of The Corporation of the County of Middlesex are hereby authorized and directed to do all things necessary to give effect to the action of the Council of The Corporation of the County of Middlesex during the said FEBRUARY 22, 2022, Session referred to in Section 1 of this By-law.
3. That the Warden and the Clerk are hereby authorized and directed to execute all documents necessary to the action taken by this Council as described in Section 1 of this By-law and to affix the Corporate Seal of The Corporation of the County of Middlesex to all documents referred to in said Section 1.

PASSED IN COUNCIL this 22<sup>nd</sup> day of February, 2022.

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Alison Warwick, Warden

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Marcia Ivanic, County Clerk



## Committee of Whole

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**Meeting Date:** February 22, 2022  
**Submitted by:** Chris Bailey, Manager of ITS  
**SUBJECT:** MUNICIPAL MODERNIZATION PROGRAM – INTAKE 3  
FUNDING UPDATE

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### **BACKGROUND:**

The Ontario government reaffirmed its commitment to work in partnership with municipalities to strengthen communities and support vital public services during the virtual 2021 Association of Municipalities of Ontario (AMO) conference.

Premier Doug Ford, Minister of Municipal Affairs and Housing Steve Clark and Ministers, Associate Ministers and Parliamentary Assistants held virtual meetings with hundreds of municipal officials. They discussed key issues including housing affordability, broadband expansion, and how the province will continue to support municipalities and keep communities safe during the ongoing COVID-19 pandemic.

During last year's AMO Conference, Municipal Affairs and Housing Minister Steve Clark announced a third intake of the Municipal Modernization Program (MMP). Municipalities can benefit from this provincial funding for digital modernization and other projects that will help deliver services more efficiently.

### **ANALYSIS:**

Intake 3 of the Municipal Modernization Program follows the same format as the previous intakes and is split between implementation and third-party review streams. As reported to County Council on November 9, 2021, Middlesex County submitted applications for four projects. Two projects for the implementation stream and two projects for the review stream.

On January 25, 2022, Warden Warwick received notice from Minister Clark that all four projects that were submitted as part of Intake 3 have been funded.

Middlesex County Community Services, Economic Development and Planning departments submitted a review stream application regarding a Middlesex County Attainable Housing Review. The County received up to \$96,672 for an independent third-party review.

County ITS submitted a review-stream application for an Information Technology Services Master Plan and Strategy. The County received up to \$81,408 for an independent third-party review.

Middlesex County Library submitted an implementation stream application for Library Service Modernization. The Library received up to \$66,144 towards the implementation of site monitoring and resource self-check systems that integrate with the Library's existing software and database.

Middlesex County, Middlesex Centre, and Thames Centre submitted a joint implementation stream application regarding the modernization of how budget reports are generated and presented to municipal staff, Councillors, and members of the public. The joint applicants received up to \$33,702 towards the implementation of budget enhancements.

#### **ALIGNMENT WITH STRATEGIC FOCUS:**

This report aligns with the following Strategic Focus, Goals, or Objectives:

<b>Strategic Focus</b>	<b>Goals</b>	<b>Objectives</b>
Cultivating Community Vitality	Advance a diverse, healthy, and engaged community across Middlesex County	<ul style="list-style-type: none"> <li>• Promote and support community wellness</li> <li>• Innovate social and community services</li> </ul>
Connecting Through Infrastructure	Ensure communities are built on a sustainable foundation that is connected and thriving	<ul style="list-style-type: none"> <li>• Encourage and advocate, through partnerships, the construction of scalable, equitable broadband infrastructure, recognizing our unserved and underserved areas</li> <li>• Commit to a sound asset management strategy to maintain and fund critical infrastructure</li> <li>• Use County infrastructure in an innovative way to provide a seamless service experience for residents</li> </ul>
Strengthening Our Economy	Encourage a diverse and robust economic base throughout the county	<ul style="list-style-type: none"> <li>• Create an environment that enables the attraction and retention of businesses, talent, and investments</li> </ul> <p>Attract visitors to Middlesex County</p>

Promoting Service Excellence	Innovate and transform municipal service delivery	<ul style="list-style-type: none"> <li>• Anticipate and align municipal service delivery to emerging needs and expectations</li> <li>• Engage, educate and inform residents, businesses, and visitors of county services and community activities</li> <li>• Collaborate with strategic partners to leverage available resources and opportunities</li> <li>• Build organizational capacity and capabilities</li> </ul>
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**RECOMMENDATION:**

THAT the report be received as information relating to Intake 3 of the Municipal Modernization Program





## Committee of the Whole

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**Meeting Date:** February 22, 2022  
**Submitted by:** Ryan Hillinger, Engineering Supervisor  
**Subject:** AWARD OF HOT MIX ASPHALT PAVING & COLD ASPHALT  
RECYCLING CONTRACTS

---

### **BACKGROUND:**

The award of the hot mix paving and cold in place asphalt recycling contracts represent the single largest purchase decision to be made out of the County's annual road expenditures. Traditionally, the tender prices are compared against budget amounts to inform the Committee of the budget implications on the tender award.

### **ANALYSIS:**

The attached tables show the comparison of the low bid tender amounts versus the amounts allotted in the estimates for the major different items of the two contracts.

The hot mix asphalt prices for the low bids were lower than those estimated by County staff by approximately 2%. As in previous years, an asphalt price index adjustment has been included in the hot mix paving contract, and when there is a change in the cost of asphalt cement, there would be some adjustment to the tendered unit prices for the asphalt. There is no index adjustment in the cold in place recycling tender, as all the work should be completed in the early summer.

The Cold in Place Asphalt recycling bid was even with estimates. In the past Middlesex County enjoyed the benefit of a very competitive marketplace for the provision of cold in place asphalt recycling, however it appears that the prices have started to normalize.

Combined these two contracts are estimated to be approximately \$105,000 under staff estimates for the capital paving program in 2022.

It is recommended that the County construction schedule proceed as per the approved budget. As per the County accounting practices in accordance with PSAB requirements, any surplus or deficits for capital works will be transferred to or from capital reserves for future road and bridge projects.

**RECOMMENDATION:**

That the 2022 construction schedule for capital road works proceed as indicated in the budget.

**COUNTY OF MIDDLESEX**

**2022 SUMMARY OF UNIT PRICES**  
**HOT MIX ASPHALT M-B-22**

<b>Description</b>	<b>Est. Quan.</b>	<b>Coco</b>	<b>Estimated Price</b>	<b>Difference</b>
HL-3 Hot Mix Asphalt CR #3 Gideon Dr	3900	\$ 356,265.00	\$ 358,800.00	\$ (2,535.00)
HL-3 Hot Mix Asphalt CR #19 Petty St	18500	\$ 1,685,350.00	\$ 1,702,000.00	\$ (16,650.00)
HL-3 Hot Mix Asphalt CR #22 Egremont Dr	18600	\$ 1,691,670.00	\$ 1,711,200.00	\$ (19,530.00)
HL-3 Hot Mix Asphalt CR #59 Granton Line	3300	\$ 289,905.00	\$ 303,600.00	\$ (13,695.00)
HL-3 Hot Mix Asphalt CR #78 Donnybrook Dr	4040	\$ 366,024.00	\$ 371,680.00	\$ (5,656.00)
HL-4 Hot Mix Base Asphalt CR #78 Donnybrook Dr	4690	\$ 384,580.00	\$ 431,480.00	\$ (46,900.00)
<b>TOTALS:</b>		<b>\$ 4,773,794.00</b>	<b>\$ 4,878,760.00</b>	<b>\$ (104,966.00)</b>

**COUNTY OF MIDDLESEX**

**2022 SUMMARY OF UNIT PRICES**  
**COLD-IN-PLACE ASPHALT RECYCLING M-C-22**

<b>Description</b>	<b>Est. Quan.</b>	<b>Lavis</b>	<b>Estimated Price</b>	<b>Difference</b>
Cold Recycled Mix, CR#3, Gideon Drive	23000	\$ 206,550.00	\$ 207,000.00	\$ (450.00)
Cold Recycled Mix, CR#59, Granton Line	26000	\$ 233,100.00	\$ 234,000.00	\$ (900.00)
<b>TOTALS:</b>		<b>\$ 439,650.00</b>	<b>\$ 441,000.00</b>	<b>\$ (1,350.00)</b>

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
Toronto ON M7A 2J3  
Tel.: 416 585-7000

**Ministère des  
Affaires municipales  
et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél. : 416 585-7000



234-2021-5311

January 25, 2022

Your Worship  
Warden Alison Warwick  
County of Middlesex

Dear Warden Warwick:

Thank you for your application to the third intake of **the Municipal Modernization Program** and for your commitment to delivering modern, efficient services that are financially sustainable.

Under the implementation project stream, I am pleased to inform you that the Ford government will provide funding of up to \$33,072 towards:

- County of Middlesex Joint Budget Enhancements and Reporting Modernization

The provincial funding is for up to 65% of total eligible costs to implement the project and complete a final report that forecasts annual savings and other efficiency outcomes by February 28, 2023.

In 2019, the Ford government launched the MMP to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective. The impacts of the COVID-19 outbreak have made this work more important than ever. The projects approved for funding under the third intake of the Municipal Modernization Program will support municipalities' efforts to conduct service delivery reviews to find efficiencies or implement a range of projects, including developing online systems to improve the local process for approving residential and industrial developments to bring housing and employment-related development on stream faster, or setting up new shared services with neighbouring municipalities.

I understand how important this work will be to your community. To help you get started, an interim payment will be issued following execution of a transfer payment agreement. Ministry staff will forward instructions and a transfer payment agreement for each approved project in the coming days and will work with you to have it finalized. If you have questions, please contact your municipal advisor, or email [municipal.programs@ontario.ca](mailto:municipal.programs@ontario.ca).

I would like to offer my congratulations on this funding approval and extend my best wishes as you work to improve service delivery and administrative efficiency in your municipality.

Sincerely,



Steve Clark  
Minister

c. Bill Rayburn, CAO

Cindy Howard, General Manager Finance and Community Services

Chris Bailey, Manager of Information Technology Services

The Honourable Monte McNaughton, MPP, Lambton—Kent—Middlesex

Parliamentary Assistant Jeff Yurek, MPP, Elgin—Middlesex—London

Aina DeViet, Mayor, Municipality of Middlesex Centre

Michael Di Lullo, CAO, Municipality of Middlesex Centre

Alison Warwick, Mayor, Municipality of Thames Centre

Mike Henry, CAO, Municipality of Thames Centre

**Ministry of  
Municipal Affairs  
and Housing**

Office of the Minister

777 Bay Street, 17<sup>th</sup> Floor  
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et du Logement**

Bureau du ministre

777, rue Bay, 17<sup>e</sup> étage  
Toronto ON M7A 2J3  
Tél. : 416 585-7000



Ontario

234-2021-5311

January 25, 2022

Your Worship  
Warden Alison Warwick  
County of Middlesex

Dear Warden Warwick:

Thank you for your application to the third intake of **the Municipal Modernization Program** and for your commitment to delivering modern, efficient services that are financially sustainable.

Under the third-party review stream, I am pleased to inform you that the Ford government will provide funding of up to:

- \$96,672 towards: County of Middlesex Attainable Housing Review; and
- \$81,408 County of Middlesex Information Technology Services Master Plan.

All funding is for the cost of an independent third-party reviewer to deliver a final report with specific and actionable recommendations for cost-savings and efficiencies by January 31, 2023.

Under the implementation project stream, I am pleased to inform you that the Ford government will provide funding of up to:

- \$66,144 towards: County of Middlesex Library Service Modernization.

The provincial funding is for up to 65% of total eligible costs to implement the project and complete a final report that forecasts annual savings and other efficiency outcomes by February 28, 2023.

In 2019, the Ford government launched the MMP to help small and rural municipalities modernize service delivery and identify new ways to be more efficient and effective. The impacts of the COVID-19 outbreak have made this work more important than ever. The projects approved for funding under the third intake of the Municipal Modernization Program will support municipalities' efforts to conduct service delivery reviews to find efficiencies or implement a range of projects, including developing online systems to improve the local process for approving residential and industrial developments to bring housing and employment-related development on stream faster, or setting up new shared services with neighbouring municipalities.

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Sincerely,



Steve Clark  
Minister

c. Bill Rayburn, CAO  
Cindy Howard, General Manager Finance and Community Services  
Lindsay Brock, Director of Library Services  
Chris Bailey, Manager of Information Technology Services  
The Honourable Monte McNaughton, MPP, Lambton—Kent—Middlesex  
Parliamentary Assistant Jeff Yurek, MPP, Elgin—Middlesex—London





JANUARY, 2022

## INVEST IN MIDDLESEX WINTER ISSUE



### Greetings!

Welcome to the Invest in Middlesex January 2022 Newsletter. This quarterly e-newsletter has been designed for local businesses, prospective investors and our economic development partners.

### In This Issue...

*Revitalization in the Heart of Downtown Strathroy – The Shops on Sydenham*

*It's Time to Serve up a new Standard and it Starts with Supporting Local*

*Global Pandemic No Deterrent for Middlesex County Building Boom*

*Stay up-to-date with COVID-19 Resources and Supports*

*Spread the Word About Your Amazing Local Business*

*Employers Looking to Hire! Apply for the Three Fires Collaborative Quest Program Today*

*Nominations for "Welcoming Workplace" Award Now Open*

### Featured Property

158 Mill St, Glencoe, ON

### Featured Business

Circle R Ranch

### Revitalization in the Heart of Downtown Strathroy – The Shops on Sydenham

In the heart of downtown Strathroy, the Kenwick Mall was once the place to be and after years of quiet amongst the halls, this building is now being given a new life! With a renewed vision of re-creating a place



for residents and visitors to gather, Jamie and Sue Looman of Jaslo Properties purchased the former Kenwick Mall in June 2021 under their new business, 'Front Street Revival.' For Sue and Jamie, memories...

[Continue reading](#)

## Featured Property



158 Mill Street  
Glencoe, ON  
N0L 1M0

Here is a great opportunity for a business to set up shop right here in the beautiful town of Glencoe. Fantastic exposure on busy corner.

\$975/monthly

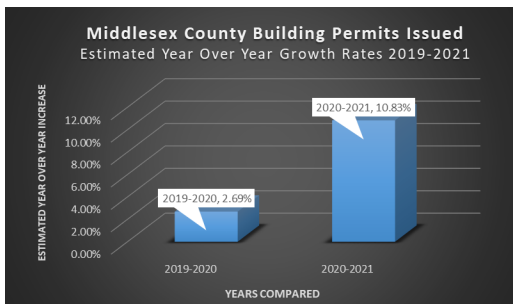
[Full Listing](#)



## It's Time to Serve up a New Standard and it Starts with Supporting Local

Together with their partners, Middlesex County's Department of Economic Development and Tourism is proud to announce the launch of the latest "From our Hands to Your Table" video campaign. This second installment of the engaging video series showcases...

