



**MIDDLESEX COUNTY COUNCIL
AGENDA**

Tuesday, April 26, 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>

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 April 5, 2022 meeting of County Council

1

Moved by _____

Seconded by _____

THAT the Minutes of the April 5, 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 April 5, 2022 meeting.

- 5. DEPUTATIONS**
- 6. ENQUIRIES OR NOTICES OF MOTION**

- 6.a. Motion to Prepare Crosswalk Art Policy

7

Councillor K. Smith provided a Notice of Motion at the April 5, 2022 meeting of County Council.

Moved by _____

Seconded by _____

THAT the County Engineer prepare a draft Crosswalk Art Policy for Council's consideration and approval at the May 10, 2022 meeting of Council that supports the Strategic Focus of Cultivating Community Vitality to advance a diverse, healthy, and engaging community across Middlesex County.

7. REPORTS

8. NEW BUSINESS

8.a. Electronic Patient Care Record Solution Contract

8

Report from Neal Roberts, Chief, Middlesex-London Paramedic Service

Moved by _____

Seconded by _____

THAT Middlesex County Council direct the Chief of Middlesex-London Paramedic Service to execute the contract between Middlesex-London Paramedic Service and Interdev Technologies.

8.b. Dedicated Paediatric-Neonatal Transport Unit

10

Report from Adam Bennett, Deputy Chief - Operations, MLPS

Moved by _____

Seconded by _____

THAT the report regarding the Dedicated Paediatric-Neonatal Transport Unit be received for information.

8.c. Municipal Modernization Project - Payroll Services

12

Report from Greg Marles, Manager of IT Infrastructure & Technical Services

Moved by _____

Seconded by _____

THAT Item 8.c., 8.c.1 and 8.c.2 (Municipal Modernization Project - Payroll Services and Closed Session) and Item 10 (By-laws) be deferred to the end of the meeting following Committee of the Whole.

8.c.1. Closed Session

Moved by _____

Seconded by _____

THAT the next portion of the meeting be closed at ____ pm in order to consider advice that is subject to solicitor-client privilege and a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization, pursuant to subsections 239(2)(f) and (i) of the *Municipal Act, 2001*.

8.c.1.1. RFP No. ITS-01-22

Report from Wayne Meagher, County Barrister and Solicitor

Moved by _____

Seconded by _____

THAT Council resume from its Closed Session at ____ pm.

8.c.2. Rise and Report from Closed Session

Moved by _____

Seconded by _____

THAT Council approve UKG as the successful proponent of RFP ITS-01-22 – Human Capital Management; and

THAT the Warden and Clerk be authorized to sign the agreement between Middlesex County and UKG for the provision of its Human Capital Management (HCM) system and the necessary by-law be forwarded to Council for approval.

9. COUNCILLOR'S COMMENTS AND OTHER BUSINESS

10. BY-LAWS

- 10.a. #7163 - A BY-LAW to Authorize the Signing of a 911 Authority Services Agreement with Bell Canada

- 10.b. #7164 - A BY-LAW to Authorize the Signing of an Agreement for Payroll Services 29
- 10.c. #7165 - A BY-LAW to Confirm the Proceedings of the April 26, 2022 meeting of Council 30

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 Committee of the Whole at ____ pm.

11.a. DELEGATIONS / REPORTS OF COUNTY OFFICERS

- 11.a.1. Western Ontario Warden's Caucus - Workforce Strategy 31

Presentation from Kate Burns Gallagher, Executive Director, WOWC

Moved by _____

Seconded by _____

THAT the Western Ontario Warden's Caucus' presentation be received for information.

- 11.a.2. 2022 Benefits Renewal Overview 60

Presentation from John Harkins, Partner, Group Benefits, Selectpath

Moved by _____

Seconded by _____

THAT the 2022 Benefits Renewal Overview be received for information.

- 11.a.3. Audit Planning Report for the year ended December 31, 2021 70

Presentation from Ian Jeffreys, Lead Audit Engagement Partner, KPMG

Moved by _____

Seconded by _____

THAT the Audit Planning Report for 2021 be received for information.

11.a.4. Economic Development Update 90

Presentation from Cara Finn, Director of Economic Development

Moved by _____

Seconded by _____

THAT the Economic Development Q1 - 2022 Update be received for information.

11.a.5. Communications Strategy Implementation and Website Launch 115

Presentation from Marci Ivanic, Legislative Services Manager/Clerk, Paul Napigkit, Corporate Communications Assistant and Chris Bailey, Director of Information and Technology Services

Moved by _____

Seconded by _____

THAT the Communications Strategy Implementation and Website Launch presentation be received for information.

11.a.6. More Homes for Everyone Act - Provincial Changes Through Bill 109 133

Presentation by Durk Vanderwerff, Director of Planning

Moved by _____

Seconded by _____

THAT the More Homes for Everyone - Changes through Bill 109 presentation be received for information.

11.b. ACTION ITEMS

11.b.1. Proposed Plan of Condominium, Municipality of Thames Centre, File No. 39T-TC-CDM2102; Donnybrook Industrial Condominium 145

Report from Durk Vanderwerff, Director of Planning

Moved by _____

Seconded by _____

THAT the proposed Plan of Condominium (File No. 39T-TC-CDM2102) be granted draft plan approval subject to conditions and that a Notice of Decision be circulated as required by the Planning Act and that the Notice of Decision indicate that all written submissions received on the application were considered; the effect of which helped to make an informed recommendation and decision.

- 11.b.2. Tender for HVAC Capital Budget Project 164

Report from Brent Kerwin, Strathmere Lodge Administrator

Moved by _____

Seconded by _____

THAT the bid submitted by Linde Mechanical for the Strathmere Lodge HVAC Upgrade project be accepted.

11.c. CORRESPONDENCE AND INFORMATION ITEMS

- 11.c.1. Electronic Payments - March 2022 168

Moved by _____

Seconded by _____

THAT Item 11.c.1 be received for information.

- 11.c.2. Invest in Middlesex Spring Issue - April 2022 172

- 11.c.3. Middlesex County Communications Strategy - April 2022 176

- 11.c.4. Strathmere Lodge Census Report for March 2022 209

Report from Brent Kerwin, Strathmere Lodge Administrator

- 11.c.5. Benefit Renewal for April 2022 to March 2023 211

Jessica P. Ngai, Director of Human Resources

- 11.c.6. Letter from MMAH re: Work Deployment Measures for Municipalities - April 6, 2022 213

- 11.c.7. Middlesex-London Board of Health Meeting Update - March 17, 2022 215

- 11.c.8. Trustee Determination and Distribution - LDCSB 217

11.c.9.	Letter from MMAH re: More Homes for Everyone Plan - March 31, 2022	224
11.c.10.	The Growth of London Outside of London: The Increasing Share of Housing Construction Occurring Outside of the City Limits	225
11.c.11.	Letter from TVDSB re: Trustee Determination and Distribution - April 1, 2022	278
11.c.12.	AMO Policy Updates - March 30, April 4, April 8 and April 11, 2022	279
11.c.13.	2022 Senior of the Year Award Nominations	295
11.c.14.	Proposed Letter to Minister of Education re: TVDSB Board of Trustees from Rural Education Task Force (Receive and consider support)	296
11.c.15.	Determination and Distribution Report - TVDSB	311
11.c.16.	Trustee Determination and Distribution - Conseil scolaire Viamonde Moved by _____ Seconded by _____ THAT Items 11.c.2 to 11.c.16 be received for information.	315

12. INQUIRIES

13. NEW BUSINESS

- 13.a. Next Meetings
- May 10, 2022
- May 24, 2022
- June 14, 2022
- June 28, 2022

14. ANNOUNCEMENTS

- 14.a. Middlesex Municipal Day - Thursday, May 12, 2022

- 14.b. Middlesex County Warden's Charity Golf Tournament - Thursday, June 23, 2022

Moved by _____

Seconded by _____

THAT Council rise from Committee of the Whole 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

Moved by _____

Seconded by _____

That the meeting adjourn at ____pm.

MIDDLESEX COUNTY COUNCIL
MINUTES

Tuesday, April 5, 2022, 1:00 PM
Middlesex County Building
399 Ridout Street North, London

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.

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

None.

3. BUSINESS ARISING FROM THE MINUTES

None.