[Continue Reading](#)



## Global Pandemic No Deterrent for Middlesex County Building Boom

The Covid-19 pandemic has brought a whole host of new and unforeseen challenges, but it has not managed to slow down Middlesex County's recent and impressive building boom. This continued expansion of built infrastructure is illustrated through the County's estimated year-over-year building permit growth rates, both for 2019-2020 and 2020-2021. These estimated growth rates illustrate...

[Continue Reading](#)





## Featured Business

### Circle R Ranch

Trails are open! Come and enjoy winter activities like cross-country skiing and snowshoeing with family and friends!

[View their website!](#)

*Would you or someone you know like to be highlighted in our newsletter?*

Contact Taylor Rummell at:  
[trummell@middlesex.ca](mailto:trummell@middlesex.ca)

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## Stay Up-to-Date with COVID-19 Resources & Supports

Middlesex County's Department of Economic Development recognizes it can be difficult to stay up-to-date with the most recent COVID-19 announcements and supports. To ensure your business has the latest details, we have compiled a list of COVID-19 guidance documents and resources that may be helpful. Please consider reviewing the resource documents that are relevant to your business as we continue to re-open.

### [Continue Reading](#)

---

## Spread the Word About Your Amazing Business

Our libraries are open and we look forward to promoting your tourism business in our visitor racks! Visit Middlesex has visitor racks in libraries across the County showcasing tourism businesses and events in our area and we want to ensure we're providing residents and visitors with a variety of information and places to check out. If you have any print material like a brochure or rack card that you would like to see in the hands of our residents/visitors, please contact us at [info@investinmiddlesex.ca](mailto:info@investinmiddlesex.ca).



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## Employers Looking to Hire! Apply for the Three Fires Collaborative Quest Program Today

The Tourism Industry Association of Ontario (TIAO) in collaboration with Indigenous Tourism Ontario (ITO), and the Ontario Tourism Education Corporation (OTEC) are now accepting applications for A Three Fires Collaborative Quest Program – a program designed to fill critical gaps within the industry and encourage recovery and growth of the province's tourism workforce by bringing awareness of opportunities to potential Indigenous employees. To apply for the program as an employer, you must be a tourism business in Ontario, and you must be willing to support your new employee's training and development in collaboration with the program. Training is available now!

You will be invited to participate in the Employee to Employer Matching event hosted virtually. The online platform will allow you to schedule online interviews with potential employees, and vice-versa, to interview them for your eligible positions in 2022. Additionally, upon completion of the program, you will be eligible to receive a wage subsidy of up to 30%, with a maximum of \$3,000 per employee hired.

Click [here](#) to apply as an employer and click below to read about the benefits of the program.

[Learn more](#)

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## Nominations for "Welcoming Workplace" Award Now Open

The London & Middlesex Local Immigration Partnership has recently created the Welcoming Workplace award which is designed to recognize small to medium-sized employers who have actively employed immigrants through meaningful and commensurate career opportunities in London and Middlesex. For more information or if you are part of or know of an employer who fit the criteria below, please see and complete the [nomination form](#).



**Criteria:**

- Must be located in London or Middlesex
- Is a small to medium sized employer (1-50 employees);
- Demonstrates actively employing immigrants for three or more years as part of their diverse and inclusionary workforce;
- Offers meaningful employment and career growth opportunities;
- Contributes to the community in a meaningful way;
- Demonstrates an outreach approach to connecting with newcomer and immigrant talent and/or;
- Uses not-for-profit employment support agencies for assistance in recruitment immigrant talent.

**Nominations are due by 6 pm, Thursday 17 February, 2022**

The award will be presented at the LMLIP 'All Are Welcome Here' event in March 2022.

**Learn more**

---

Cara Finn BBA, M.Ad.Ed. Director of Economic Development & Tourism  
[cfinn@middlesex.ca](mailto:cfinn@middlesex.ca)  
519.434.7321 ext 2347

Ben Shantz, Economic Development Officer  
[bshantz@middlesex.ca](mailto:bshantz@middlesex.ca)  
519.434.7321 ext 2350

Taylor Rummell, Economic Development Marketing & Communications Coordinator  
[trummell@middlesex.ca](mailto:trummell@middlesex.ca)  
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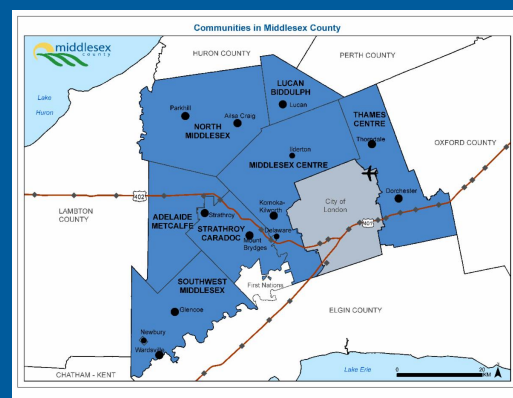
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**New Economic Development Department Office**

*The Komoka Wellness Centre will now serve as the new County based office for Middlesex County's Economic Development and Tourism Department.*

2022 Middlesex County  
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In the heart of downtown Strathroy, the Kenwick Mall was once the place to be and after years of quiet amongst the halls, this building is now being given a new life! With a renewed vision of re-creating a place for residents and visitors to gather, Jamie and Sue Looman of Jaslo Properties purchased the former Kenwick Mall in June 2021 under their new business, 'Front Street Revival.' For Sue and Jamie, memories of visiting the Kenwick Mall surrounded by other friends and families shopping and socializing come to mind and it's their hope to see that again as a result of the revitalization. The transformation started by rebranding the mall as "The Shops on Sydenham," which has already started to become a central hub for the community as more businesses move in. With the addition of these businesses comes the opportunity to boost the economy by creating more jobs and increasing the opportunity to spend locally.

Over the past seven months, the façade of the mall has been transformed to include a modernized entrance as well as eight new storefronts; with one more to be completed in the near future. In front of the mall, they have installed new LED Billboards that are available for advertising. Businesses that already occupied the mall, and are remaining include Food Basics, the Middlesex London Health Unit, Children’s Aid Society and The Duke on Sydenham. Since June of 2021, Playmore Toys & Games, Platinum Hair Co., What the Fork!, and Annie’s Ice Cream have found a new home in The Shops on Sydenham. The couple is so appreciative of each business that continues to take a chance on the revival of the mall, and with more spaces available, noted that they are flexible and willing to negotiate terms with any business interested in opening a store in the revitalized space.

This summer, Sue and Jamie are planning to add new landscaping in the front of the mall and to give the back of the mall a facelift featuring a mural on one of the exterior walls. And to allow the Shops on Sydenham to continue to evolve, they have decided to host indoor seasonal retail markets to utilize the common space and increase foot traffic. The mall hosted its first official event in December called ‘Christmas at The Shops’ featuring an indoor Christmas market along with photos with Santa. After receiving such a tremendous response from patrons, they plan to host this event annually and the community can look forward to more events in 2022; starting with a spring market that will be held on April 30<sup>TH</sup> from 10:00am to 6:00pm with free admission.

“We want to say thank you to the community of Strathroy-Caradoc and the surrounding area, for all the support they’ve shown us since it was announced that we purchased the mall. We have been so appreciative of the continued support and we are very excited to see what the future holds for The Shops on Sydenham!” says Sue. If you or your business is interested in learning more about the mall, leasing opportunities, or advertising on the new LED Billboards please reach out using the provided contact information. For updates, follow their social media pages on Facebook ([The Shops on Sydenham](#)) and Instagram ([@frontstreetrevival](#)).

#### **Office Contact Info:**

Phone: 519-245-3030 (all mall inquires including LED signs)

Email: [info@jasloproperties.com](mailto:info@jasloproperties.com)

Website: [www.jasloproperties.com](http://www.jasloproperties.com)



# It's Time to Serve up a new Standard and it Starts With Supporting Local

□ POSTED DATE: January 28, 2022



Together with their partners, Middlesex County's Department of Economic Development and Tourism is proud to announce the launch of the latest "From our Hands to Your Table" video campaign. This second installment of the engaging video series showcases producers in Middlesex-London and Sarnia-Lambton working together with restaurateurs to bring local dishes to life.



The project related website, [handstotable.ca](http://handstotable.ca) allows the public to enjoy the videos in the series and learn more about each project partner and the importance of sourcing local ingredients. “It’s comforting to know the quality of the food you’re being served. Not only are you supporting a local restaurant but also a local producer. It doesn’t get better than that,” says Middlesex County Warden, Alison Warwick. “There are many incredible culinary partnerships in our region. It’s important to promote these relationships to encourage more local businesses to collaborate and show consumers there’s a fresh, local story behind the food on their plate,” adds Cara Finn, Director of Economic Development and Tourism.

In addition to receiving funding from Ontario’s Southwest Tourism Corporation, Middlesex County was once again joined by Tourism Sarnia-Lambton, Middlesex-London Food Policy Council, Sarnia Lambton Economic Partnership, Middlesex Federation of Agriculture and Lambton Federation of Agriculture in spearheading this impactful conversation. Featured businesses in the current campaign include Clock Tower Inn & Bistro, Frisa Farms, Rusty Wrench Brewing Company, and The Hop House from London-Middlesex and Shale Ridge Estate Winery, Widder Station Golf, Grill and Tap House, Giresi’s Pizza, and Zekveld’s Garden Market from Sarnia-Lambton.

To learn more about local food and the hands that provide and prepare it, please visit [www.handstotable.ca](http://www.handstotable.ca).

Contact Information:

Cara A. Finn, Director of Economic Development

[cfinn@middlesex.ca](mailto:cfinn@middlesex.ca)

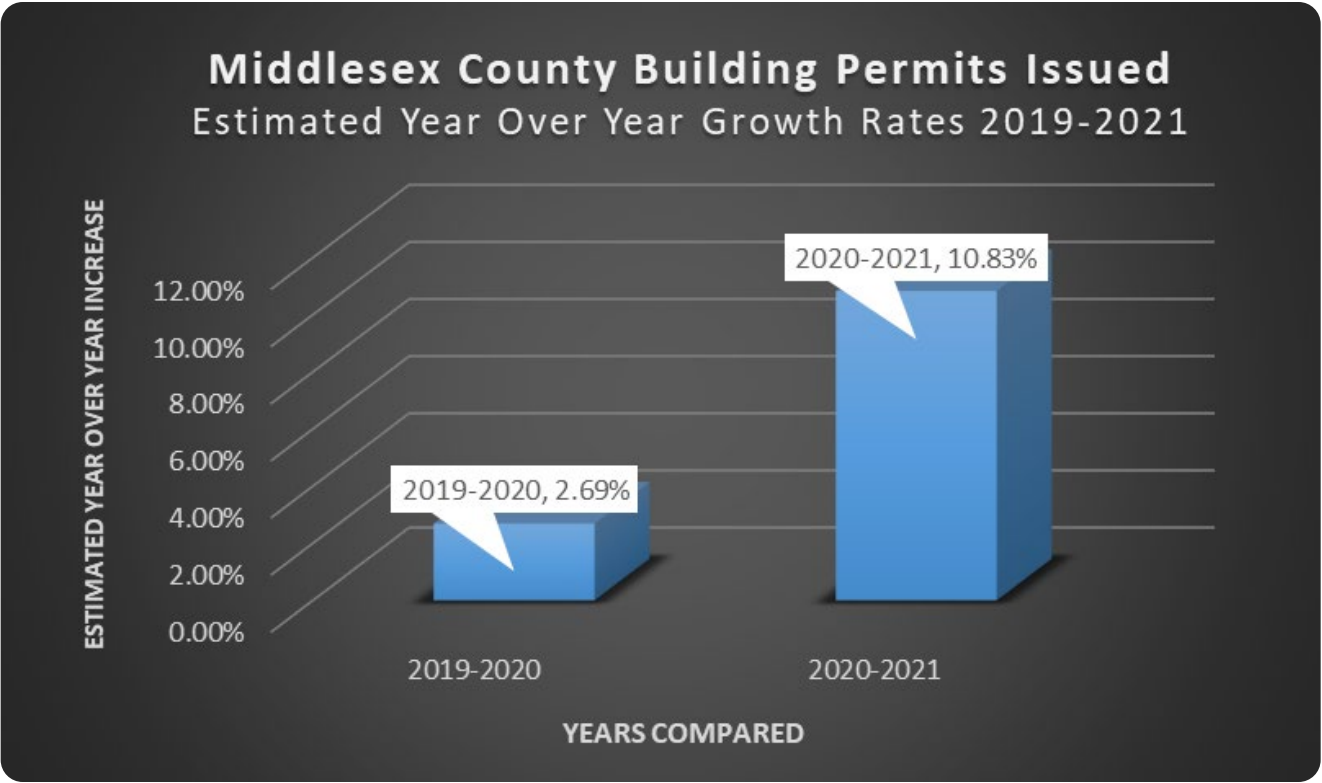
519-434-7321 Ext. 2347





# Global Pandemic No Deterrent for Middlesex County Building Boom

□ POSTED DATE: January 31, 2022



The Covid-19 pandemic has brought a whole host of new and unforeseen challenges, but it has not managed to slow down Middlesex County’s recent and impressive building boom. This continued expansion of built infrastructure is illustrated through the County’s estimated year-over-year building permit growth rates, both for 2019-2020 and 2020-2021. These estimated growth rates illustrate that in 2020 even as public health measures began to set-in, the estimated number of building permits issued grew by **2.69%** from 2019 levels. Furthermore, in 2021 as vaccines became widely available and increased hope for economic recovery began to set in, Middlesex County saw a **10.83%** year-over-year increase in the

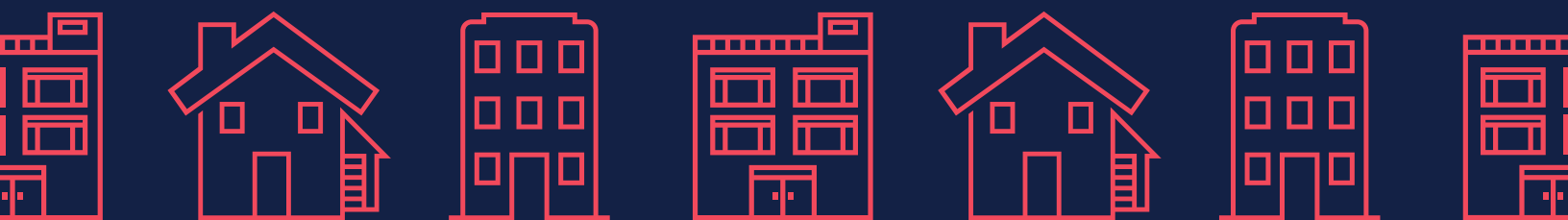
estimated number of permits issued. The provided graph displays a helpful visual illustration of this impressive trend.