4. MINUTES

4.a Minutes of the March 22, 2022 meeting of County Council

Moved by Councillor Richards
Seconded by Councillor Mayhew

THAT the Minutes of the March 22, 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 March 22, 2022 meeting.

Carried

4.b Closed Minutes of the March 22, 2022 meeting of County Council

Moved by Councillor Vanderheyden

Seconded by Councillor DeViet

THAT the Closed Meeting Minutes of the March 22, 2022 meeting of County Council be approved as presented.

Carried

5. DEPUTATIONS

6. ENQUIRIES OR NOTICES OF MOTION

Councillor Smith provided Notice of his intention to make the following motion at the April 26, 2022 meeting of Council:

THAT the County Engineer prepare a draft Crosswalk Art Policy for Council's consideration and approval at the May 10, 2022 meeting of Council that supports the Strategic Focus of Cultivating Community Vitality to advance a diverse, healthy, and engaging community across Middlesex County.

The County Clerk was provided with the Notice of Motion in writing.

7. REPORTS

None.

8. NEW BUSINESS

8.a 2022 Borrowing By-law

Report from Cindy Howard, General Manager of Finance and Community Services, County Treasurer, Deputy CAO.

Moved by Councillor Mayhew

Seconded by Councillor Cornelissen

THAT the necessary borrowing by-law for 2022 authorizing the borrowing of funds with a maximum limit of \$2,000,000 at any one time be presented to County Council for approval.

Carried

9. COUNCILLOR'S COMMENTS AND OTHER BUSINESS

None.

10. BY-LAWS

10.a #7160 - A BY-LAW to Authorize the Borrowing of Sums in 2022

10.b #7161 - A BY-LAW to Authorize a Collective Agreement with CUPE Local 101.5

10.c #7162 - A BY-LAW to Confirm the Proceedings of the April 5, 2022 meeting of County Council

Moved by Councillor Smith

Seconded by Councillor Elliott

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

Carried

Moved by Councillor Burghardt-Jesson

Seconded by Councillor Richards

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

Carried

11. COMMITTEE OF THE WHOLE

Moved by Councillor DeViet

Seconded by Councillor Vanderheyden

THAT the Committee of the Whole convene at 1:05 pm.

11.a DELEGATIONS / REPORTS OF COUNTY OFFICERS

11.a.1 ITS Server and Storage Infrastructure Replacement

Report from Chris Bailey, Director of ITS

Moved by Councillor Ropp

Seconded by Councillor Elliott

THAT the report be received as information relating to the purchase of replacement ITS Server and Storage Infrastructure.

Carried

11.b ACTION ITEMS

11.b.1 Proposed Plan of Subdivision, Municipality of Thames Centre, File No. 39T-TC2001, Vista Wood Estates Inc.

Report from Durk Vanderwerff, Director of Planning and Development

Moved by Councillor Vanderheyden

Seconded by Councillor Elliott

That the proposed Plan of Subdivision (File No. 39T-TC2001) be granted draft plan approval subject to conditions and that a Notice of Decision be circulated as required by the Planning Act and that the Notice of Decision indicate that all written and oral submissions received on the application were considered; the effect of which helped to make an informed recommendation and decision.

Carried

11.b.2 911 Agreement

Report from Chris Traini, GM Infrastructure, Deputy CAO, County Engineer

Moved by Councillor Richards

Seconded by Councillor Brennan

THAT the Warden and Clerk be authorized to sign the agreement between Middlesex County and Bell Canada for the provision of Next Generation 9-1-1 Services and that the necessary by-law be prepared and forwarded to Council.

Carried

11.c CORRESPONDENCE AND INFORMATION ITEMS

11.c.1 General Administration Payables - February 25 - March 28, 2022

11.c.2 Economic Development Payables - February 25 - March 28, 2022

- 11.c.3 ITS Payables - February 25 - March 28, 2022
- 11.c.4 Library Payables - January 28 - March 28, 2022
- 11.c.5 MLPS Payables - February 25 - March 28, 2022
- 11.c.6 Planning Payables - February 25 - March 28, 2022
- 11.c.7 Roads Payables - February 25 - March 28, 2022
- 11.c.8 Social Services Payables - February 25 - March 28, 2022
- 11.c.9 Strathmere Lodge Payables - February 25 - March 28, 2022

Moved by Councillor DeViet
Seconded by Councillor Elliott

THAT Items 11.c.1 to 11.c.9 be received for information.

Carried

- 11.c.10 AMO Policy Update - March 28, 2022
- 11.c.11 Notice of Passing Development Charges By-law - Municipality of Thames Centre
- 11.c.12 Strathmere Lodge Census Report for February 2022
- 11.c.13 AMO Policy Update - March 22, 2022
- 11.c.14 AMO Policy Update - March 16, 2022
- 11.c.15 2022 Annual Repayment Limit
- 11.c.16 Minutes of the March 22, 2022 meeting of the Middlesex County Library Board

Moved by Councillor Burghardt-Jesson
Seconded by Councillor Elliott

THAT Items 11.c.10 to 11.c.16 be received for information.

Carried

12. INQUIRIES

None.

13. NEW BUSINESS

None.

14. ANNOUNCEMENTS

14.a Middlesex Day 2022, Thursday, May 12, 2022 - Save the Date

14.b 2022 Middlesex County Warden's Charity Golf Tournament - Thursday,
June 23, 2022

Moved by Councillor Elliott

Seconded by Councillor Smith

THAT Committee of the Whole rise at 1:21 pm.

Carried

15. ADJOURNMENT

Moved by Councillor Ropp

Seconded by Councillor Richards

That the meeting adjourn at 1:21 pm.

Carried

Marci Ivanic, County Clerk

Alison Warwick, Warden



399 Ridout Street North, London, Ontario, N6A 2P1
519-434-7321

April 5, 2022

To the Members of County Council

Re: Motion to prepare Crosswalk Art Policy

At the Tuesday, April 5, 2022 Meeting of Middlesex County Council, I provided a Notice of Motion, in accordance with section 11 of by-law #5968, with respect to the following motion:

THAT the County Engineer prepare a draft Crosswalk Art Policy for Council's consideration and approval at the May 10, 2022 meeting of Council that supports the Strategic Focus of Cultivating Community Vitality to advance a diverse, healthy, and engaging community across Middlesex County.

The County Clerk was provided with the Notice of Motion in writing.

I respectfully request your support of this motion.

A handwritten signature in black ink, appearing to read "K Smith". The signature is fluid and cursive, with the first letter of the last name being a large, stylized "S".

Council Kurtis Smith

Meeting Date: April 26, 2022
Submitted by: Neal Roberts, Chief, Middlesex-London Paramedic Service
SUBJECT: Electronic Patient Care Record Solution Contract

BACKGROUND:

With every paramedic action and patient encounter, paramedics are required to complete an ambulance call report, also referred to as an electronic patient care record (ePCR). The ambulance call report is of paramount importance as not only does it capture key medical information and findings from initial assessments but records the treatments given by paramedics and the results of those treatments. The Ministry of Health regulates the standards for ambulance call reports and maintains strict guidelines to their completion and storage.

On August 16, 2021, Middlesex-London Paramedic Service issued a request for proposal (RFP) seeking a software solution for electronic patient care records. Middlesex-London Paramedic Service completed a fair and thorough evaluation, and the process has identified Interdev Technologies as the successful proponent.

On September 28, 2021, Middlesex County Council authorized and direct the Chief of Middlesex-London Paramedic Service to negotiate a contract and present it to County Council.

ANALYSIS:

At the direction of Middlesex County Council, the Chief of Middlesex-London Paramedic Service began these negotiations with Interdev Technologies. Middlesex County Legal was engaged in all steps of this process.

During this time there were several challenges that arose leading to the delay in the finalization of this contract. During the early stages of negotiations there were minor changes that were required by both parties which were completed but this process protracted due to the ongoing pandemic and staffing issues created at Interdev Technologies due to the advancing Omicron variant.

Prior to the final agreement being reached, Interdev Technologies was acquired by an ESO (another electronic patient care record solution provider). Middlesex-London Paramedic Service, along with Middlesex County Legal met with the new ESO leadership and continued to the negotiations of this contract ensuring that it fell within the parameters of the RFP from Interdev Technologies and that all conditions agreed to in the RFP would be met and upheld as outlined within the RFP.