We are still finalizing the data with our municipal partners in order to better analyze recent trends. However, what we do know is that this growth in building activity over the last three years points to a consistent increasing demand from businesses, institutions and individuals who continue to illustrate their desire to Invest in Middlesex. As we solidify this data over the next few weeks, we are sure that further trends will continue to emerge. Please stay tuned for more publications as we continue to analyze the data behind this continued and sustained growth; growth that has taken shape during one of the most unprecedented times in recent history.

Please follow us on Facebook and LinkedIn for more updates to come, and don't forget to check out our recently updated website at [investinmiddlesex.ca](https://investinmiddlesex.ca).



- Our Community
- Why Middlesex
- Key Sectors
- Site Selection
- Data Centre
- Living Here
- Contact
- About Us
- Media Centre
- Middlesex County Home 
- Visit Middlesex County 



Report of the  
**Ontario Housing  
Affordability Task Force**



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# Letter to Minister Clark

Dear Minister Clark,

Hard-working Ontarians are facing a housing crisis. For many years, the province has not built enough housing to meet the needs of our growing population. While the affordability crisis began in our large cities, it has now spread to smaller towns and rural communities.

Efforts to cool the housing market have only provided temporary relief to home buyers. The long-term trend is clear: house prices are increasing much faster than Ontarian's incomes. The time for action is now.

When striking the Housing Affordability Task Force, you and Premier Ford were clear: you wanted actionable, concrete solutions to help Ontarians and there was no time to waste. You asked us to be bold and gave us the freedom and independence to develop our recommendations.

In the past two months, we have met municipal leaders, planners, unions, developers and builders, the financial sector, academics, think tanks and housing advocates. Time was short, but solutions emerged consistently around these themes:

- More housing density across the province
- End exclusionary municipal rules that block or delay new housing
- Depoliticize the housing approvals process
- Prevent abuse of the housing appeals system
- Financial support to municipalities that build more housing

We present this report to you not as an “all or nothing” proposal, but rather as a list of options that the government has at its disposal to help address housing affordability for Ontarians and get more homes built. We propose an ambitious but achievable target: 1.5 million new homes built in the next ten years.

Parents and grandparents are worried that their children will not be able to afford a home when they start working or decide to start a family. Too many Ontarians are unable to live in their preferred city or town because they cannot afford to buy or rent.

The way housing is approved and built was designed for a different era when the province was less constrained by space and had fewer people. But it no longer meets the needs of Ontarians. The balance has swung too far in favour of lengthy consultations, bureaucratic red tape, and costly appeals. It is too easy to oppose new housing and too costly to build. We are in a housing crisis and that demands immediate and sweeping reforms.

It has been an honour to serve as Chair, and I am proud to submit this report on behalf of the entire Task Force.



**Jake Lawrence**

Chair, Housing Affordability Task Force

Chief Executive Officer and Group Head, Global Banking and Markets, Scotiabank

# Executive summary and recommendations

House prices in Ontario have almost tripled in the past 10 years, growing much faster than incomes. This has home ownership beyond the reach of most first-time buyers across the province, even those with well-paying jobs. Housing has become too expensive for rental units and it has become too expensive in rural communities and small towns. The system is not working as it should.

For too long, we have focused on solutions to “cool” the housing market. It is now clear that we do not have enough homes to meet the needs of Ontarians today, and we are not building enough to meet the needs of our growing population. If this problem is not fixed – by creating more housing to meet the growing demand – housing prices will continue to rise. We need to build more housing in Ontario.

This report sets out recommendations that would set a bold goal and clear direction for the province, increase density, remove exclusionary rules that prevent housing growth, prevent abuse of the appeals process, and make sure municipalities are treated as partners in this process by incentivizing success.

## Setting bold targets and making new housing the planning priority

**Recommendations 1 and 2** urge Ontario to set a bold goal of adding 1.5 million homes over the next 10 years and update planning guidance to make this a priority.

The task force then recommends actions in five main areas to increase supply:

### Require greater density

Land is not being used efficiently across Ontario. In too many neighbourhoods, municipal rules only allow single-family homes – not even a granny suite. Taxpayers have invested heavily in subway, light rail, bus and rail lines and highways, and the streets nearby are ideally suited for more mid- and high-rise housing. Underused or redundant commercial and industrial buildings are ripe to be redeveloped into housing or mixed commercial and residential use. New housing on undeveloped land should also be higher density than traditional suburbs, especially close to highways.

Adding density in all these locations makes better use of infrastructure and helps to save land outside urban boundaries. Implementing these recommendations will provide Ontarians with many more options for housing.

**Recommendations 3 through 11** address how Ontario can quickly create more housing supply by allowing more housing in more locations “as of right” (without the need for municipal approval) and make better use of transportation investments.

### Reduce and streamline urban design rules

Municipalities require numerous studies and set all kinds of rules for adding housing, many of which go well beyond the requirements of the provincial Planning Act. While some of this guidance has value for urban design, some rules appear to be arbitrary and not supported by evidence – for example, requiring condo buildings to include costly parking stalls even though many go unsold. These rules and requirements result in delays and extra costs that make housing either impossible to build or very expensive for the eventual home buyer or renter.

**Recommendation 12** would set uniform provincial standards for urban design, including building shadows and setbacks, do away with rules that prioritize preservation of neighbourhood physical character over new housing, no longer require municipal approval of design matters like a building’s colour, texture, type of material or window details, and remove or reduce parking requirements in cities over 50,000 in population.

## Depoliticize the process and cut red tape

NIMBYism (not in my backyard) is a major obstacle to building housing. It drags out the approval process, pushes up costs, and keeps out new residents. Because local councillors depend on the votes of residents who want to keep the status quo, the planning process has become politicized. Municipalities allow far more public consultation than is required, often using formats that make it hard for working people and families with young children to take part. Too few technical decisions are delegated to municipal staff. Pressure to designate buildings with little or no heritage value as “heritage” if development is proposed and bulk listings of properties with “heritage potential” are also standing in the way of getting homes built. Dysfunction throughout the system, risk aversion and needless bureaucracy have resulted in a situation where Ontario lags the rest of Canada and the developed world in approval times. Ontarians have waited long enough.

**Recommendations 13 through 25** would require municipalities to limit consultations to the legislated maximum, ensure people can take part digitally, mandate the delegation of technical decisions, prevent abuse of the heritage process and see property owners compensated for financial loss resulting from designation, restore the right of developers to appeal Official Plans and Municipal Comprehensive Reviews, legislate timelines for approvals and enact several other common sense changes that would allow housing to be built more quickly and affordably.

## Fix the Ontario Land Tribunal

Largely because of the politicization of the planning process, many proponents look to the Tribunal, a quasi-judicial body, to give the go-ahead to projects that should have been approved by the municipality. Even when there is municipal approval, however, opponents appeal to the Tribunal – paying only a \$400 fee – knowing that this may well succeed in delaying a project to the point where it might no longer make economic sense. As a result, the Tribunal faces a backlog of more than 1,000 cases and is seriously under-resourced.

**Recommendations 26 through 31** seek to weed out or prevent appeals aimed purely at delaying projects, allow adjudicators to award costs to proponents in more cases, including instances where a municipality has refused an approval to avoid missing a legislated deadline, reduce the time to issue decisions, increase funding, and encourage the Tribunal to prioritize cases that would increase housing supply quickly as it tackles the backlog.

## Support municipalities that commit to transforming the system

Fixing the housing crisis needs everyone working together. Delivering 1.5 million homes will require the provincial and federal governments to invest in change. Municipalities that make the difficult but necessary choices to grow housing supply should be rewarded, and those that resist new housing should see funding reductions.

**Recommendations 49 and 50** call for Ontario government to create a large “Ontario Housing Delivery Fund” and encourage the federal government to match funding, and suggest how the province should reward municipalities that support change and reduce funding for municipalities that do not.

This executive summary focuses on the actions that will get the most housing units approved and built in the shortest time. Other recommendations in the report deal with issues that are important but may take more time to resolve or may not directly increase supply (recommendation numbers are indicated in brackets): improving tax and municipal financing (**32-37, 39, 42-44**); encouraging new pathways to home ownership (**38, 40, 41**); and addressing labour shortages in the construction industry (**45-47**).

This is not the first attempt to “fix the housing system”. There have been efforts for years to tackle increasing housing prices and find solutions. This time must be different. **Recommendations 50-55** set out ways of helping to ensure real and concrete progress on providing the homes Ontarians need.

# Introduction

Ontario is in a housing crisis. Prices are skyrocketing: the average price for a house across Ontario was \$923,000 at the end of 2021.<sup>[1]</sup> Ten years ago, the average price was \$329,000.<sup>[2]</sup> Over that period, average house prices have climbed 180% while average incomes have grown roughly 38%.<sup>[3][4]</sup>

Not long ago, hard-working Ontarians – teachers, construction workers, small business owners – could afford the home they wanted. In small towns, it was reasonable to expect that you could afford a home in the neighbourhood you grew up in. Today, home ownership or finding a quality rental is now out of reach for too many Ontarians. The system is not working as it should be.

Housing has become too expensive for rental units and it has become too expensive in rural communities and small towns.

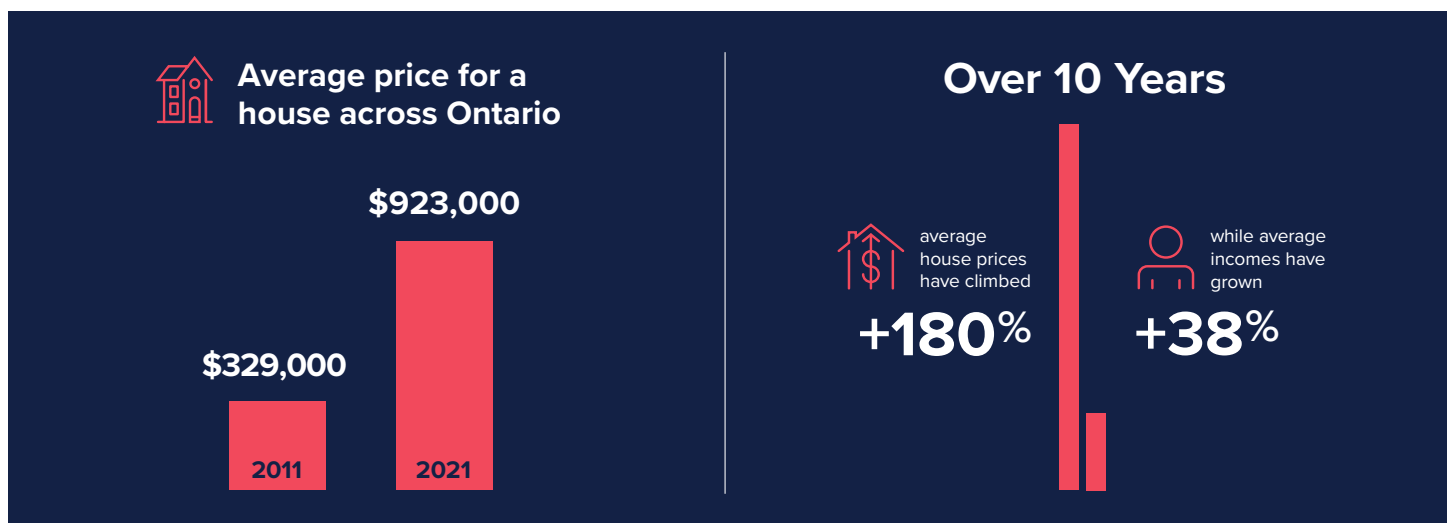
While people who were able to buy a home a decade or more ago have built considerable personal equity, the benefits of having a home aren't just financial. Having a place to call home connects people to their community, creates a gathering place for friends and family, and becomes a source of pride.

Today, the reality for an ever-increasing number of Ontarians is quite different. Everyone in Ontario knows people who are living with the personal and financial stress of not being able to find housing they can afford. The young family who can't buy a house within two hours of where they work. The tenant with a good job who worries about

where she'll find a new apartment she can afford if the owner decides to sell. The recent graduate who will have to stay at home for a few more years before he can afford to rent or buy.

While the crisis is widespread, it weighs more heavily on some groups than on others. Young people starting a family who need a larger home find themselves priced out of the market. Black, Indigenous and marginalized people face even greater challenges. As Ontarians, we have only recently begun to understand and address the reality of decades of systemic racism that has resulted in lower household incomes, making the housing affordability gap wider than average.

The high cost of housing has pushed minorities and lower income Ontarians further and further away from job markets. Black and Indigenous homeownership rates are less than half of the provincial average.<sup>[5]</sup> And homelessness rates among Indigenous Peoples are 11 times the national average. When housing prevents an individual from reaching their full potential, this represents a loss to every Ontarian: lost creativity, productivity, and revenue. Lost prosperity for individuals and for the entire Ontario economy.





As much as we read about housing affordability being a challenge in major cities around the world, the depth of the challenge has become greater in Ontario and Canada than almost anywhere in the developed world.



Canada has the lowest amount of housing per population of any G7 country.

### How did we get here? Why do we have this problem?

A major factor is that there just isn't enough housing. A 2021 Scotiabank study showed that Canada has the fewest housing units per population of any G7 country – and, our per capita housing supply has *dropped* in the past five years.<sup>[6]</sup> An update to that study released in January 2022 found that two thirds of Canada's housing shortage is in Ontario.<sup>[7]</sup> Today, Ontario is 1.2 million homes – rental or owned – short of the G7 average. With projected population growth, that huge gap is widening, and bridging it will take immediate, bold and purposeful effort. And to support population growth in the next decade, we will need one million more homes.

While governments across Canada have taken steps to “cool down” the housing market or provide help to first-time buyers, these demand-side solutions only work if there is enough supply. Shortages of supply in any market have a direct impact on affordability. Scarcity breeds price increases. Simply put, if we want more Ontarians to have housing, we need to build more housing in Ontario.

### Ontario must build 1.5 million homes over the next 10 years to address the supply shortage

The housing crisis impacts all Ontarians. The ripple effect of the crisis also holds back Ontario reaching its full potential.

#### Economy

Businesses of all sizes are facing problems finding and retaining workers. Even high-paying jobs in technology and manufacturing are hard to fill because there's not enough housing nearby. This doesn't just dampen the economic growth of cities, it makes them less vibrant, diverse, and creative, and strains their ability to provide essential services.