The contract is now complete.

FINANCIAL IMPLICATIONS:

There are no additional financial implications as the contract is aligned with the previous report that Middlesex County Council approved.

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus, Goals, or Objectives: Promoting Service Excellence in that Middlesex-London Paramedic Service is ensuring the continuation of the delivery of high-performance paramedic services.

RECOMMENDATION:

THAT Middlesex County Council direct the Chief of Middlesex-London Paramedic Service to execute the contract between Middlesex-London Paramedic Service and Interdev Technologies.

Meeting Date: April 19, 2022

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

SUBJECT: Dedicated Paediatric-Neonatal Transport Unit

BACKGROUND:

In June of 2019 Middlesex-London Paramedic Service received funding from the Province of Ontario to directly fund a specialized unit for the purpose of transporting critically ill paediatric and neonatal patients. This unit is staffed by Middlesex-London Paramedic Service paramedics and a Children's Hospital of Western Ontario specialty transport team.

In May of 2020 Middlesex-London Paramedic Service presented a business case to the Ministry of Health for increase funding for this dedicated unit. Middlesex-London Paramedic Service received this increased funding from the Province of Ontario which allowed the dedicated unit to be staffed 24 hours per day, 7 days per week.

ANALYSIS:

A review of the Dedicated Paediatric-Neonatal Transport unit for the period of March 1, 2021 – March 31, 2022, was completed to provide Middlesex County Council with an update on this service.

Over the course of the past year, the dedicated Paediatric-Neonatal Transport Unit responded to 854 calls. This equates to an average of 2.3 calls per day. Each call took on average 2 hours and 29 minutes to complete.

Over the course of the year, the dedicated Paediatric-Neonatal Transport Unit travelled a total of 98,310 kilometers while specifically engaged on calls for this specialty team.

Throughout the year, the dedicated Paediatric-Neonatal Transport Unit was called to respond twice in the 911 system. Over the course of this same period there were 23 instances in which calls for the specialty transport team were stacked and dispatched simultaneously which required Middlesex-London Paramedic Service to service the call with a unit from the 911 system.

Statistical Overview March 1, 2021 – March 31, 2022:

- 854 calls completed by dedicated Paediatric-Neonatal Transport Unit
- Average of 2.3 calls per day
- Average length of call is 2 hours 29 minutes
- 2 calls completed in the 911 system by the dedicated Paediatric-Neonatal Transport Unit
- 98,310.97 km driven (1, 519 hours engaged in driving)

Since its inception, this initiative has been extremely successful and provided a tremendous service to some of the most vulnerable and critical citizens of Middlesex County and Southwestern Ontario.

FINANCIAL IMPLICATIONS:

This unit is funded 100 percent by the Province of Ontario.

ALIGNMENT WITH STRATEGIC FOCUS:

This report aligns with the following Strategic Focus, Goals, or Objectives: Promoting Service Excellence in that Middlesex-London Paramedic Service is ensuring the continuation of the delivery of high-performance paramedic services.

RECOMMENDATION:

THAT the report regarding the Dedicated Paediatric-Neonatal Transport Unit be received for information.



County Council

Meeting Date: April 26, 2022
Submitted by: Greg Marles, Manager of IT Infrastructure & Technical Services
SUBJECT: MUNICIPAL MODERNIZATION PROJECT – PAYROLL SERVICES

BACKGROUND:

The Corporation of the County of Middlesex (the “County”) and local municipalities across Middlesex County provide Payroll, Human Resources, and Time and Attendance services to its staff through a variety of aging disconnected systems.

In March of 2019, the Province announced a one-time investment for small and rural municipalities to improve service delivery and efficiency. This resulted in a one-time transfer of unconditional modernization funding dollars to 405 of Ontario’s municipalities. Utilizing funds received under this program, the County and seven local municipalities in the geography of Middlesex County engaged Optimus SBR in an independent review of existing Payroll Delivery Systems across Middlesex County.

Based on these review findings, the County and participating municipalities applied for and received Provincial funding in the amount of \$487,500 under a second intake of the Modernization Program to be used for the implementation of a solution which addresses the common elements identified by Optimus SBR, including manual processes, staff experiences, technology, and resource constraints.

The combination of the various systems which facilitate and support Payroll, HR, Time and Attendance and Scheduling into a unified system is commonly referred to as a Human Capital Management (HCM) system. A joint request for proposal (RFP) was developed by the County and participating municipalities to identify and procure an HCM solution capable of addressing the existing requirements of the County and participating municipalities, and to provide additional functionality currently lacking in incumbent systems.

The RFP numbered ITS-01-22 was posted to Middlesex County’s Bids and Tenders on March 17, 2022, with a closing date for submissions on April 11, 2022.

ANALYSIS:

Through the RFP process, a number of proposals were received and reviewed by an evaluation committee consisting of staff from Middlesex County and local municipalities. Proposals were rated pursuant to the Rated Requirements Evaluation Criteria and Methodology, as set out in the RFP to establish the highest-scoring proposal that represents the best overall value. The evaluation criteria included strength of additional services, proposed pricing model, implementation plan, data retention and security, and experience and qualifications. This determined the three highest ranked proposals, which were then evaluated through a demonstration and interview process to confirm software operated as set out in proposals, and measure workflow process improvements.

The RFP sought proposals for five years of service to be provided to the Corporation of the County of Middlesex, with three years of service to be provided to each participating local municipality, with the ability for each participating local municipality to acquire services for an additional two years.

As a result of the evaluation process, the evaluation committee ranked UKG as the highest scoring respondent. UKG's proposal provides comprehensive solutions for the elements raised by Optimus SBR, while introducing functionality including:

- Advanced Reporting and Analytics Engine
- Employee Self Service through a web-based portal and mobile applications
- Compatibility with existing systems to ensure a smooth migration process
- Synchronization of records across all software components (HR, Payroll, Time and Attendance, Scheduling)

Additionally, UKG's proposed solution aligns with the Middlesex County Strategic Plan, as it modernizes existing systems, and fosters the collaborative process between Middlesex County and the local municipalities participating in this RFP.

Provincial funding and reserved modernization funds will cover implementation plus two years of licensing, with future licensing fees being included in the annual budget.

Intake 2 of the Municipal Modernization Program Implementation Stream requires substantial completion of projects and final reporting no later than September 22, 2022.

ALIGNMENT WITH STRATEGIC FOCUS:

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

Strategic Focus	Goals	Objectives
Promoting Service Excellence	Innovate and transform municipal service delivery	<ul style="list-style-type: none">• Anticipate and align municipal service delivery to emerging needs and expectations• Engage, educate and inform residents, businesses, and visitors of county services and community activities• Strengthen our advocacy and lobbying efforts with other government bodies• Collaborate with strategic partners to leverage available resources and opportunities• Build organizational capacity and capabilities

RECOMMENDATION:

THAT Council approve UKG as the successful proponent of RFP ITS-01-22 – Human Capital Management; and

THAT the Warden and Clerk be authorized to sign the agreement between Middlesex County and UKG for the provision of its Human Capital Management (HCM) system and the necessary by-law be forwarded to Council for approval.

Attachments



The Ultimate Software Group of Canada, Inc. Master Services Agreement

This Master Services Agreement (this "Agreement") is entered into by The Ultimate Software Group of Canada, Inc., a UKG company, ("UKG") and Middlesex County ("Customer" or "County") effective as of the date of last signature ("Effective Date"). "Party (ies)" means UKG or Customer, or both of them as the context dictates.

- A. Middlesex County, being a county in Ontario as defined by the *Municipal Act, 2001*, S.O. 2001 ("**Municipal Act**"), operates in accordance with an upper-tier and lower-tier structure;
- B. The Corporation of the County of Middlesex is a municipal corporation and upper-tier municipality in the province of Ontario, as defined by the *Municipal Act*, complete with divisions, local boards and municipal service boards (as defined by the *Municipal Act*) which provide services to its residents and regional service areas on its behalf;
- C. The County sought potential opportunities for itself, together with some of its interested lower-tier municipalities, to implement a modernized human resources information system, payroll & time attendance software across Middlesex County both to modernize and promote synergies between the municipal corporations in Middlesex County (**the "Project"**);
- D. The County secured funding from the Province of Ontario's Modernization Program to pay for a portion of costs for the implementation and maintenance of a modernized human resources information system, payroll & time attendance software for itself, inclusive of all County Divisions (as defined herein) and its participating Local Municipality Participants (as defined herein)(hereinafter collectively referred to as the "**County Funding**");
- E. For the purposes of this Agreement, the County's Divisions include without limitation, all County departments and employees providing services on behalf of the County, all County administration, the Strathmere Lodge home for the aged, the Middlesex County Library, and the Middlesex-London Emergency Medical Services Authority o/a the Middlesex-London Paramedic Service (hereinafter collectively referred to as the "**County Divisions**");
- F. For the purposes of this Agreement, the County's Local Municipality Participants include the following five (5) municipal corporations located in the geography of Middlesex County, which are lower-tier municipalities in the Province of Ontario as defined by the *Municipal Act*:
- Township of Adelaide Metcalfe;
 - Township of Lucan Biddulph;
 - Municipality of Southwest Middlesex;
 - Municipality of Strathroy-Caradoc; and
 - Municipality of Thames Centre; (hereinafter collectively referred to collectively as the "**Local Municipality Participants**" and each of which are Affiliates as defined herein).
- G. Each of the Local Municipality Participants agreed with the County through their respective Chief Administrative Officers or Administrators to participate in the Project as a co-operative purchasing opportunity administered by the County;
- H. In furtherance of the Project, the County issued Request for Proposal No. ITS-01-22 (the "RFP"), which sought proposals to:
- provide the Services (as defined herein) to the County for a total of five (5) years
 - provide the Services to each of the Local Municipality Participants (as defined herein) for three (3) years; and
 - provide an extension of services option at the election of each Local Municipality Participant following three (3) years from the Billing Start Date and at the time the County Funding is exhausted, to extend the licencing, use, support and maintenance of the Software in each of the electing participating lower-tier municipalities for an additional two (2) years at the Subscription Fee as set forth in the Order for the applicable Applications.
- I. Integral purposes of the Project are to:
- allow access and use of the Software for the upper-tier County for five (5) years
 - use the County Funding (as defined herein) to pay for the implementation and operation of Software for three (3) years for both the County and Local Municipality Participants
 - for the co-operative purchasing opportunity to establish available pricing for a full five (5) years to both the County and the Local Municipality Participants which but for the County co-operative purchasing opportunity, would be unavailable if the municipalities acted separately.
 - the County Funding will be used to pay for three (3) years of the Services (as defined herein) to the County, inclusive of all County Divisions, and the Local Municipality Participants, which will exhaust the County Funding; The County will pay for two (2) additional years of Services to the County, inclusive of all County Divisions in accordance with invoices from UKG; and The Local Municipal Participants may exercise the local services extension option;

J. UKG responded to the RFP with a proposal (the "Proposal");
NL MSA Canada v9.21



K. The RFP Evaluation Committee made a recommendation that County Council, as its sole and absolute discretion, consider entering into a potential contract for UKG to provide the Software for the Project;

L. County Council passed a resolution and by-law on April 26, 2022 to enter into this Agreement.

M. UKG is engaged in the business of providing software, support and Software as a Service ("SaaS") type services, and Customer wishes to use the Services as set forth in an Order on a subscription basis.

NOW, THEREFORE, in consideration of the mutual covenants, terms and conditions set out herein and in the Exhibits, the Parties agree as follows:

1. Definitions

Affiliate - means any other person or entity which, whether directly or indirectly, Controls, is Controlled by or is under common Control with such party. "Control" means the ownership, directly or indirectly, of more than 50% of the voting shares of an entity, or otherwise the possession, directly or indirectly, of the power to direct or cause the direction of the management and policies of an entity. For purposes of this Agreement Affiliates of Customer shall include: Township of Adelaide Metcalfe, Township of Lucan Biddulph, Municipality of Southwest Middlesex, Municipality of Strathroy-Caradoc, and the Municipality of Thames Centre collectively.

Applicable Law(s) - means any applicable provisions of all laws, codes, legislative acts, regulations, ordinances, administrative rules, rules of court, and orders which govern the Party's respective business.

Application(s) - means those UKG software application programs set forth on an Order which are made accessible for Customer to use under the terms of this Agreement and the Order.

Billing Start Date – as set forth in an Order.

Customer Data – all non-public information, including without limitation, personally identifiable information, which Customer inputs into the Applications and all intellectual property rights thereto.

Documentation - means the published online specifications for the Applications, such as user manuals and administrator guides.

Initial Term - means the initial term of the Services or other service as identified on an Order.

Order - means an order form mutually agreed upon and signed by UKG and Customer setting forth, among other things, the offerings ordered by Customer and to be provided by UKG and the fees to be paid by Customer.

Renewal Term - means the renewal term of the Services as identified on the Order.

SaaS Services - Consist of providing the necessary network infrastructure, computer hardware, third party software, database administration services and connectivity point at the SaaS Site.

SaaS Site - Location for the necessary software and hardware to provide the SaaS Services.

Services - The Applications, support and SaaS Services on a subscription basis as set forth in an Order.

Software – means any software, files, data, code, intellectual property, etc. that UKG provides as part of providing a modernized human resources information system, payroll & time attendance software to the County, including all of its County Divisions, and any Local Municipal Participant.

Taxes - means all applicable taxes relating to the goods and services provided by UKG hereunder, including all duties and country, federal, state, provincial or local taxes (including GST or VAT if applicable) but excluding taxes on UKG's income or business privilege.

2. Billing

2.1 Customer agrees to pay UKG for all subscription fees, Launch fees, consulting services fees or other fees plus Taxes and UKG will invoice the fees as indicated on an Order. Unless otherwise agreed to on an Order, fees shall be invoiced as incurred. For each Order, the billing period of the fees will start as set forth in an Order and will continue for the time period indicated as the Initial Term on the Order. Customer will pay the fees on the payment terms and in the currency indicated on the Order via ACH or mail, or as otherwise set forth in an Order. Unless expressly provided in this Agreement, Customer payments are non-refundable. Unless Customer has provided UKG with valid evidence of tax-exemption, Customer is responsible for all applicable Taxes related to the Services and other items set forth on the Order.



2.2 All undisputed invoices and expense reimbursements are due within thirty (30) days of Customer's receipt of invoice. All disputes regarding invoices shall be made by Customer in good faith within thirty (30) days of Customer's receipt of invoice. All undisputed invoices and expense reimbursements not paid within thirty (30) days after the date such amounts are due and payable shall bear interest at a rate of one and one half percent (1.5%) per month.

2.3 UKG may utilize a script, program, sequence of instructions or functional equivalent to determine an accurate number of personnel using or having access to the Applications. The results of, and information obtained from, the electronic analysis shall be subject to the Confidential Information section outlined in this Agreement

2.4 UKG may increase the fees as set forth in an Order. The increased fees will be set forth in the applicable invoice.

2.5 UKG will provide the Services to Customer during the entire Initial Term and each Renewal Term. Customer will pay for the Services for the entire Initial Term and each Renewal Term.

2.6 UKG may suspend the Services if any undisputed amount that Customer owes UKG is more than thirty (30) days overdue. UKG will provide Customer with at least ten (10) days prior written notice that the Customer's account is overdue before UKG suspends the Services. Upon payment in full of all overdue amounts, UKG will promptly restore the Services.

2.7 **Travel and Expenses.** In connection with the provision of the Services hereunder, Customer agrees to pay any travel or travel-related expenses, such as airfare, lodging, meals and local transportation incurred by UKG in accordance with the then-current standard UKG travel and expense policies, which UKG will provide to Customer upon request. UKG shall invoice Customer for such travel expenses and payment thereof shall be due thirty (30) days from Customer's receipt of invoice.

3. Term, Termination and Effects of Termination

3.1 Term of an Order. The Initial Term of an Order will be as set forth in such Order. Following the Initial Term of an Order, such Order will automatically renew as set forth in the Order (each, a "Renewal Term") until such time as either party provides the other with written notice of termination; provided, however, that: (a) such notice be given no fewer than ninety (90) calendar days prior to the last day of the then-current term and (b) any such termination will be effective as of the date that would have been the first day of the next Renewal Term. This Agreement shall remain in effect as long as any Order is in effect.