#### Public services

Hospitals, school boards and other public service providers across Ontario report challenges attracting and retaining staff because of housing costs. One town told us that it

could no longer maintain a volunteer fire department, because volunteers couldn't afford to live within 10 minutes drive of the firehall.

#### Environment

Long commutes contribute to air pollution and carbon emissions. An international survey of 74 cities in 16 countries found that Toronto, at 96 minutes both ways, had the longest commute times in North America and was essentially tied with Bogota, Colombia, for the longest commute time worldwide.<sup>[8]</sup> Increasing density in our cities and around major transit hubs helps reduce emissions to the benefit of everyone.

Ontario must build

# 1.5M

homes over the next 10 years  
to address the supply shortage.



### Our mandate and approach

Ontario's Minister of Municipal Affairs and Housing tasked us with recommending ways to accelerate our progress in closing the housing supply gap to improve housing affordability.

Time is of the essence. Building housing now is exactly what our post-pandemic economy needs. Housing construction creates good-paying jobs that cannot be outsourced to other countries. Moreover, the pandemic gave rise to unprecedented levels of available capital that can be invested in housing – if we can just put it to work.

We represent a wide range of experience and perspectives that includes developing, financing and building homes, delivering affordable housing, and researching housing market trends, challenges and solutions. Our detailed biographies appear as [Appendix A](#).



We acknowledge that every house in Ontario is built on the traditional territory of Indigenous Peoples.



People in households that spend 30% or more of total household income on shelter expenses are defined as having a “housing affordability” problem. Shelter expenses include electricity, oil, gas, coal, wood or other fuels, water and other municipal services, monthly mortgage payments, property taxes, condominium fees, and rent.

Our mandate was to focus on how to increase market housing supply and affordability. By market housing, we are referring to homes that can be purchased or rented without government support.

**Affordable housing (units provided at below-market rates with government support) was not part of our mandate.**

The Minister and his cabinet colleagues are working on that issue. Nonetheless, almost every stakeholder we spoke with had ideas that will help deliver market housing and also make it easier to deliver affordable housing. However, affordable housing is a societal responsibility and will require intentional investments and strategies to bridge the significant affordable housing gap in this province. We have included a number of recommendations aimed at affordable housing in the body of this report, but have also included further thoughts in [Appendix B](#).

We note that government-owned land was also outside our mandate. Many stakeholders, however, stressed the value of surplus or underused public land and land associated with major transit investments in finding housing solutions. We agree and have set out some thoughts on that issue in [Appendix C](#).

**How we did our work**

Our Task Force was struck in December 2021 and mandated to deliver a final report to the Minister by the end of January 2022. We were able to work to that tight timeline because, in almost all cases, viewpoints and feasible solutions are well known. In addition, we benefited from insights gleaned from recent work to solve the problem in other jurisdictions.

During our deliberations, we met with and talked to over 140 organizations and individuals, including industry associations representing builders and developers, planners, architects, realtors and others; labour unions; social justice advocates; elected officials at the municipal level; academics and research groups; and municipal planners. We also received written submissions from many of these participants. In addition, we drew on the myriad public reports and papers listed in the [References](#).

We thank everyone who took part in sessions that were uniformly helpful in giving us a deeper understanding of the housing crisis and the way out of it. We also thank the staff of the Ministry of Municipal Affairs and Housing who provided logistical and other support, including technical briefings and background.

**The way forward**

The single unifying theme across all participants over the course of the Task Force’s work has been the urgency to take decisive action. Today’s housing challenges are incredibly complex. Moreover, developing land, obtaining approvals, and building homes takes years.

Some recommendations will produce immediate benefits, others will take years for the full impact.

This is why there is no time to waste. We urge the Minister of Municipal Affairs and Housing and his cabinet colleagues to continue measures they have already taken to accelerate housing supply and to move quickly in turning the recommendations in this report into decisive new actions.

**The province must set an ambitious and bold goal to build 1.5 million homes over the next 10 years.** If we build 1.5 million new homes over the next ten years, Ontario can fill the housing gap with more affordable choices, catch up to the rest of Canada and keep up with population growth.

By working together, we can resolve Ontario’s housing crisis. In so doing, we can build a more prosperous future for everyone.

The balance of this report lays out our recommendations.

# Focus on getting more homes built

Resolving a crisis requires intense focus and a clear goal. The province is responsible for the legislation and policy that establishes the planning, land use, and home building goals, which guide municipalities, land tribunals, and courts. Municipalities are then responsible for implementing provincial policy in a way that works for their communities. The province is uniquely positioned to lead by shining a spotlight on this issue, setting the tone, and creating a single, galvanizing goal around which federal support, provincial legislation, municipal policy, and the housing market can be aligned.

In 2020, Ontario built about 75,000 housing units.<sup>[9]</sup> For this report, we define a housing unit (home) as a single dwelling (detached, semi-detached, or attached), apartment, suite, condominium or mobile home. Since 2018, housing completions have grown every year as a result of positive measures that the province and some municipalities have implemented to encourage more home building. But we are still 1.2 million homes short when compared to other G7 countries and our population is growing. The goal of 1.5 million homes feels daunting – but reflects both the need and what is possible. In fact, throughout the 1970s Ontario built more housing units each year than we do today.<sup>[10]</sup>

The second recommendation is designed to address the growing complexity and volume of rules in the legislation, policy, plans and by-laws, and their competing priorities, by providing clear direction to provincial agencies, municipalities, tribunals, and courts on the overriding priorities for housing.

1. Set a goal of building 1.5 million new homes in ten years.
2. Amend the Planning Act, Provincial Policy Statement, and Growth Plans to set “growth in the full spectrum of housing supply” and “intensification within existing built-up areas” of municipalities as the most important residential housing priorities in the mandate and purpose.



The “missing middle” is often cited as an important part of the housing solution. We define the missing middle as mid-rise condo or rental housing, smaller houses on subdivided lots or in laneways and other additional units in existing houses.

# Making land available to build

The Greater Toronto Area is bordered on one side by Lake Ontario and on the other by the protected Greenbelt. Similarly, the Ottawa River and another Greenbelt constrain land supply in Ottawa, the province's second-largest city.

But a shortage of land isn't the cause of the problem. Land is available, both inside the existing built-up areas and on undeveloped land outside greenbelts.

We need to make better use of land. Zoning defines what we can build and where we can build. If we want to make better use of land to create more housing, then we need to modernize our zoning rules. We heard from planners, municipal councillors, and developers that "as of right" zoning – the ability to by-pass long, drawn out consultations and zoning by-law amendments – is the most effective tool in the provincial toolkit. We agree.

## Stop using exclusionary zoning that restricts more housing

Too much land inside cities is tied up by outdated rules. For example, it's estimated that 70% of land zoned for housing in Toronto is restricted to single-detached or semi-detached homes.<sup>[11]</sup> This type of zoning prevents homeowners from adding additional suites to create housing for Ontarians and income for themselves. As one person said, "my neighbour can tear down what was there to build a monster home, but I'm not allowed to add a basement suite to my home."

It's estimated that  
**70%**

of land zoned for housing in Toronto is restricted to **single-detached** or **semi-detached** homes.



While less analysis has been done in other Ontario communities, it's estimated that about half of all residential land in Ottawa is zoned for single-detached housing, meaning nothing else may be built on a lot without public consultation and an amendment to the zoning by-law. In some suburbs around Toronto, single unit zoning dominates residential land use, even close to GO Transit stations and major highways.

One result is that more growth is pushing past urban boundaries and turning farmland into housing. Undeveloped land inside and outside existing municipal boundaries must be part of the solution, particularly in northern and rural communities, but isn't nearly enough on its own. Most of the solution must come from densification. Greenbelts and other environmentally sensitive areas must be protected, and farms provide food and food security. Relying too heavily on undeveloped land would whittle away too much of the already small share of land devoted to agriculture.

Modernizing zoning would also open the door to more rental housing, which in turn would make communities more inclusive.

Allowing more gentle density also makes better use of roads, water and wastewater systems, transit and other public services that are already in place and have capacity, instead of having to be built in new areas.

The Ontario government took a positive step by allowing secondary suites (e.g., basement apartments) across the province in 2019. However, too many municipalities still place too many restrictions on implementation. For the last three years, the total number of secondary suites in Toronto has actually declined each year, as few units get permitted and owners convert two units into one.<sup>[12]</sup>

These are the types of renovations and home construction performed by small businesses and local trades, providing them with a boost.

Underused and vacant commercial and industrial properties are another potential source of land for housing. It was suggested to us that one area ripe for redevelopment into a mix of commercial and residential uses is the strip mall, a leftover from the 1950s that runs along major suburban streets in most large Ontario cities.

“As of right” zoning allows more kinds of housing that are accessible to more kinds of people. It makes neighbourhoods stronger, richer, and fairer. And it will get more housing built in existing neighbourhoods more quickly than any other measure.

- 3. Limit exclusionary zoning in municipalities through binding provincial action:**

  - a) Allow “as of right” residential housing up to four units and up to four storeys on a single residential lot.
  - b) Modernize the Building Code and other policies to remove any barriers to affordable construction and to ensure meaningful implementation (e.g., allow single-staircase construction for up to four storeys, allow single egress, etc.).

**4. Permit “as of right” conversion of underutilized or redundant commercial properties to residential or mixed residential and commercial use.**

**5. Permit “as of right” secondary suites, garden suites, and laneway houses province-wide.**

**6. Permit “as of right” multi-tenant housing (renting rooms within a dwelling) province-wide.**

**7. Encourage and incentivize municipalities to increase density in areas with excess school capacity to benefit families with children.**

Align investments in roads and transit with growth

Governments have invested billions of dollars in highways, light rail, buses, subways and trains in Ontario. But without ensuring more people can live close to those transit routes, we’re not getting the best return on those infrastructure investments.

Access to transit is linked to making housing more affordable: when reliable transit options are nearby, people can get to work more easily. They can live further from the centre of the city in less expensive areas without the added cost of car ownership.

The impacts of expanding public transit go far beyond serving riders. These investments also spur economic growth and reduce traffic congestion and emissions. We all pay for the cost of transit spending, and we should all share in the benefits.

If municipalities achieve the right development near transit – a mix of housing at high- and medium-density, office space and retail – this would open the door to better ways of funding the costs. Other cities, like London, UK and Hong Kong, have captured the impacts of increased land value and business activity along new transit routes to help with their financing.

Ontario recently created requirements (residents/hectare) for municipalities to zone for higher density in transit corridors and “major transit station areas”.<sup>[3]</sup> These are areas surrounding subway and other rapid transit stations and hubs. However, we heard troubling reports that local opposition is blocking access to these neighbourhoods and to critical public transit stations. City staff, councillors, and the province need to stand up to these tactics and speak up for the Ontarians who need housing.

The Province is also building new highways in the Greater Golden Horseshoe, and it’s important to plan thoughtfully for the communities that will follow from these investments, to make sure they are compact and liveable.



8. Allow “as of right” zoning up to unlimited height and unlimited density in the immediate proximity of individual major transit stations within two years if municipal zoning remains insufficient to meet provincial density targets.
9. Allow “as of right” zoning of six to 11 storeys with no minimum parking requirements on any streets utilized by public transit (including streets on bus and streetcar routes).
10. Designate or rezone as mixed commercial and residential use all land along transit corridors and redesignate all Residential Apartment to mixed commercial and residential zoning in Toronto.
11. Support responsible housing growth on undeveloped land, including outside existing municipal boundaries, by building necessary infrastructure to support higher density housing and complete communities and applying the recommendations of this report to all undeveloped land.

## Start saying “yes in my backyard”

Even where higher density is allowed in theory, the official plans of most cities in Ontario contain conflicting goals like maintaining “prevailing neighbourhood character”. This bias is reinforced by detailed guidance that often follows from the official plan. Although requirements are presented as “guidelines”, they are often treated as rules.

Examples include:

- Angular plane rules that require successively higher floors to be stepped further back, cutting the number of units that can be built by up to half and making many projects uneconomic
- Detailed rules around the shadows a building casts
- Guidelines around finishes, colours and other design details

One resident’s desire to prevent a shadow being cast in their backyard or a local park frequently prevails over concrete proposals to build more housing for multiple families. By-laws and guidelines that preserve “neighbourhood character” often prevent simple renovations to add new suites to existing homes. The people who suffer are mostly young, visible minorities, and marginalized people. It is the perfect

example of a policy that appears neutral on its surface but is discriminatory in its application.<sup>[14]</sup>

Far too much time and money are spent reviewing and holding consultations for large projects which conform with the official plan or zoning by-law and small projects which would cause minimal disruption. The cost of needless delays is passed on to new home buyers and tenants.

Minimum parking requirements for each new unit are another example of outdated municipal requirements that increase the cost of housing and are increasingly less relevant with public transit and ride share services. Minimum parking requirements add as much as \$165,000 to the cost of a new housing unit, even as demand for parking spaces is falling: data from the Residential Construction Council of Ontario shows that in new condo projects, one in three parking stalls goes unsold. We applaud the recent vote by Toronto City Council to scrap most minimum parking requirements. We believe other cities should follow suit.

While true heritage sites are important, heritage preservation has also become a tool to block more housing. For example, some municipalities add thousands of properties at a time to a heritage register because they have “potential” heritage value. Even where a building isn’t heritage designated or registered, neighbours increasingly demand it be as soon as a development is proposed.

This brings us to the role of the “not in my backyard” or NIMBY sentiment in delaying or stopping more homes from being built.



### New housing is often the last priority

A proposed building with market and affordable housing units would have increased the midday shadow by 6.5% on a nearby park at the fall and spring equinox, with no impact during the summer months. To conform to a policy that does not permit “new net shadow on specific parks”, seven floors of housing, including 26 affordable housing units, were sacrificed.

Multiple dry cleaners along a transit route were designated as heritage sites to prevent new housing being built. It is hard not to feel outrage when our laws are being used to prevent families from moving into neighbourhoods and into homes they can afford along transit routes.



## NIMBY versus YIMBY

NIMBYism (not in my backyard) is a large and constant obstacle to providing housing everywhere. Neighbourhood pushback drags out the approval process, pushes up costs and discourages investment in housing. It also keeps out new residents. While building housing is very costly, opposing new housing costs almost nothing.

Unfortunately, there is a strong incentive for individual municipal councillors to fall in behind community opposition – it's existing residents who elect them, not future ones. The outcry of even a handful of constituents (helped by the rise of social media) has been enough, in far too many cases, to persuade their local councillor to vote against development even while admitting its merits in private. There is a sense among some that it's better to let the Ontario Land Tribunal approve the development on appeal, even if it causes long delays and large cost increases, then to take the political heat.