3.2 Termination. If either Party materially breaches any of its duties or obligations hereunder and such breach is not cured, within thirty (30) calendar days after written notice of the breach, which such notice shall contain reasonably sufficient detail regarding the alleged breach, then the non-breaching Party may terminate the applicable Order adversely affected by such breach.

3.3 Customer is a government funded organization, and in the event of the lack of appropriation of funds to Customer from the government that results in Customer's lack of availability or adequacy of funds to utilize the SaaS Services, Customer may terminate the Agreement upon ninety (90) days prior written notice to UKG. Termination of the Agreement for this reason shall not relieve the Customer of its obligation to pay any amounts then due to UKG up to the date of termination.

3.4 In the event that UKG ceases to exist or dissolves as a corporation, this Agreement shall terminate as of the date UKG ceases operations or ceases operation as a corporation. UKG covenants to inform the County promptly as soon as it has knowledge that its dissolution or the cessation of operations is either being considered and/or has any semblance of likelihood.

3.5 Effects of Termination. Upon Customer's written request, within five (5) business days of termination of this Agreement, UKG shall provide to Customer a copy of Customer's UKG Pro Pay and People Center data in a standard structured query language "SQL" server format via secured file transfer protocol "SFTP" server or similar method at a cost of \$500.00 to be billed as incurred.

In addition, upon expiration or termination of this Agreement for any reason, UKG shall completely destroy or erase all copies of Customer's Confidential Information in UKG's possession in any form, including but not limited to electronic, hard copy or other memory device except for (i) Customer's Confidential Information contained in any backup which shall be retained for a term of up to ninety (90) days from the date of termination, or (ii) as otherwise set forth in this Agreement or in any Order.

4. Services

4.1 The Services which may be ordered under this Agreement will be detailed in an Order. Each Order will reference this Agreement, specify the type, quantity, and price of the offerings being purchased, payment terms, and be signed by the Parties. UKG may fulfill its obligations related to certain services through its Affiliates.



4.2 UKG shall provide all Services under this Agreement with the degree of care, skill and diligence normally provided in the provision and performance of such services and no less than a generally accepted industry standard. UKG acknowledges that the County are relying on UKG to ensure that the Services function in all aspects in accordance with UKG's Documentation and that all components, software, and licenses of the Software are provided in compliance with all applicable laws.

5. Proprietary Protection and Restrictions

5.1 UKG has and shall have sole and exclusive ownership of all rights, title, and interest in the Applications and all modifications and enhancements thereof (including ownership of all trade secrets copyrights, and intellectual property rights pertaining thereto). Customer is only permitted to use the Applications, for its own employees and the employees of its Affiliates and is not permitted to provide service bureau, data processing, time sharing services or to otherwise provide payroll or human resource record keeping for third parties.

5.2 To the extent that any third party software is provided herein, Customer agrees that it shall only use such software in conjunction with the Services. Customer acknowledges that it is prohibited from engaging in, causing, assisting or permitting, the reverse engineering, disassembly, translation, adaption or recompilation of the Services and any third party software and that it shall not attempt to obtain or create the source code from the object code of the Services and third party software provided to it pursuant to this Agreement, unless explicitly permitted by applicable law.

5.3 Customer acknowledges that it will not use the Services or any third party software for any illegal purpose or activity. Customer agrees to comply with Applicable Laws. Further, the specific record retention schedules established under Applicable Laws applicable to Customer are the responsibility of Customer and are not the responsibility of UKG or the services being provided under the Agreement. UKG has no responsibility or liability for maintaining or retaining said records for Customer.

5.4 UKG hereby represents and warrants to Customer that the Services will not violate the patent, copyright, or other proprietary rights of any third party.

6. Ownership and Use of UKG Intellectual Property

6.1 UKG materials and intellectual property in existence prior to this Agreement or created, developed or acquired during the term of this Agreement, including without limitation ideas, inventions, suggestions, Feedback or other information created as a result of UKG's efforts under this Agreement ("UKG Intellectual Property") are the sole and exclusive property of UKG. UKG further warrants that for the Services during the Term of this Agreement, all components and software which make up a part of the Services will be provided to the County with all applicable licenses and that any issue, claim, demand or problem with the abovementioned licenses not caused by or contributed to by Customer shall be rectified by UKG in a commercially reasonable manner and at its sole expense.

6.2 Customer may provide suggestions, comments or other feedback (collectively, "Feedback") to UKG. UKG may use Feedback for any purpose without obligation of any kind.

7. Customer Data

7.1 Customer shall retain ownership of the entire right, title and interest in and to Customer Data. No ownership rights in such materials, data and information are transferred to UKG.

7.2 UKG shall maintain reasonable administrative, physical, and technical safeguards for protection of the security, confidentiality and integrity of Customer Data as more fully set forth in Exhibit B "Data Security and Privacy".

8. Product Support Services

8.1 UKG shall maintain a product-trained and knowledgeable staff capable of rendering the Services set forth in an Order. UKG will use all reasonable diligence to correct verifiable and reproducible errors when reported to UKG.

8.2 UKG Product Support Services include (i) customer phone, email, and online support 24 hours a day/7 days a week, (ii) a designated account manager available between normal business hours (8:30 am to 5:30 pm Customer's time zone Monday through Friday), (iii) periodic enhancements and modifications to the Applications furnished by UKG, and (iv) federal, state, provincial and local tax payroll updates.

9. Assignment

Except as set forth below, neither Party shall delegate or assign this Agreement or its rights or duties hereunder without the prior written consent of the other Party. Any purported delegation or assignment in violation of this Section will be void. Notwithstanding the above, either Party may, without the consent of the other, but with prior written notice, delegate or assign any and all of its rights and obligations hereunder to: (a) such party's Parent company or Affiliate or (b) any company that succeeds to substantially acquire all of a Party's business, provided, however that such delegee/assignee/successor as to Customer after the transfer or assignment, is similar in size and nature to Customer.

10. Force Majeure

NL MSA Canada v9.21



UKG shall not be liable for any delays in the performance of any of its obligations hereunder due to causes beyond its reasonable control, including, but not limited to, fire, epidemic or pandemic of contagious disease, strike, war, riots, acts of civil or military, judicial actions, acts of God, or any other casualty or natural calamity.

11. Confidential Information

11.1 Except as otherwise permitted under this Agreement, UKG and Customer will not knowingly disclose to any third party or make use of any Confidential Information during the term of this Agreement and for five (5) years thereafter, except for trade secrets which shall be held in confidence for so long as same constitutes a trade secret under Applicable Laws. For purposes of this Agreement, "Confidential Information" will mean non-public information of a Party to this Agreement, including Customer Data. In addition to the foregoing, the Parties agree to not, in any fashion, form or manner, either directly or indirectly, divulge, disclose or communicate to any person, firm, or corporation in any manner whatsoever any information of any kind, nature or description concerning any matters relating to each other's business, including, but not limited to, this Agreement, names of employees, Customer companies, its manner of operation, the nature, or descriptions of, its plans, processes or data of any other kind. Without regard to whether any or all of the foregoing matters would be confidential, the Parties hereto stipulate that as between them, the same are important, material and confidential. This Agreement shall not be deemed to prevent the disclosures of information after having received prior consent from the other Party, disclosures required by Applicable Law or a binding regulation, rule or order of a court, governmental or regulatory body having competent authority and jurisdiction over same, or disclosures to the parties' respective attorneys and accountants for legal and accounting advice. This section does not apply to information in the public domain at the time of disclosure, or which is or becomes publicly available without breach of the Agreement, or which is known to the Parties receiving it at the time of disclosure, or which is received from a third party who has not breached any agreement with the Party claiming confidentiality, or which is disclosed by the Party claiming confidentiality to third parties on a non-restricted basis. Notwithstanding anything to the contrary in this Agreement, although UKG remains responsible for the confidentiality obligations as set forth in this Agreement and for the acts of any service provider and/or sub-processor UKG retains in this regard, UKG reserves the right to have Confidential Information and/or Customer Data accessed by UKG's service providers, sub-processors and/or employees, some of whom may be outside the United States or Canada for the sole purpose of performing or upgrading services for the Customer.

11.2 Customer agrees that UKG may use sub-processors to fulfill its contractual obligations under this Agreement. The list of sub-processors that are currently engaged by UKG to carry out processing activities on Customer Data on behalf of Customer can be made available to Customer upon Customer's written request. Customer hereby authorizes the engagement as sub-processors of all entities set forth in such list. Customer further generally authorizes the engagement as sub-processors of any other third parties engaged by UKG for such purposes. The foregoing authorizations will constitute Customer's prior written consent to the subcontracting by UKG of the processing of Customer Data if such consent is required under Applicable Law.

11.3 At least thirty (30) days before any new sub-processor will carry out processing activities on Customer Data on behalf of Customer, UKG will update the applicable list and provide Customer with a mechanism to obtain notice of that update. Customer may object, on reasonable data protection grounds, to any such new sub-processor by providing notice of such objection to UKG within ten (10) days of Customer's receipt of notification of the addition of the new sub-processor by UKG. In the event UKG, in its sole discretion, is unable to forego the utilization of any such objected to new sub-processor for the processing of Customer Data or is otherwise unable to reasonably correct or remedy the Customer's objection within thirty (30) days of UKG's receipt of such objection from Customer, the Customer may terminate the impacted services upon written notice to UKG. This termination right is Customer's sole and exclusive remedy if Customer objects to any new sub-processor.

11.4 When engaging any sub-processor UKG will enter into a written agreement with the sub-processor and such written agreement with the sub-processor will require the sub-processor to (i) have appropriate technical and organizational measures to meet the requirements of applicable data protection laws, (ii) be bound to confidentiality obligations at least as restrictive as those contained in this section of this Agreement, and (iii) UKG will remain responsible for the performance of the sub-processor's processing of Customer Data and compliance with applicable data protection laws.

12. MUNICIPAL FREEDOM OF INFORMATION AND PROTECTION OF PRIVACY ACT R.S.O. 1990, C. M.56 ("MFIPPA")

12.1 On signing this Agreement, both Parties shall comply with all applicable laws, statutes, rules, and regulations respecting the collection, use and disclosure of Confidential Information, including but not limited to MFIPPA, if applicable, and each Party, will use confidential information strictly for the purposes agreed to in this Agreement.

13. STANDARD OF CARE, LIMITED WARRANTY

13.1 UKG WARRANTS THAT THE SAAS SERVICES RENDERED WILL CAUSE THE APPLICATIONS TO SUBSTANTIALLY PERFORM IN ACCORDANCE WITH THE DOCUMENTATION. IN THE EVENT OF A BREACH OF THE FOREGOING WARRANTY, AS CUSTOMER'S SOLE AND EXCLUSIVE REMEDY, UKG WILL MAKE ALL NECESSARY CORRECTIONS TO REMEDY SUCH BREACH WITHOUT ADDITIONAL COST TO THE CUSTOMER.

13.2 PROFESSIONAL SERVICES PROVIDED HEREUNDER BY UKG WILL BE PERFORMED IN A MANNER CONSISTENT WITH THE STANDARDS AND THE GENERAL CUSTOMS AND PRACTICES OF THE INDUSTRY. EXCEPT AS OTHERWISE PROVIDED FOR IN AN ORDER, CUSTOMER MUST REPORT ANY DEFICIENCIES IN THE LAUNCH OR CONSULTING SERVICES WITHIN SIXTY (60) DAYS FROM THE DATE OF COMPLETION OF SUCH LAUNCH OR CONSULTING SERVICES.



12.3 THE WARRANTIES PROVIDED IN THIS AGREEMENT ARE EXCLUSIVE AND IN LIEU OF, AND UKG DISCLAIMS AND CUSTOMER WAIVES, ALL OTHER WARRANTIES, EXPRESSED OR IMPLIED, INCLUDING, WITHOUT LIMITATION, THE IMPLIED WARRANTIES OF MERCHANTABILITY AND FITNESS FOR A PARTICULAR PURPOSE. UKG FURTHER DISCLAIMS ALL WARRANTIES AND RESPONSIBILITY FOR THIRD PARTY SOFTWARE NOT EMBEDDED IN OR REQUIRED FOR THE APPLICATION TO SUBSTANTIALLY PERFORM IN ACCORDANCE WITH THE DOCUMENTATION, WHICH SHALL BE THE SOLE OBLIGATION OF THE PROVIDER OF THE THIRD-PARTY SOFTWARE. IN THE EVENT DISCLAIMER OF WARRANTY STATEMENTS ARE DISALLOWED IN THE APPLICABLE GOVERNING JURISDICTION, SUCH EXPRESS OR IMPLIED WARRANTIES SHALL BE LIMITED IN DURATION TO THE APPLICABLE WARRANTY PERIOD (OR THE MINIMUM PERIOD REQUIRED BY THE APPLICABLE LAW).

14. LIMITATION OF LIABILITY

IN NO EVENT SHALL UKG'S LIABILITY ON ANY CLAIMS FOR DAMAGES OR CHARGES ARISING OUT OF OR CONNECTED WITH THIS AGREEMENT EXCEED THE AMOUNT OF THE SUBSCRIPTION FEE PAID BY CUSTOMER FOR THE TWELVE (12) MONTH PERIOD IMMEDIATELY PRECEDING THE CLAIM. IN NO EVENT SHALL UKG BE LIABLE FOR ANY LOST REVENUES OR LOST PROFITS, OR ANY SPECIAL, INCIDENTAL, CONSEQUENTIAL OR OTHER DAMAGES OF ANY NATURE WHATSOEVER HOWEVER ARISING, EVEN IF UKG HAS KNOWLEDGE OF THE POSSIBILITY OF SUCH DAMAGES AND WHETHER OR NOT SUCH DAMAGES ARE FORESEEABLE.

15. Indemnification

15.1 UKG agrees to indemnify, defend, and hold Customer harmless from and against any and all actions, liabilities, damages, losses, expenses, demands, suits, fines, or judgments, in each case arising from a third party (collectively "Claims"), including reasonable attorneys' fees, costs, and expenses relating thereto, to the extent that such Claims arise out of or relate to a claim that any Services infringe or misappropriate any patent, copyright, trade secret, trademark or other proprietary right, provided Customer notifies UKG in writing immediately upon notice of the Claim and cooperates fully in the defense of such claim. UKG shall have full and exclusive control of any such defense and settlement of the Claim. Notwithstanding the foregoing, however, the Claims described in this Section will be apportioned between UKG and Customer on a comparative fault basis to the extent that Claims result from the negligence, gross negligence or willful acts of Customer.

16. Entire Agreement

15.1 This Agreement, including the Exhibits, and UKG's response to Customer's Request For Proposal ("RFP") submitted on or about April 11, 2022 (UKG's response to Customer's RFP is attached hereto as Exhibit C), and as it relates to the RFP applicable to the technical specifications of the Applications only, represents the entire understanding of the Parties with respect to its subject matter, and supersedes and extinguishes all prior oral or written communications between the Parties about its subject matter. Any Customer purchase order or similar document which may be issued with this Agreement does not modify this Agreement, and in case of conflict, this Agreement shall control. No modification of this Agreement will be effective unless it is in writing and signed by each Party.

15.2 In the event that any of the terms of this Agreement is, or becomes, or is declared to be invalid or void by any court or tribunal of competent jurisdiction, such term or terms shall be null and void and shall be deemed severed from this Agreement and all the remaining terms of this Agreement shall remain in full force and effect.

15.3 The provisions of this Agreement are for the sole benefit of the Parties and they will not be construed as conferring any rights on any third party nor are there any third party beneficiaries to this Agreement.

15.4 Each Party hereby warrants and represents to the other that such Party has the full right, power and authority to enter into this Agreement and to perform such Agreement in accordance with its terms.

17. Signatures; Counterparts.

The Parties agree that any signature (including but not limited to any electronic symbol attached to, or associated with, a contract or other record and adopted by a person with the intent to sign, authenticate or accept such contract or record) hereto shall have the same legal validity and enforceability as a manually executed signature to the fullest extent permitted by applicable law, and the Parties hereby waive any objection to the contrary. This Agreement may be executed in any number of counterparts, each of which will be deemed an original, but all of which, taken together, shall constitute one and the same instrument.

18. Survival.

All provisions of this Agreement that by their nature are continuing will survive the termination of this Agreement, including those provisions which expressly survive termination of this Agreement shall also survive.

19. Publicity

The Parties agree that UKG shall be entitled to refer to the Customer as a UKG customer, including the use of Customer's name and Customer's logo, on public platforms that include but are not limited to lists of UKG's customers, and on UKG's website.