Mayors and councillors across the province are fed up and many have called for limits on public consultations and more “as of right” zoning. In fact, some have created a new term for NIMBYism: BANANAs – Build Absolutely Nothing Anywhere Near Anything, causing one mayor to comment “NIMBYism has gone BANANAs”. We agree. In a growing, thriving society, that approach is not just bad policy, it is exclusionary and wrong.

As a result, technical planning decisions have become politicized. One major city has delegated many decisions to senior staff, but an individual councillor can withdraw the delegation when there is local opposition and force a vote at Council. We heard that this situation is common across the province, creating an electoral incentive for a councillor to delay or stop a housing proposal, or forcing a councillor to pay the electoral cost of supporting it. Approvals of individual housing applications should be the role of professional staff, free from political interference.

The pressure to stop any development is now so intense that it has given rise to a counter-movement – YIMBYism, or “yes in my backyard,” led by millennials who recognize entrenched opposition to change as a huge obstacle to finding a home. They provide a voice at public consultations for young people, new immigrants and refugees, minority groups, and Ontarians struggling to access housing by connecting our ideals to the reality of housing. People who welcome immigrants to Canada should welcome them to the neighbourhood, fighting climate change means supporting higher-density housing, and “keeping the neighbourhood the way it is” means keeping it off-limits. While anti-housing voices can be loud,

a member of More Neighbours Toronto, a YIMBY group that regularly attends public consultations, has said that the most vocal opponents usually don't represent the majority in a neighbourhood. Survey data from the Ontario Real Estate Association backs that up, with almost 80% of Ontarians saying they are in favour of zoning in urban areas that would encourage more homes.

Ontarians want a solution to the housing crisis. We cannot allow opposition and politicization of individual housing projects to prevent us from meeting the needs of all Ontarians.

### **12. Create a more permissive land use, planning, and approvals system:**

- a) Repeal or override municipal policies, zoning, or plans that prioritize the preservation of physical character of neighbourhood
- b) Exempt from site plan approval and public consultation all projects of 10 units or less that conform to the Official Plan and require only minor variances
- c) Establish province-wide zoning standards, or prohibitions, for minimum lot sizes, maximum building setbacks, minimum heights, angular planes, shadow rules, front doors, building depth, landscaping, floor space index, and heritage view cones, and planes; restore pre-2006 site plan exclusions (colour, texture, and type of materials, window details, etc.) to the Planning Act and reduce or eliminate minimum parking requirements; and
- d) Remove any floorplate restrictions to allow larger, more efficient high-density towers.

### **13. Limit municipalities from requesting or hosting additional public meetings beyond those that are required under the Planning Act.**

### **14. Require that public consultations provide digital participation options.**

### **15. Require mandatory delegation of site plan approvals and minor variances to staff or pre-approved qualified third-party technical consultants through a simplified review and approval process, without the ability to withdraw Council's delegation.**

- 16.** Prevent abuse of the heritage preservation and designation process by:
  - a) Prohibiting the use of bulk listing on municipal heritage registers
  - b) Prohibiting reactive heritage designations after a Planning Act development application has been filed
- 17.** Requiring municipalities to compensate property owners for loss of property value as a result of heritage designations, based on the principle of best economic use of land.
- 18.** Restore the right of developers to appeal Official Plans and Municipal Comprehensive Reviews.

We have heard mixed feedback on Committees of Adjustment. While they are seen to be working well in some cities, in others they are seen to simply add another lengthy step in the process. We would urge the government to first implement our recommendation to delegate minor variances and site plan approvals to municipal staff and then assess whether Committees of Adjustment are necessary and an improvement over staff-level decision making.



# Cut the red tape so we can build faster and reduce costs

One of the strongest signs that our approval process is not working: of 35 OECD countries, only the Slovak Republic takes longer than Canada to approve a building project. The UK and the US approve projects three times faster without sacrificing quality or safety. And they save home buyers and tenants money as a result, making housing more affordable.<sup>[15]</sup>

A 2020 survey of development approval times in 23 Canadian cities shows Ontario seriously lagging: Hamilton (15th), Toronto (17th), Ottawa (21st) with approval times averaging between 20-24 months. These timelines do not include building permits, which take about two years for an apartment building in Toronto. Nor did they count the time it takes for undeveloped land to be designated for housing, which the study notes can take five to ten years.<sup>[16]</sup>

Despite the good intentions of many people involved in the approvals and home-building process, decades of dysfunction in the system and needless bureaucracy have made it too difficult for housing approvals to keep up with the needs of Ontarians. There appear to be numerous reasons why Ontario performs so poorly against other Canadian cities and the rest of the developed world. We believe that the major problems can be summed up as:

- Too much complexity in the planning process, with the page count in legislation, regulation, policies, plans, and by-laws growing every year
- Too many studies, guidelines, meetings and other requirements of the type we outlined in the previous section, including many that go well beyond the scope of Ontario's Planning Act
- Reviews within municipalities and with outside agencies that are piecemeal, duplicative (although often with conflicting outcomes) and poorly coordinated
- Process flaws that include reliance on paper
- Some provincial policies that are more relevant to urban development but result in burdensome, irrelevant requirements when applied in some rural and northern communities.



All of this has contributed to widespread failure on the part of municipalities to meet required timelines. The provincial Planning Act sets out deadlines of 90 days for decisions on zoning by-law amendments, 120 days for plans of subdivision, and 30 days for site plan approval, but municipalities routinely miss these without penalty. For other processes, like site plan approval or provincial approvals, there are no timelines and delays drag on. The cost of delay falls on the ultimate homeowner or tenant.

The consequences for homeowners and renters are enormous. Ultimately, whatever cost a builder pays gets passed on to the buyer or renter. As one person said: "Process is the biggest project killer in Toronto because developers have to carry timeline risk."

Site plan control was often brought up as a frustration. Under the Planning Act, this is meant to be a technical review of the external features of a building. In practice, municipalities often expand on what is required and take too long to respond.

**Then:** In 1966, a draft plan of subdivision in a town in southwestern Ontario to provide 529 low-rise and mid-rise housing units, a school site, a shopping centre and parks was approved by way of a two-page letter setting out 10 conditions. It took seven months to clear conditions for final approval.

**And now:** In 2013, a builder started the approval process to build on a piece of serviced residential land in a seasonal resort town. Over the next seven years, 18 professional consultant reports were required, culminating in draft plan approval containing 50 clearance conditions. The second approval, issued by the Local Planning Appeals Board in 2020, ran to 23 pages. The developer estimates it will be almost 10 years before final approval is received.

An Ontario Association of Architects study calculating the cost of delays between site plan application and approval concluded that for a 100-unit condominium apartment building, each additional month of delay costs the applicant an estimated \$193,000, or \$1,930 a month for each unit.<sup>[17]</sup>

A 2020 study done for the Building Industry and Land Development Association (BILD) looked at impacts of delay on low-rise construction, including single-detached homes. It estimated that every month an approval is delayed adds, on average, \$1.46 per square foot to the cost of a single home. A two-year delay, which is not unusual for this housing type, adds more than \$70,000 to the cost of a 2,000-square-foot house in the GTA.<sup>[16]</sup>

Getting rid of so much unnecessary and unproductive additional work would significantly reduce the burden on staff. It would help address the widespread shortages of planners and building officials. It would also bring a stronger sense among municipal staff that they are part of the housing solution and can take pride in helping cut approval times and lower the costs of delivering homes.

### **Adopt common sense approaches that save construction costs**

Wood using “mass timber” – an engineer compressed wood, made for strength and weight-bearing – can provide a lower-cost alternative to reinforced concrete in many mid-rise projects, but Ontario’s Building Code is hampering its use. Building taller with wood offers advantages beyond cost:

- Wood is a renewable resource that naturally sequesters carbon, helping us reach our climate change goals

- Using wood supports Ontario’s forestry sector and creates jobs, including for Indigenous people

British Columbia’s and Quebec’s building codes allow woodframe construction up to 12 storeys, but Ontario limits it to six. By amending the Building Code to allow 12-storey woodframe construction, Ontario would encourage increased use of forestry products and reduce building costs.

Finally, we were told that a shift in how builders are required to guarantee their performance would free up billions of dollars to build more housing. Pay on demand surety bonds are a much less onerous option than letters of credit, and are already accepted in Hamilton, Pickering, Innisfil, Whitchurch-Stouffville and other Ontario municipalities. We outline the technical details in [Appendix D](#).

19. Legislate timelines at each stage of the provincial and municipal review process, including site plan, minor variance, and provincial reviews, and deem an application approved if the legislated response time is exceeded.
20. Fund the creation of “approvals facilitators” with the authority to quickly resolve conflicts among municipal and/or provincial authorities and ensure timelines are met.
21. Require a pre-consultation with all relevant parties at which the municipality sets out a binding list that defines what constitutes a complete application; confirms the number of consultations established in the previous recommendations; and clarifies that if a member of a regulated profession such as a professional engineer has stamped an application, the municipality has no liability and no additional stamp is needed.
22. Simplify planning legislation and policy documents.
23. Create a common, province-wide definition of plan of subdivision and standard set of conditions which clarify which may be included; require the use of standard province-wide legal agreements and, where feasible, plans of subdivision.
24. Allow wood construction of up to 12 storeys.
25. Require municipalities to provide the option of pay on demand surety bonds and letters of credit.

## Prevent abuse of the appeal process

Part of the challenge with housing approvals is that, by the time a project has been appealed to the Ontario Land Tribunal (the Tribunal), it has usually already faced delay and compromises have been made to reduce the size and scope of the proposal. When an approved project is appealed, the appellant – which could just be a single individual – may pay \$400 and tie up new housing for years.

The most recent published report showed 1,300 unresolved cases.<sup>[18]</sup> While under-resourcing does contribute to delays, this caseload also reflects the low barrier to launching an appeal and the minimal risks if an appeal is unsuccessful:

- After a builder has spent time and money to ensure a proposal conforms with a municipality's requirements, the municipal council can still reject it – even if its own planning staff has given its support. Very often this is to appease local opponents.
- Unlike a court, costs are not automatically awarded to the successful party at the Tribunal. The winning side must bring a motion and prove that the party bringing the appeal was unreasonable, clearly trying to delay the project, and/or being vexatious or frivolous. Because the bar is set so high, the winning side seldom asks for costs in residential cases.

This has resulted in abuse of the Tribunal to delay new housing. Throughout our consultations, we heard from municipalities, not-for-profits, and developers that affordable housing was a particular target for appeals which, even if unsuccessful, can make projects too costly to build.

Clearly the Tribunal needs more resources to clear its backlog. But the bigger issue is the need for so many appeals: we believe it would better to have well-defined goals and rules for municipalities and builders to avoid this costly and time-consuming quasi-judicial process. Those who bring appeals aimed at stopping development that meets established criteria should pay the legal costs of the successful party and face the risk of a larger project being approved.

The solution is not more appeals, it's fixing the system. We have proposed a series of reforms that would ensure only meritorious appeals proceeded, that every participant faces some risk and cost of losing, and that abuse of the Tribunal will be penalized. We believe that if Ontario accepts our recommendations, the Tribunal will not face the same volume of appeals. But getting to that point will take time, and the Tribunal needs more resources and better tools now.

Recommendation 1 will provide legislative direction to adjudicators that they must prioritize housing growth and intensification over competing priorities contained in provincial and municipal policies. We further recommend the following:

- 26.** Require appellants to promptly seek permission ("leave to appeal") of the Tribunal and demonstrate that an appeal has merit, relying on evidence and expert reports, before it is accepted.
- 27.** Prevent abuse of process:
  - a) Remove right of appeal for projects with at least 30% affordable housing in which units are guaranteed affordable for at least 40 years.
  - b) Require a \$10,000 filing fee for third-party appeals.
  - c) Provide discretion to adjudicators to award full costs to the successful party in any appeal brought by a third party or by a municipality where its council has overridden a recommended staff approval.
- 28.** Encourage greater use of oral decisions issued the day of the hearing, with written reasons to follow, and allow those decisions to become binding the day that they are issued.
- 29.** Where it is found that a municipality has refused an application simply to avoid a deemed approval for lack of decision, allow the Tribunal to award punitive damages.
- 30.** Provide funding to increase staffing (adjudicators and case managers), provide market-competitive salaries, outsource more matters to mediators, and set shorter time targets.
- 31.** In clearing the existing backlog, encourage the Tribunal to prioritize projects close to the finish line that will support housing growth and intensification, as well as regional water or utility infrastructure decisions that will unlock significant housing capacity.

# Reduce the costs to build, buy and rent

The price you pay to buy or rent a home is driven directly by how much it costs to build a home. In Ontario, costs to build homes have dramatically increased at an unprecedented pace over the past decade. In most of our cities and towns, materials and labour only account for about half of the costs. The rest comes from land, which we have addressed in the previous section, and government fees.

A careful balance is required on government fees because, as much as we would like to see them lowered, governments need revenues from fees and taxes to build critically needed infrastructure and pay for all the other services that make Ontario work. So, it is a question of balance and of ensuring that our approach to government fees encourages rather than discourages developers to build the full range of housing we need in our Ontario communities.

## Align government fees and charges with the goal of building more housing

### Improve the municipal funding model

Housing requires more than just the land it is built on. It requires roads, sewers, parks, utilities and other infrastructure. The provincial government provides municipalities with a way to secure funding for this infrastructure through development charges, community benefit charges and parkland dedication (providing 5% of land for public parks or the cash equivalent).

These charges are founded on the belief that growth – not current taxpayers – should pay for growth. As a concept, it is compelling. In practice, it means that new home buyers pay the entire cost of sewers, parks, affordable housing, or colleges that will be around for generations and may not be located in their neighbourhood. And, although building

affordable housing is a societal responsibility, because affordable units pay all the same charges as a market unit, the cost is passed to new home buyers in the same building or the not-for-profit organization supporting the project. We do not believe that government fees should create a disincentive to affordable housing.

If you ask any developer of homes – whether they are for-profit or non-profit – they will tell you that development charges are a special pain point. In Ontario, they can be as much as \$135,000 per home. In some municipalities, development charges have increased as much as 900% in less than 20 years.<sup>[20]</sup> As development charges go up, the prices of homes go up. And development charges on a modest semi-detached home are the same as on a luxury 6,000 square foot home, resulting in a disincentive to build housing that is more affordable. Timing is also a challenge as development charges have to be paid up front, before a shovel even goes into the ground.