20. Governing Law

NL MSA Canada v9.21



This Agreement shall be governed by and construed in accordance with the laws of the Province of Ontario and the laws of Canada which apply therein, without regards to any conflict of law provisions. Any dispute, disagreement, controversy or claim arising out of or relating to this Agreement, shall be exclusively submitted to the courts of the Province of Ontario. The prevailing Party in any such action shall be entitled to recover its reasonable attorney's fees and costs from the non-prevailing Party. Each of the Parties hereto hereby waives any right to trial by jury in any suit or proceeding arising out of or relating to this Agreement.

21. Insurance

During the term of this Agreement, UKG shall maintain insurance coverage rated A "Excellent" by A.M. Best for the following risks in the following minimum amounts in United States Dollars:

- Comprehensive General Liability Insurance: \$2 million aggregate; \$1 million per occurrence, including \$1 million personal injury.
- Business Auto: \$1 million combined single limit bodily injury and property damage liability.
- Umbrella: \$10 million aggregate, \$10 million per occurrence.
- Workers' Compensation: as required by statute.
- Errors and Omissions (includes Cyber Liability coverage): \$10 million aggregate, \$10 million per occurrence

Upon the written request of Customer, UKG shall provide Customer with a certificate evidencing the above insurance coverage.

22. Notices

Notices will be effective when received in writing at the following addresses:

The Ultimate Software Group of Canada, Inc.
Bloor Street West, Suite 400
Toronto, Ontario M5S 1M4
Attn: General Counsel
Fax (954) 656-1006

Middlesex County
399 Ridout St N
London, ON N6A 2P1
CAN
Attn: Manager of IT Infrastructure & Technical Services
Email: gmarles@middlesex.ca
Tel: 519-434-7321 x2244

23. Status of UKG as Independent Contractor

UKG shall devote such time and effort to the performance of the services it deems necessary to satisfactorily complete the Services. UKG shall be an independent contractor in the performance of this Agreement and shall not be deemed an employee or agent of Customer for any purpose whatsoever.

Neither Party shall have power to act as an agent of the other or bind the other in any respect.

24. Workplace

If UKG is requested by Customer to provide services on Customer's premises, Customer agrees to provide UKG personnel a safe workplace whose standards are consistent with that of its own employees. Customer also agrees to provide reasonable access to its facilities and key personnel necessary for UKG to perform the services. UKG personnel will observe all safety and other applicable rules in effect at such workplace, provided that reasonable notice of the rules has been supplied to UKG and such personnel.

25. SaaS Services

UKG will provide the SaaS Services at UKG's SaaS Site. UKG reserves the right to change the location of the SaaS Site if it deems necessary. At the SaaS Site will be the hardware and software necessary to run and support the Applications from a remote location(s). Customer acknowledges that the SaaS Services may change from time to time as is required by changes to normal business conditions. It is further understood by Customer that any changes to the SaaS Services will be applicable to all UKG's customers that are utilizing SaaS Services. UKG will make best efforts to publish such changes to the SaaS Services within a reasonable time frame to the UKG portal. In any event, UKG shall make changes that are equivalent or better and will not downgrade the products or services offered to Customer as of the effective date of an Order.

25.1 UKG Responsibilities

- Provide sufficient computer infrastructure, equipment, software, network bandwidth and security within the environment to allow the Customer access to the SaaS Services.
- Maintain, monitor and administer UKG's federated services infrastructure and, upon request, configure customer instances in the federation environment for UKG Pro SSO.
- Provide connectivity for the system administration users.
- Provide Customer with release upgrade schedule for the Applications.
- Assign roles and password protection to all system administration users identified by Customer as requiring system administration rights.
- Execute nightly maintenance procedures.
- Maintain business continuity environment and process, which are tested annually
- Execute scheduled cumulative backup procedures (and restore as necessary)



- Maintain application recovery procedures with a recovery point objective of 4 hours (except for Workforce Ready which is 6 hours)
- Maintain cumulative backups pursuant to UKG's standard retention policy
- Conduct capacity planning, track application and network utilization, forecast growth and the impact on network and infrastructure and size accordingly
- Perform system maintenance and upgrades for the Applications and all third party software required to deploy the SaaS Services.
- Perform SaaS infrastructure and network infrastructure maintenance on the following schedule for the production SaaS Site:
 - Perform system daily maintenance from 3:00 a.m. EST to 5:00 a.m. EST not to exceed a maximum of five (5) hours per month, except for Workforce Dimensions which shall be performed Thursdays from 12:01 a.m. EST – 4:00 a.m. EST and Workforce Ready which shall be performed Wednesday 12:01 a.m. EST – 4:00 a.m. EST and Saturday 12:01 a.m. EST – 6:00 a.m. EST and may include general release upgrades. No additional advanced notice provided.
 - NOTE: Customer may experience intermittent connectivity during these periods or may be restricted from access during these periods.
- Perform emergency maintenance, as required, when necessary. Where possible, UKG will use commercially reasonable efforts to provide advanced notification.
- UKG will provide Customer advanced notification of the following maintenance via the support portal.
 - Perform extended release upgrade window as required three (3) times per year on either Saturday or Sunday from 2:00 a.m. EST to 8:00 a.m. EST.
 - Perform extended system maintenance as required once per year on either Saturday or Sunday from 12:01 a.m. EST to 12:00 p.m. EST.

25.2 Customer Responsibilities

- Identify the key contacts responsible for coordinating all activities related to the launch and ongoing operation of the Services.
- Provide the necessary infrastructure and/or software capabilities, network security and directory structure to establish and maintain a SAML 2.0 based single sign-on solution between Customer and UKG for UKG Pro SSO, if applicable.
- Provide UKG with a list of Customer system administration users that require access to the SaaS environment.
- Maintain Customer workstations, running a supported browser.
- Maintain Customer printer environment.
 - Note: MICR check printing requires HP compatible printers
- Maintain Internet connectivity to access SaaS Site.
- Customer shall notify UKG of events that permit changes to contractual terms, such as significant personnel growth, by providing UKG with thirty (30) days advanced written notice of its intention to use the Applications for the additional personnel so that UKG can ensure proper configuration of the Applications.
- Manage, monitor and maintain confidentiality, user security and privacy settings within the Applications for Customer's users, including, but not limited to, user identifications, password setup/change, account lockout frequency, enabling multifactor authentication, and enabling internet protocol filtering.
- Customer will be responsible to provide for the specified connectivity between the Customer's location(s) to the internet. Customer agrees that UKG will have no liability for and Customer will not be excused from any of its obligations under the Agreement as a result of the quality, speed or interruption of the communication lines from the Customer's location(s) to the internet.

26. Training

25.1 The training Services are included at no charge for the term of the Agreement and are as follows ("Training Services"):

- **Regional Classroom Training**
UKG shall provide hands-on training at an UKG regional classroom training facility, pursuant to any published UKG training schedules and availability and provide a comprehensive agenda for all product training. Training will be facilitated by a trained and knowledgeable instructor. All expenses related to training the employees of Customer at a UKG regional classroom training facility, such as transportation, hotels, meals, etc., will be the responsibility of Customer.
- **Virtual Learning Environment Training**
UKG shall provide its live, hands-on classroom training, including a comprehensive agenda and facilitation by a trained and knowledgeable instructor, delivered to Customer's personnel via the Internet. Training is intended for the following audiences:
 - Core team training to help key functional and technical users make informed solution design and configuration decisions, and to provide fundamental product knowledge.
 - Application & system administrator to prepare functional and technical super users to perform their most common tasks in the solution.
- **Self-Paced Training**



UKG shall provide self-paced product training via the Internet.

27. ENUREMENT

27.1 This Agreement enures to the benefit of and is binding upon the Parties and their respective heirs, executors, administrators, estate trustees, trustees, personal or legal representatives, successors and permitted assigns.

28. LANGUAGE

It is hereby agreed that both parties specifically require that this agreement and any notices, consents, authorizations, communications and approvals be drawn up in the English language.

Il est convenu par le présent acte que les deux parties demandent que ce contrat et tout avis, consentement, autorisation, communication et approbation soient rédigés dans la langue anglaise.