To help relieve the pressure, the Ontario government passed recent legislation allowing builders to determine development charges earlier in the building process. But they must pay interest on the assessed development charge to the municipality until a building permit is issued, and there is no cap on the rate, which in one major city is 13% annually.

Cash payments to satisfy parkland dedication also significantly boost the costs of higher-density projects, adding on average \$17,000 to the cost of a high-rise condo across the GTA.<sup>[21]</sup> We heard concerns not just about the amount of cash collected, but also about the money not being spent in the neighbourhood or possibly not being spent on parks at all. As an example, in 2019 the City of Toronto held \$644 million in parkland cash-in-lieu payments.<sup>[22]</sup> Everyone can agree that we need to invest in parks as our communities grow, but if the funds are not being spent, perhaps it means that more money is being collected for parklands than is needed and we could lower the cost of housing if we adjusted these parkland fees.



A 2019 study carried out for BILD showed that in the Greater Toronto Area, development charges for low-rise housing are on average more than three times higher per unit than in six comparable US metropolitan areas, and roughly 1.75-times higher than in the other Canadian cities.

For high-rise developments the average per unit charges in the GTA are roughly 50% higher than in the US areas, and roughly 30% higher than in the other Canadian urban areas.<sup>[19]</sup>

## Modernizing HST Thresholds

Harmonized sales tax (HST) applies to all new housing – including purpose-built rental. Today, the federal component is 5% and provincial component is 8%. The federal and provincial government provide a partial HST rebate. Two decades ago, the maximum home price eligible for a rebate was set at \$450,000 federally and \$400,000 provincially, resulting in a maximum rebate of \$6,300 federally and \$24,000 provincially, less than half of today's average home price. Buyers of new homes above this ceiling face a significant clawback. Indexing the rebate would immediately reduce the cost of building new homes, savings that can be passed on to Ontarians. When both levels of government agree that we are facing a housing crisis, they should not be adding over 10% to the cost of almost all new homes.

- 32.** Waive development charges and parkland cash-in-lieu and charge only modest connection fees for all infill residential projects up to 10 units or for any development where no new material infrastructure will be required.
- 33.** Waive development charges on all forms of affordable housing guaranteed to be affordable for 40 years.
- 34.** Prohibit interest rates on development charges higher than a municipality's borrowing rate.
- 35.** Regarding cash in lieu of parkland, s.37, Community Benefit Charges, and development charges:
  - a) Provincial review of reserve levels, collections and drawdowns annually to ensure funds are being used in a timely fashion and for the intended purpose, and, where review points to a significant concern, do not allow further collection until the situation has been corrected.
  - b) Except where allocated towards municipality-wide infrastructure projects, require municipalities to spend funds in the neighbourhoods where they were collected. However, where there's a significant community need in a priority area of the City, allow for specific ward-to-ward allocation of unspent and unallocated reserves.
- 36.** Recommend that the federal government and provincial governments update HST rebate to reflect current home prices and begin indexing the thresholds to housing prices, and that the federal government match the provincial 75% rebate and remove any clawback.

Government charges on a new single-detached home averaged roughly \$186,300, or almost 22% of the price, across six municipalities in southcentral Ontario. For a new condominium apartment, the average was almost \$123,000, or roughly 24% of a unit's price.

## Make it easier to build rental

In cities and towns across Ontario, it is increasingly hard to find a vacant rental unit, let alone a vacant rental unit at an affordable price. Today, 66% of all purpose-built rental units in the City of Toronto were built between 1960 and 1979. Less than 15% of Toronto's purpose-built rentals were constructed over the ensuing 40 years in spite of the significant population growth during that time. In fact, between 2006 and 2016, growth in condo apartments increased by 186% while purpose-built rental only grew by 0.6%.<sup>[12]</sup> In 2018, the Ontario government introduced positive changes that have created growth in purpose-built rental units – with last year seeing 18,000 units under construction and 93,000 proposed against a 5-year average prior to 2020 of 3,400 annually.<sup>[23]</sup>

Long-term renters often now feel trapped in apartments that don't make sense for them as their needs change. And because they can't or don't want to move up the housing ladder, many of the people coming up behind them who would gladly take those apartments are instead living in crowded spaces with family members or roommates. Others feel forced to commit to rental units at prices way beyond what they can afford. Others are trying their luck in getting on the wait list for an affordable unit or housing co-op – wait lists that are years long. Others are leaving Ontario altogether.

# 66%

of all purpose-built rental units  
in the City of Toronto were  
built between **1960** and **1979**.





A pattern in every community, and particularly large cities, is that the apartments and rented rooms that we do have are disappearing. Apartment buildings are being converted to condos or upgraded to much more expensive rental units. Duplexes get purchased and turned into larger single-family homes.

A major challenge in bridging the gap of rental supply is that, more often than not, purpose-built rental projects don't make economic sense for builders and investors. Ironically, there is no shortage of Canadian investor capital seeking housing investments, particularly large pension funds – but the economics of investing in purpose-built rental in Ontario just don't make sense. So, investments get made in apartment projects in other provinces or countries, or in condo projects that have a better and safer return-on-investment. What can governments do to get that investor capital pointed in the right direction so we can create jobs and get more of the housing we need built?

Some of our earlier recommendations will help, particularly indexing the HST rebate. So will actions by government to require purpose-built rental on surplus government land that is made available for sale. [\(Appendix C\)](#)

Municipal property taxes on purpose-built rental can be as much as 2.5 times greater than property taxes for condominium or other ownership housing.<sup>[24]</sup> The Task Force recommends:

**37. Align property taxes for purpose-built rental with those of condos and low-rise homes.**

**Make homeownership possible for hardworking Ontarians who want it**

Home ownership has always been part of the Canadian dream. You don't have to look far back to find a time when the housing landscape was very different. The norm was for young people to rent an apartment in their twenties, work hard and save for a down payment, then buy their first home in their late twenties or early thirties. It was the same for many new Canadians: arrive, rent, work hard and buy. The house might be modest, but it brought a sense of ownership, stability and security. And after that first step onto the ownership ladder, there was always the possibility of selling and moving up. Home ownership felt like a real possibility for anyone who wanted it.

That's not how it works now. Too many young people who would like their own place are living with one or both parents well into adulthood.

The escalation of housing prices over the last decade has put the dream of homeownership out of reach of a growing number of aspiring first-time home buyers. While 73% of Canadians are homeowners, that drops to 48% for Black people, 47% for LGBTQ people<sup>[5]</sup> (StatsCan is studying rates for other populations, including Indigenous People who are severely underhoused). This is also an issue for younger adults: a 2021 study showed only 24% of Torontonians aged 30 to 39 are homeowners.<sup>[25]</sup>

In Canada, responsibility for Indigenous housing programs has historically been a shared between the federal and provincial governments. The federal government works closely with its provincial and territorial counterparts to improve access to housing for Indigenous peoples both on and off reserve. More than 85% of Indigenous people live in urban and rural areas, are 11 times more likely to experience homelessness and have incidence of housing need that is 52% greater than all Canadians. The Murdered and Missing Indigenous Women and Girls report mentions housing 299 times – the lack of which being a significant, contributing cause to violence and the provision of which as a significant, contributing solution. The Province of Ontario has made significant investments in Urban Indigenous Housing, but we need the Federal Government to re-engage as an active partner.

While measures to address supply will have an impact on housing prices, many aspiring homeowners will continue to face a gap that is simply too great to bridge through traditional methods.

The Task Force recognizes the need for caution about measures that would spur demand for housing before the supply bottleneck is fixed. At the same time, a growing number of organizations – both non-profit and for-profit are proposing a range of unique home equity models. Some of these organizations are aiming at households who have sufficient income to pay the mortgage but lack a sufficient down payment. Others are aiming at households who fall short in both income and down payment requirements for current market housing.

The Task Force heard about a range of models to help aspiring first-time home buyers, including:

- Shared equity models with a government, non-profit or for-profit lender holding a second “shared equity mortgage” payable at time of sale of the home
- Land lease models that allow residents to own their home but lease the land, reducing costs
- Rent-to-own approaches in which a portion of an occupant's rent is used to build equity, which can be used as a down payment on their current unit or another market unit in the future
- Models where the equity gain is shared between the homeowner and the non-profit provider, such that the non-profit will always be able to buy the home back and sell it to another qualified buyer, thus retaining the home's affordability from one homeowner to the next.

Proponents of these models identified barriers that thwart progress in implementing new solutions.

- The Planning Act limits land leases to a maximum of 21 years. This provision prevents home buyers from accessing the same type of mortgages from a bank or credit union that are available to them when they buy through traditional homeownership.
- The Perpetuities Act has a similar 21-year limit on any options placed on land. This limits innovative non-profit models from using equity formulas for re-sale and repurchase of homes.
- Land Transfer Tax (LTT) is charged each time a home is sold and is collected by the province; and in Toronto, this tax is also collected by the City. This creates a double-tax in rent-to-own/equity building models where LTT ends up being paid first by the home equity organization and then by the occupant when they are able to buy the unit.
- HST is charged based on the market value of the home. In shared equity models where the homeowner neither owns nor gains from the shared equity portion of their home, HST on the shared equity portion of the home simply reduces affordability.
- Residential mortgages are highly regulated by the federal government and reflective of traditional homeownership. Modifications in regulations may be required to adapt to new co-ownership and other models.

The Task Force encourages the Ontario government to devote further attention to avenues to support new homeownership options. As a starting point, the Task Force offers the following recommendations:

- 38.** Amend the Planning Act and Perpetuities Act to extend the maximum period for land leases and restrictive covenants on land to 40 or more years.
- 39.** Eliminate or reduce tax disincentives to housing growth.
- 40.** Call on the Federal Government to implement an Urban, Rural and Northern Indigenous Housing Strategy.
- 41.** Funding for pilot projects that create innovative pathways to homeownership, for Black, Indigenous, and marginalized people and first-generation homeowners.
- 42.** Provide provincial and federal loan guarantees for purpose-built rental, affordable rental and affordable ownership projects.

# Support and incentivize scaling up housing supply

Our goal of building 1.5 million homes in ten years means doubling how many homes Ontario creates each year. As much as the Task Force’s recommendations will remove barriers to realizing this ambitious goal, we also need to ensure we have the capacity across Ontario’s communities to deliver this new housing supply. This includes capacity of our housing infrastructure, capacity within our municipal planning teams, and boots on the ground with the skills to build new homes.

There is much to be done and the price of failure for the people of Ontario is high. This is why the provincial government must make an unwavering commitment to keeping the spotlight on housing supply. This is also why the province must be dogged in its determination to galvanize and align efforts and incentives across all levels of government so that working together, we all can get the job done.

Our final set of recommendations turns to these issues of capacity to deliver, and the role the provincial government can play in putting the incentives and alignment in place to achieve the 1.5 million home goal.

## Invest in municipal infrastructure

### Housing can’t get built without water, sewage, and other infrastructure

When the Task Force met with municipal leaders, they emphasized how much future housing supply relies on having the water, storm water and wastewater systems, roads, sidewalks, fire stations, and all the other parts of community infrastructure to support new homes and new residents.

Infrastructure is essential where housing is being built for the first time. And, it can be a factor in intensification when added density exceeds the capacity of existing infrastructure, one of the reasons we urge new infrastructure in new developments to be designed for future capacity. In Ontario, there are multiple municipalities where the number one barrier to approving new housing projects is a lack of infrastructure to support them.

Municipalities face a myriad of challenges in getting this infrastructure in place. Often, infrastructure investments are required long before new projects are approved and funding must be secured. Notwithstanding the burden development charges place on the price of new housing, most municipalities report that development charges are still not enough to fully cover the costs of building new infrastructure and retrofitting existing infrastructure in neighbourhoods that are intensifying. Often infrastructure crosses municipal boundaries creating complicated and time-consuming “who pays?” questions. Municipal leaders also shared their frustrations with situations where new housing projects are approved and water, sewage and other infrastructure capacity is allocated to the project – only to have the developer land bank the project and put off building. Environmental considerations with new infrastructure add further cost and complexity. The Task Force recommends:

- 43.** Enable municipalities, subject to adverse external economic events, to withdraw infrastructure allocations from any permitted projects where construction has not been initiated within three years of build permits being issued.

**44.** Work with municipalities to develop and implement a municipal services corporation utility model for water and wastewater under which the municipal corporation would borrow and amortize costs among customers instead of using development charges.



## Create the Labour Force to meet the housing supply need

### The labour force is shrinking in many segments of the market

You can't start to build housing without infrastructure. You can't build it without people – skilled trades people in every community who can build the homes we need.

The concern that we are already facing a shortage in skilled trades came through loud and clear in our consultations. We heard from many sources that our education system funnels young people to university rather than colleges or apprenticeships and creates the perception that careers in the skilled trades are of less value. Unions and builders are working to fill the pipeline domestically and recruit internationally, but mass retirements are making it challenging to maintain the workforce at its current level, let alone increase it.

Increased economic immigration could ease this bottleneck, but it appears difficult for a skilled labourer with no Canadian work experience to qualify under Ontario's rules. Moreover, Canada's immigration policies also favour university education over skills our economy and society desperately need. We ought to be welcoming immigrants with the skills needed to build roads and houses that will accommodate our growing population.

The shortage may be less acute, however, among smaller developers and contractors that could renovate and build new “missing middle” homes arising from the changes in neighbourhood zoning described earlier. These smaller companies tap into a different workforce from the one needed to build high rises and new subdivisions. Nonetheless, 1.5 million more homes will require a major investment in attracting and developing the skilled trades workforce to deliver this critically needed housing supply. We recommend:

- 45.** Improve funding for colleges, trade schools, and apprenticeships; encourage and incentivize municipalities, unions and employers to provide more on-the-job training.
- 46.** Undertake multi-stakeholder education program to promote skilled trades.
- 47.** Recommend that the federal and provincial government prioritize skilled trades and adjust the immigration points system to strongly favour needed trades and expedite immigration status for these workers, and encourage the federal government to increase from 9,000 to 20,000 the number of immigrants admitted through Ontario's program.

## Create a large Ontario Housing Delivery Fund to align efforts and incent new housing supply

### Build alignment between governments to enable builders to deliver more homes than ever before

All levels of government play a role in housing.

The federal government sets immigration policy, which has a major impact on population growth and many tax policies. The province sets the framework for planning, approvals, and growth that municipalities rely upon, and is responsible for many other areas that touch on housing supply, like investing in highways and transit, training workers, the building code and protecting the environment. Municipalities are on the front lines, expected to translate the impacts of federal immigration policy, provincial guidance and other factors, some very localized, into official plans and the overall process through which homes are approved to be built.

The efficiency with which home builders can build, whether for-profit or non-profit, is influenced by policies and decisions at every level of government. In turn, how many home developers can deliver, and at what cost, translates directly into the availability of homes that Ontarians can afford.

Collectively, governments have not been sufficiently aligned in their efforts to provide the frameworks and incentives that meet the broad spectrum of housing needs in Ontario. Much action, though, has been taken in recent years.

- The Ontario government has taken several steps to make it easier to build additional suites in your own home: reduced disincentives to building rental housing, improved the appeal process, focused on density around transit stations, made upfront development charges more predictable, and provided options for municipalities to create community benefits through development.
- The federal government has launched the National Housing Strategy and committed over \$70 billion in funding.<sup>[26]</sup> Most recently, it has announced a \$4 billion Housing Accelerator Fund aimed at helping municipalities remove barriers to building housing more quickly.<sup>[27]</sup>
- Municipalities have been looking at ways to change outdated processes, rules, and ways of thinking that create delays and increases costs of delivering homes. Several municipalities have taken initial steps towards eliminating exclusionary zoning and addressing other barriers described in this report.

All governments agree that we are facing a housing crisis. Now we must turn the sense of urgency into action and alignment across governments.

### **Mirror policy changes with financial incentives aligned across governments**

The policy recommendations in this report will go a long way to align efforts and position builders to deliver more homes.

Having the capacity in our communities to build these homes will take more than policy. It will take money. Rewarding municipalities that meet housing growth and approval timelines will help them to invest in system upgrades, hire additional staff, and invest in their communities. Similarly, municipalities that resist new housing, succumb to NIMBY pressure, and close off their neighbourhoods should see funding reductions. Fixing the housing crisis is a societal responsibility, and our limited tax dollars should be directed to those municipalities making the difficult but necessary choices to grow housing supply.

In late January 2022, the provincial government announced \$45 million for a new *Streamline Development Approval Fund* to “unlock housing supply by cutting red tape and improving processes for residential and industrial developments”.<sup>[28]</sup> This is encouraging. More is needed.

Ontario should also receive its fair share of federal funding but today faces a shortfall of almost \$500 million,<sup>[29]</sup> despite two thirds of the Canadian housing shortage being in Ontario. We call on the federal government to address this funding gap.

**48.** The Ontario government should establish a large “Ontario Housing Delivery Fund” and encourage the federal government to match funding. This fund should reward:

- a) Annual housing growth that meets or exceeds provincial targets
- b) Reductions in total approval times for new housing
- c) The speedy removal of exclusionary zoning practices

**49.** Reductions in funding to municipalities that fail to meet provincial housing growth and approval timeline targets.

We believe that the province should consider partial grants to subsidize municipalities that waive development charges for affordable housing and for purpose-built rental.

## **Sustain focus, measure, monitor, improve**

### **Digitize and modernize the approvals and planning process**

Some large municipalities have moved to electronic tracking of development applications and/or electronic building permits (“e-permits”) and report promising results, but there is no consistency and many smaller places don’t have the capacity to make the change.

Municipalities, the provincial government and agencies use different systems to collect data and information relevant to housing approvals, which slows down processes and leaves much of the “big picture” blank. This could be addressed by ensuring uniform data architecture standards.

### **Improve the quality of our housing data to inform decision making**

Having accurate data is key to understanding any challenge and making the best decisions in response. The Task Force heard from multiple housing experts that we are not always using the best data, and we do not always have the data we need.

Having good population forecasts is essential in each municipality as they develop plans to meet future land and housing needs. Yet, we heard many concerns about inconsistent approaches to population forecasts. In the Greater Golden Horseshoe, the forecast provided to municipalities by the province is updated only when the Growth Plan is updated, generally every seven years; but federal immigration policy, which is a key driver of growth, changes much more frequently. The provincial Ministry of Finance produces a population forecast on a more regular basis than the Growth Plan, but these are not used consistently across municipalities or even by other provincial ministries.

Population forecasts get translated into housing need in different ways across the province, and there is a lack of data about how (or whether) the need will be met. Others pointed to the inconsistent availability of land inventories. Another challenge is the lack of information on how much land is permitted and how much housing is actually getting built once permitted, and how fast. The Task Force also heard that, although the Provincial Policy Statement requires municipalities to maintain a three-year supply of short-term (build-ready) land and report it each year to the province, many municipalities are not meeting that requirement.

At a provincial and municipal level, we need better data on the housing we have today, housing needed to close the gap, consistent projections of what we need in the future, and data on how we are doing at keeping up. Improved data will help anticipate local and provincial supply bottlenecks and constraints, making it easier to determine the appropriate level and degree of response.

It will also be important to have better data to assess how much new housing stock is becoming available to groups that have been disproportionately excluded from home ownership and rental housing.

### **Put eyes on the crisis and change the conversation around housing**

Ours is not the first attempt to “fix the housing system”. There have been efforts for years to tackle increasing housing prices and find solutions so everyone in Ontario can find and afford the housing they need. This time must be different.

The recommendations in this report must receive sustained attention, results must be monitored, significant financial investment by all levels of government must be made. And, the people of Ontario must embrace a housing landscape in which the housing needs of tomorrow’s citizens and those who have been left behind are given equal weight to the housing advantages of those who are already well established in homes that they own.

- 50. Fund the adoption of consistent municipal e-permitting systems and encourage the federal government to match funding. Fund the development of common data architecture standards across municipalities and provincial agencies and require municipalities to provide their zoning bylaws with open data standards. Set an implementation goal of 2025 and make funding conditional on established targets.**
- 51. Require municipalities and the provincial government to use the Ministry of Finance population projections as the basis for housing need analysis and related land use requirements.**
- 52. Resume reporting on housing data and require consistent municipal reporting, enforcing compliance as a requirement for accessing programs under the Ontario Housing Delivery Fund.**
- 53. Report each year at the municipal and provincial level on any gap between demand and supply by housing type and location, and make underlying data freely available to the public.**
- 54. Empower the Deputy Minister of Municipal Affairs and Housing to lead an all-of-government committee, including key provincial ministries and agencies, that meets weekly to ensure our remaining recommendations and any other productive ideas are implemented.**
- 55. Commit to evaluate these recommendations for the next three years with public reporting on progress.**

# Conclusion

We have set a bold goal for Ontario: building 1.5 million homes in the next 10 years.

We believe this can be done. What struck us was that everyone we talked to – builders, housing advocates, elected officials, planners – understands the need to act now. As one long-time industry participant said, “for the first time in memory, everyone is aligned, and we need to take advantage of that.”

Such unity of purpose is rare, but powerful.

To leverage that power, we offer solutions that are bold but workable, backed by evidence, and that position Ontario for the future.

Our recommendations focus on ramping up the supply of housing. Measures are already in place to try to cool demand, but they will not fill Ontario’s housing need. More supply is key. Building more homes will reduce the competition for our scarce supply of homes and will give Ontarians more housing choices. It will improve housing affordability across the board.

Everyone wants more Ontarians to have housing. So let’s get to work to build more housing in Ontario.

## APPENDIX A:

# Biographies of Task Force Members

**Lalit Aggarwal** is President of Manor Park Holdings, a real estate development and operating company active in Eastern Ontario. Previously, Lalit was an investor for institutional fund management firms, such as H.I.G. European Capital Partners, Soros Fund Management, and Goldman Sachs. He is a past fellow of the C.D. Howe Institute and a former Director of both Bridgepoint Health and the Centre for the Commercialization of Regenerative Medicine. Lalit holds degrees from the University of Oxford and the University of Pennsylvania. He is also a current Director of the Hospital for Sick Children Foundation, the Sterling Hall School and the Chair of the Alcohol & Gaming Commission of Ontario.

**David Amborski** is a professional Urban Planner, Professor at Ryerson University's School of Urban and Regional Planning and the founding Director of the Centre for Urban Research and Land Development (CUR). His research and consulting work explore topics where urban planning interfaces with economics, including land and housing markets. He is an academic advisor to the National Executive Forum on Public Property, and he is a member of Lambda Alpha (Honorary Land Economics Society). He has undertaken consulting for the Federal, Provincial and a range of municipal governments. Internationally, he has undertaken work for the Canadian International Development Agency (CIDA), the World Bank, the Inter-American Development Bank, the Lincoln Institute of Land Policy, and several other organizations in Eastern Europe, Latin America, South Africa, and Asia. He also serves on the editorial boards of several international academic journals.

**Andrew Garrett** is a real estate executive responsible for growing IMCO's \$11+ Billion Global Real Estate portfolio to secure public pensions and insurance for Ontario families. IMCO is the only Ontario fund manager purpose built to onboard public clients such as pensions, insurance, municipal reserve funds, and endowments. Andrew has significant non-profit sector experience founding a B Corp certified social enterprise called WeBuild to help incubate social purpose real estate projects. He currently volunteers on non-profit boards supporting social purpose real estate projects, youth programs and the visual arts at Art Gallery

of Ontario. Andrew sits on board advisory committees for private equity firms and holds a Global Executive MBA from Kellogg School Management and a Real Estate Development Certification from MIT Centre for Real Estate.

**Tim Hudak** is the CEO of the Ontario Real Estate Association (OREA). With a passion and voice for championing the dream of home ownership, Tim came to OREA following a distinguished 21-year career in politics, including five years as Leader of the Progressive Conservative Party of Ontario.

In his role, Tim has focused on transforming OREA into Ontario's most cutting-edge professional association at the forefront of advocacy on behalf of REALTORS® and consumers, and providing world-class conferences, standard forms, leadership training and professional guidance to its Members. As part of his work at OREA, Tim was named one of the most powerful people in North American residential real estate by Swanepoel Power 200 for the last five years. Tim is married to Deb Hutton, and together they have two daughters, Miller and Maitland. In his spare time, Tim enjoys trails less taken on his mountain bike or hiking shoes as well as grilling outdoors.

**Jake Lawrence** was appointed Chief Executive Officer and Group Head, Global Banking and Markets in January 2021. In this role, Jake is responsible for the Bank's Global Banking and Markets business line and strategy across its global footprint. Jake joined Scotiabank in 2002 and has held progressively senior roles in Finance, Group Treasury and Global Banking and Markets. From December 2018 to January 2021, Jake was Co-Group Head of Global Banking and Markets with specific responsibility for its Capital Markets businesses, focused on building alignment across product groups and priority markets to best serve our clients throughout our global footprint. Previously, Jake was Executive Vice President and Head of Global Banking and Markets in the U.S., providing overall strategic direction and execution of Scotiabank's U.S. businesses. Prior to moving into GBM, Jake served as Senior Vice President and Deputy Treasurer, responsible for Scotiabank's wholesale funding activities and liquidity management as well as Senior Vice President, Investor Relations.

**Julie Di Lorenzo** (GPLLM, University of Toronto 2020), is self-employed since 1982, operates one of the largest female-run Real Estate Development Companies in North America. She was instrumental in the Daniel Burnham award-winning Ontario Growth Management Plan (2004) as President of BILD. Julie served as the first female-owner President of GTHBA (BILD) and on the boards of the Ontario Science Centre, Harbourfront Toronto, Tarion (ONHWP), St. Michael's Hospital, NEXT36, Waterfront Toronto, Chair of IREC Committee WT, Havergal College (Co-Chair of Facilities), York School (interim Vice-Chair), and Canadian Civil Liberties Association Board. Julie has served various governments in advisory capacity on Women's issues, Economic Development, Innovation and Entrepreneurship. Awards include Lifetime Achievement BILD 2017, ICCO Business Excellence 2005 & ICCO Businesswoman of the Year 2021.

**Justin Marchand** (CIHCM, CPA, CMA, BComm) is Métis and was appointed Chief Executive Officer of Ontario Aboriginal Housing Services (OAHS) in 2018. Justin has over 20 years of progressive experience in a broad range of sectors, including two publicly listed corporations, a large accounting and consulting firm, and a major crown corporation, and holds numerous designations across financial, operations, and housing disciplines. He was most recently selected as Chair of the Canadian Housing and Renewal Association's (CHRA's) Indigenous Caucus Working Group and is also board member for CHRA. Justin is also an active board member for both the Coalition of Hamilton Indigenous Leadership (CHIL) as well as Shingwauk Kinoomaage Gamig, located in Bawaating. Justin believes that Housing is a fundamental human right and that when Indigenous people have access to safe, affordable, and culture-based Housing this provides the opportunity to improve other areas of their lives.

**Ene Underwood** is CEO of Habitat for Humanity Greater Toronto Area), a non-profit housing developer that helps working, lower income families build strength, stability and self-reliance through affordable homeownership. Homes are delivered through a combination of volunteer builds, contractor builds, and partnerships with non-profit and for-profit developers. Ene's career began in the private sector as a strategy consultant with McKinsey & Company before transitioning to not-for-profit sector leadership. Ene holds a Bachelor of Arts (Honours) from the University of Waterloo and a Master of Business Administration from Ivey Business School.

**Dave Wilkes** is the President and CEO of the Building Industry and Land Development Association of the GTA (BILD). The Association has 1,300 members and proudly represents builders, developers, professional renovators and those who support the industry.

Dave is committed to supporting volunteer boards and organizations. He has previously served on the George Brown College Board of Directors, Ontario Curling Association, and is currently engaged with Black North Initiative (Housing Committee) and R-Labs I+T Council.

Dave received his Bachelor of Arts (Applied Geography) from Ryerson.

## APPENDIX B:

# Affordable Housing

Ontario's affordable housing shortfall was raised in almost every conversation. With rapidly rising prices, more lower-priced market rental units are being converted into housing far out of reach of lower-income households. In parallel, higher costs to deliver housing and limited government funding have resulted in a net decrease in the number of affordable housing units run by non-profits. The result is untenable: more people need affordable housing after being displaced from the market at the very time that affordable supply is shrinking.

Throughout our consultations, we were reminded of the housing inequities experienced by Black, Indigenous and marginalized people. We also received submissions describing the unique challenges faced by off-reserve Indigenous Peoples both in the province's urban centres and in the north.

While many of the changes that will help deliver market housing will also help make it easier to deliver affordable housing, affordable housing is a societal responsibility. We cannot rely exclusively on for-profit developers nor on increases in the supply of market housing to fully solve the problem.

The non-profit housing sector faces all the same barriers, fees, risks and complexities outlined in this report as for-profit builders. Several participants from the non-profit sector referred to current or future partnerships with for-profit developers that tap into the development and construction expertise and efficiencies of the private sector. Successful examples of leveraging such partnerships were cited with Indigenous housing, supportive housing, and affordable homeownership.

We were also reminded by program participants that, while partnerships with for-profit developers can be very impactful, non-profit providers have unique competencies in the actual delivery of affordable housing. This includes confirming eligibility of affordable housing applicants, supporting independence of occupants of affordable housing, and ensuring affordable housing units remain affordable from one occupant to the next.

One avenue for delivering more affordable housing that has received much recent attention is inclusionary zoning. In simple terms, inclusionary zoning (IZ) requires developers to deliver a share of affordable units in new

housing developments in prescribed areas. The previous Ontario government passed legislation in April 2018 providing a framework within which municipalities could enact Inclusionary Zoning bylaws.

Ontario's first inclusionary zoning policy was introduced in fall 2021 by the City of Toronto and applies to major transit station areas. Internationally, inclusionary zoning has been used successfully to incentivize developers to create new affordable housing by providing density bonuses (more units than they would normally be allowed, if some are affordable) or reductions in government fees. Unfortunately, the City's approach did not include any incentives or bonuses. Instead, Toronto requires market-rate fees and charges for below-market affordable units. This absence of incentives together with lack of clarity on the overall density that will be approved for projects has led developers and some housing advocates to claim that these projects may be uneconomic and thus will not get financed or built. Municipalities shared with us their concerns regarding the restriction in the provincial IZ legislation that prohibits "cash in lieu" payments. Municipalities advised that having the option of accepting the equivalent value of IZ units in cash from the developer would enable even greater impact in some circumstances (for example, a luxury building in an expensive neighbourhood, where the cost of living is too high for a low-income resident).

Funding for affordable housing is the responsibility of all levels of government. The federal government has committed to large funding transfers to the provinces to support affordable housing. The Task Force heard, however, that Ontario's share of this funding does not reflect our proportionate affordable housing needs. This, in turn, creates further financial pressure on both the province and municipalities, which further exacerbates the affordable housing shortages in Ontario's communities.



Finally, many participants in Task Force consultations pointed to surplus government lands as an avenue for building more affordable housing and this is discussed in [Appendix C](#).

We have made recommendations throughout the report intended to have a positive impact on new affordable housing supply. We offer these additional recommendations specific to affordable housing:

- Call upon the federal government to provide equitable affordable housing funding to Ontario.
  - Develop and legislate a clear, province-wide definition of “affordable housing” to create certainty and predictability.
  - Create an Affordable Housing Trust from a portion of Land Transfer Tax Revenue (i.e., the windfall resulting from property price appreciation) to be used in partnership with developers, non-profits, and municipalities in the creation of more affordable housing units. This Trust should create incentives for projects serving and brought forward by Black- and Indigenous-led developers and marginalized groups.
- Amend legislation to:
    - Allow cash-in-lieu payments for Inclusive Zoning units at the discretion of the municipality.
    - Require that municipalities utilize density bonusing or other incentives in all Inclusionary Zoning and Affordable Housing policies that apply to market housing.
    - Permit municipalities that have not passed Inclusionary Zoning policies to offer incentives and bonuses for affordable housing units.
  - Encourage government to closely monitor the effectiveness of Inclusionary Zoning policy in creating new affordable housing and to explore alternative funding methods that are predictable, consistent and transparent as a more viable alternative option to Inclusionary Zoning policies in the provision of affordable housing.
  - Rebate MPAC market rate property tax assessment on below-market affordable homes.



## APPENDIX C:

# Government Surplus Land

Surplus government lands fell outside the mandate of the Task Force. However, this question came up repeatedly as a solution to housing supply. While we take no view on the disposition of specific parcels of land, several stakeholders raised issues that we believe merit consideration:

- Review surplus lands and accelerate the sale and development through RFP of surplus government land and surrounding land by provincially pre-zoning for density, affordable housing, and mixed or residential use.
- All future government land sales, whether commercial or residential, should have an affordable housing component of at least 20%.
- Purposefully upzone underdeveloped or underutilized Crown property (e.g., LCBO).
- Sell Crown land and reoccupy as a tenant in a higher density building or relocate services outside of major population centres where land is considerably less expensive.
- The policy priority of adding to the housing supply, including affordable units, should be reflected in the way surplus land is offered for sale, allowing bidders to structure their proposals accordingly.

## APPENDIX D:

# Surety Bonds

### Moving to surety bonds would free up billions of dollars for building

When a development proposal goes ahead, the developer typically needs to make site improvements, such as installing common services. The development agreement details how the developer must perform to the municipality's satisfaction.

Up until the 1980s, it was common practice for Ontario municipalities to accept bonds as financial security for subdivision agreements and site plans. Today, however, they almost exclusively require letters of credit from a chartered bank. The problem with letters of credit is that developers are often required to collateralize the letter of credit dollar-for-dollar against the value of the municipal works they are performing.

Often this means developers can only afford to finance one or two housing projects at a time, constraining housing supply. The Ontario Home Builders' Association estimates that across Ontario, billions of dollars are tied up in collateral or borrowing capacity that could be used to advance more projects.

Modern "pay on demand surety bonds" are proven to provide the same benefits and security as a letter of credit, while not tying up private capital the way letters of credit do. Moving to this option would give municipalities across Ontario access to all the features of a letter of credit with the added benefit of professional underwriting, carried out by licensed bonding companies, ensuring that the developer is qualified to fulfill its obligations under the municipal agreement.

Most important from a municipal perspective, the financial obligation is secured. If a problem arises, the secure bond is fully payable by the bond company on demand. Surety companies, similar to banks, are regulated by Ontario's Office of the Superintendent of Financial Institutions to ensure they have sufficient funds in place to pay out bond claims.

More widespread use of this instrument could unlock billions of dollars of private sector financial liquidity that could be used to build new infrastructure and housing projects, provide for more units in each development and accelerate the delivery of housing of all types.

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<https://www.canadianrealestatemagazine.ca/news/federal-funds-must-flow-for-housing-programs-334810.aspx>



February 8, 2022

## **AMO Policy Update – Housing Affordability Task Force Report and Call to Re-examine Hospital Capital Funding**

### **Housing Affordability Task Force Report Released**

The province has now released the Housing Affordability Task Force [report](#). It contains the Task Force's recommendations to increase the supply of market housing to address the housing crisis.

The Task Force report's recommendations include five main areas to quickly increase the supply of market housing, to meet a goal of adding 1.5 million homes over the next 10 years. These areas include:

- making changes to planning policies and zoning to allow for greater density and increase the variety of housing;
- reduce and streamline urban design rules to lower costs of development;
- depoliticize the approvals process to address NIMBYism and cut red tape to speed up housing;
- prevent abuse of the appeal process and address the backlog at the Ontario Land Tribunal by prioritizing cases that increase housing; and
- align efforts between all levels of government to incentivize more housing.

Additionally, the Task Force report makes other recommendations to increase housing supply over the long-term, including to digitize and modernize the approvals and planning process, grow the skilled labour workforce, and encourage new pathways to home ownership.

The province will be consulting further with municipal governments, the public, and the housing industry. In the next 10 days, AMO will be submitting our consolidated housing affordability recommendations, as approved by the AMO Board of Directors, to Minister Clark and the province for their consideration on their next steps on housing affordability.

### **Call to Re-examine Hospital Capital Funding**

AMO's [2022 Pre-Budget Submission](#) included a number of municipal priorities for the

upcoming provincial budget including re-examining the local funding of provincial hospitals. The submission highlights the impact of the “local share” capital donations in funding provincial hospital construction and expansion. The “local share” requirements have fiscal implications for municipal governments pressured to fill funding gaps to get hospital projects off the ground. AMO’s submission calls on the provincial government to re-evaluate this approach.

If your municipal council would like to add its support, please see the [resolution](#) for your council’s consideration.

\*Disclaimer: The Association of Municipalities of Ontario (AMO) is unable to provide any warranty regarding the accuracy or completeness of third-party submissions. Distribution of these items does not imply an endorsement of the views, information or services mentioned.



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Association of Municipalities of Ontario  
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February 15, 2022

## **AMO Policy Update - AMO's Call to End Homelessness, Upcoming AMO Housing Paper Release, and Off-Load Delay Strategy**

### **AMO's Call to End Homelessness**

There is a rising homelessness crisis that exists amidst a housing affordability crisis, and it is taking a devastating toll on individuals and communities. The government's significant investment through the Social Services Relief Fund has mitigated some of the worst impacts of COVID-19 on the homeless population. This has literally saved lives during the pandemic. The implementation of by-name lists and enumeration by service managers are also important measures.

Increasing housing affordability is the primary solution; however, there is a range of actions that can be taken by all orders of government to prevent and break the cycle of homelessness. AMO is inviting the provincial government to work together to build on the productive work to date with AMO, municipalities, and District Social Services Administration Boards.

The next step is to come together to co-design and implement a plan of action to end homelessness in Ontario. With time, this is an achievable goal and there is a moral and economic imperative to act now. It is in the interest of all Ontarians. A proposal to the province, with five recommended foundational steps and twenty-three actions, can now be found on AMO's [website](#).

### **AMO Housing Paper Upcoming Release**

AMO is actively engaging with municipal associations and the provincial government on the housing crisis. Our white paper, **Blueprint for Action: An Integrated Approach to Address the Ontario Housing Crisis**, with recommendations will be available later this week. The paper acknowledges housing challenges in every part of Ontario. The province is anticipating its release, and it is expected that the paper can serve as a platform for integrated problem solving. The paper proposes clear actions for all orders of government and the development industry.

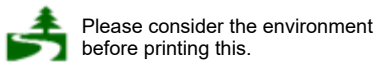
### **Managing Off-Load Delays**

As ambulances face increasing offload times in hospitals, the Ministry of Health has now provided [guidance](#) should the expansion of consolidation (“batching”) of patients within the hospital be strategically needed to enable paramedic crews to return to service quickly. This practice has been used by various paramedic services across the province and this ministry direction is now providing a more consistent approach to “batching”.

Hospitals and paramedic services that are considering further expansion and formalization of the batching of patients may work towards establishing a memorandum of understanding (MOU) between the hospital(s) and paramedic service(s). This MOU is to include the assignment of liability and is to be done with appropriate municipal council/DSSAB approvals where the Single/Upper Tier Municipality/DSSAB employs and delivers paramedic services.

*Additional information on Paramedic Guidance for Addressing 9-1-1 Patient Flow Issues in Hospitals due to COVID-19 Omicron Variant* can be found in the Ministry’s memo.

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## **MIDDLESEX COUNTY 2021 CENSUS POPULATION AND DWELLINGS**

AND COMPARISON WITH MIDDLESEX COUNTY POPULATION AND HOUSING PROJECTIONS

POPULATION	Census 2016	Census 2021	Census % Change	Annualized % Growth	Estimate 2022	County Projections		
						Low 2021	Reference 2021	High 2021
Adelaide Metcalfe	2,990	3,011	0.7%	0.14%	3,015	3,100	3,200	3,170
Lucan Biddulph	4,700	5,680	20.9%	3.86%	5,899	5,400	5,500	5,570
Middlesex Centre	17,262	18,928	9.7%	1.86%	19,280	19,300	19,600	20,080
Newbury	466	440	-5.6%	-1.14%	435	490	500	500
North Middlesex	6,352	6,307	-0.7%	-0.14%	6,298	6,600	6,600	6,610
Southwest Middlesex	5,723	5,893	3.0%	0.59%	5,928	5,900	6,000	5,980
Strathroy-Caradoc	20,867	23,871	14.4%	2.73%	24,522	23,300	23,700	24,100
Thames Centre	13,191	13,980	6.0%	1.17%	14,143	14,400	14,600	14,720
<b>Middlesex County</b>	<b>71,551</b>	<b>78,110</b>	<b>9.2%</b>	<b>1.77%</b>	<b>79,492</b>	<b>78,490</b>	<b>79,700</b>	<b>80,730</b>
London	383,822	422,324	10.0%	1.93%				
Middlesex Census Division	455,526	500,563	9.9%	1.90%				

DWELLINGS	Census 2016	Census 2021	Census % Change	Annualized % Growth	Estimate 2022	County Projections		
						Low 2021	Reference 2021	High 2021
Adelaide Metcalfe	992	1,013	2.1%	0.42%	1,017	1,020	1,020	1,030
Lucan Biddulph	1,785	2,115	18.5%	3.45%	2,188	1,970	2,010	2,040
Middlesex Centre	5,983	6,695	11.9%	2.27%	6,847	6,550	6,650	6,760
Newbury	179	187	4.5%	0.88%	189	180	180	180
North Middlesex	2,336	2,391	2.4%	0.47%	2,402	2,370	2,390	2,380
Southwest Middlesex	2,354	2,407	2.3%	0.45%	2,418	2,390	2,390	2,400
Strathroy-Caradoc	8,294	9,453	14.0%	2.65%	9,704	9,050	9,180	9,320
Thames Centre	4,924	5,186	5.3%	1.04%	5,240	5,240	5,290	5,350
<b>Middlesex County</b>	<b>26,847</b>	<b>29,447</b>	<b>9.7%</b>	<b>1.87%</b>	<b>29,996</b>	<b>28,770</b>	<b>29,110</b>	<b>29,460</b>
London	163,140	174,657	7.1%	1.37%				
Middlesex Census Division	190,045	204,157	7.4%	1.44%				

### **NOTES**

2021 Census occurred on 11 May 2021

Middlesex County Projections from Housing Growth Forecast Report by Watson & Associates

Dwellings are Private Dwellings by Usual Residents

Numbers may not add precisely due to rounding

Printed 13 February 2021



2022 January 31

County of Middlesex  
Office of the Warden  
399 Ridout Street North  
London, ON N6A 2P1

Attention: Marcia Ivanic, Legislative Services Manager/Clerk

Dear Warden Warwick:

**RE: THAMES VALLEY DISTRICT SCHOOL BOARD TRUSTEE DISTRIBUTION**

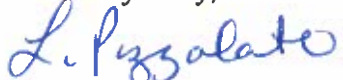
Thank you for your correspondence dated 2022 January 19 recently received in our office. We are writing to confirm receipt of same for your records.

The process governing the election to and representation on district school boards is contained within O. Reg. 412/00. This regulation, *inter alia*, mandates that school boards in Ontario shall undertake the process of determining trustee representation across their geographic boundaries.

At this stage, we are awaiting delivery of the population data from the Municipal Property Assessment Corporation ("MCAP") in respect of our board. Once in receipt of same, we will be in a position to proceed forward in accordance with the timelines outlined in O. Reg. 412/00.

We thank you forwarding your correspondence and accompanying resolution to our attention. We confirm that your communication will be placed as correspondence at the next TVDSB Board meeting scheduled for February 22, 2022.

Yours very truly,



Lori-Ann Pizzolato  
Chair of the Board

LAP/sh

cc: Mark Fisher, Director of Education  
Shannon Smith, Acting Supervisor of Board Services