29. Exhibits: The following Exhibits which are referred to herein and annexed hereto are incorporated into and made part of this Agreement (collectively, the "Exhibits"):

Exhibit A	Service Level Agreement
Exhibit B	Data Security and Privacy
Exhibit C	UKG's Response to Customer's RFP

IN WITNESS WHEREOF, the Parties hereby confirm and agree that this Agreement is effective at the date set forth above, that the persons signing below are duly authorized to bind the Parties under this Agreement, and that all terms and conditions have been agreed to:

Middlesex County

By: _____

Name: Alison Warwick

Title: Warden

Date: April 26, 2022

Middlesex County

By: _____

Name: Marcia Ivanic

Title: Clerk

Date: April 26, 2022

The Ultimate Software Group of Canada, Inc.

By:

Name:

Title:

Date:



Exhibit A **Service Level Agreement**

1. Service Level for Production SaaS Services

UKG's service level objective is to make the Applications available a minimum of ninety nine and three quarters percent (99.75%) of the time as measured over any one month, not to include maintenance as set forth in Section 25.1. ("Availability").

2. UKG Customer Service Severity Level Summary

UKG uses three (3) levels of priority to identify and track the severity of each service request submitted and its impact on the Customer's organization as set forth in the chart below. UKG reserves the right to update the chart below to reflect adjustments to UKG's processes and to enhance UKG's responsiveness to customer needs. In any event, UKG shall make changes that are equivalent or better and will not downgrade the products or services offered to Customer as of the Effective Date of this Agreement.

Severity Level	Description	Target Response Time
High	A critical Customer issue with no available workaround where the applications cannot be accessed, or where the applications are experiencing major system degradation, and any other related factors resulting in the customer not being able to process their payroll.	One (1) business hour or immediately via Rapid Response
Medium	A serious Customer issue which impacts ability to utilize the application effectively	Two (2) business hours or immediately via Rapid Response
Low	Non-critical problem generally entailing use and usability issues or "how to" questions	Within four (4) business hours

Exhibit B

Data Security and Privacy

1. Data Governance

- a. In the course of providing the Services, UKG may collect, transfer, store and use Customer Data, as defined in the Agreement. For these purposes, Customer Data may be transferred to or made accessible to (i) UKG personnel as is required to perform the SaaS Services in accordance with the Agreement and in accordance with applicable data privacy protection laws; (ii) third parties (including, but not limited to, courts, law enforcement, or regulatory authorities), where required by law, provided UKG will provide reasonable notice to Customer prior to any such disclosure if legally permissible and (iii) to the extent Customer purchases UKG Pro Benefits Administration, PlanSource Benefits Administration, Inc. solely for the purposes of providing UKG Pro Benefits Administration hereunder and in accordance with the standard SaaS environment, security set up, and other policies and procedures of PlanSource Benefits Administration, Inc. and not those of UKG.
- b. UKG shall maintain internal company wide policies and procedures addressing the secure storage and handling of Customer Data which shall comply with generally accepted industry standards.
- c. Customer grants to UKG and its affiliates a non-exclusive, perpetual, irrevocable, worldwide license to use, sample, collect, and compile Customer Data in aggregated, de-identified form for the purposes of providing or maintenance of, improvement to, and operation of the SaaS Services or for any new or different products or services. In addition, to the extent Customer purchases UKG Pro Employee Voice, Customer grants to UKG the right to sub-license to third parties (currently, Mercer (US) Inc.) the Customer Data, which includes the employee survey responses in a de-identified form for the purposes of improvements to the questions sets and bench marking data.
- d. UKG may fulfill its obligations related to Workforce Ready or Workforce Dimensions, as applicable, through its affiliate Kronos Incorporated ("Kronos") and Kronos' affiliated companies.

2. Privacy and Compliance

UKG represents and warrants that with respect to the collection, storage, transfer, and use of Customer Data it shall comply with (i) all applicable governmental laws, rules, and regulations, including, but not limited to, the Personal Information Protection and Electronic Documents Act ("PIPEDA"), the European Union General Data Protection Regulations and the California Consumer Privacy Act ("CCPA"), if applicable, (ii) its privacy notice (available at <https://www.ultimatesoftware.com/privacy-notice>), and (iii) generally accepted industry standards, and shall only collect, store, transfer and use Customer Data if and to the extent required to perform services pursuant to the Agreement. In the event CCPA is applicable to the provision of services under this Agreement, UKG acknowledges and agrees that it is a service provider as defined under CCPA.

Customer is responsible for complying with the Acceptable Use Policy which can be found at: <https://www.ukg.com/policies/acceptable-use>. "Acceptable Use Policy" and "AUP" are interchangeable terms referring to the policy describing prohibited uses of the service as further described in the link. UKG and its third party cloud sub-processor reserve the right to review Customer's use of the service and Customer Data for AUP compliance and enforcement. If UKG discovers an AUP violation, and UKG reasonably determines that UKG must take immediate action to prevent further harm, UKG may suspend Customer's use of the service immediately without notice. In such event, UKG will contact Customer when UKG suspends the service to discuss how the violation may be remedied, so that the service may be restored as soon as possible. If UKG does not reasonably believe it needs to take immediate action, UKG will notify Customer of the AUP violation. Even if UKG doesn't notify Customer or suspend the service, Customer remains responsible for any such AUP violation. UKG will restore the service once the AUP violation is cured or as both Parties may agree.

3. Information Security Management Program

UKG shall maintain a documented, approved and implemented information security management program in accordance with generally accepted industry standard practices that include reasonable administrative, technical, and physical safeguards to protect assets and Customer Data from loss, misuse, unauthorized access, disclosure, alteration, and destruction. The information security management program will address the following areas: risk management, security policy, organization of information security, human resources security, asset management, access control, cryptography, physical and environmental security, operations security, communications security, system acquisition, development, and maintenance, supplier management, information security incident management, information security aspects of business continuity management, and compliance.

4. Data Protection

When working with Customer Data, UKG shall maintain the following:

- a. Designated security and privacy personnel and departments responsible for the development and implementation of the information security and privacy practices required by this Agreement and Applicable Law;
- b. Require background checks (including criminal) on its workforce;
- c. Implement reasonably appropriate security and privacy awareness training for all members of its workforce;
- d. Transfer and store Customer Data in an encrypted/secure manner;
- e. Shall not store Customer Data on unencrypted mobile devices or media, such as laptops, phones, USB drives, etc;
- f. Implement reasonably appropriate technical safeguards to protect Customer Data, such as firewalls, intrusions detection systems, logging and monitoring systems, access control systems and encryption;
- g. Restrict access to data, applications, systems, databases and networks to approved users with a business need/job responsibility.
- h. Reasonably timely de-provisioning, revocation or modification of user access to UKG's systems, information assets and Customer Data shall be implemented by UKG upon any change in status of employees, contractors, customers, business



partners or third parties. Any change in status is intended to include termination of employment, contract or agreement, change of employment, transfer within the organization or change in SaaS Service delivery.

- i. Maintain procedures for data retention and storage, and backup/redundancy mechanisms. UKG will test the recovery of backups at planned intervals
- j. Implement reasonable physical safeguards to restrict physical access to Confidential Information, such as restricted access requiring authentication, and appropriate environmental controls. Physical security perimeters (which may include fences, walls, barriers, guards, gates, electronic surveillance, physical authentication mechanisms, reception desks and security patrols) shall be implemented to reasonably safeguard Customer Data and UKG's relevant information systems.

5. Audit Reports and Security Assessments

- a. UKG will have, at a minimum, an annual site audit of UKG's information technology general controls including, but not limited to, information security, confidentiality and availability controls, performed by an independent third-party audit firm based on the recognized audit standard SSAE 18 SOC 1 and SOC 2 report or equivalent. UKG will make available to Customer for review, its SSAE 18 SOC 1 and SOC 2 report or equivalent after the report's publication by the independent audit firm. Customer agrees to treat such audit reports as Confidential Information under this Agreement. Any control exceptions noted in the SSAE 18 SOC 1 or SOC 2 report or equivalent will be addressed in the report with management's corrective action. With the exception of Workforce Ready, UKG maintains certification to ISO 27001 and ISO 27018 and will make the certificate of registration available to Customer upon request.
- b. UKG will have a network and application level penetration test conducted annually. This audit shall be performed by a recognized third-party audit firm engaged by UKG.
- c. Customer may also request a comprehensive due diligence package no more than once annually, which shall include a completed industry standard security and privacy due diligence questionnaire and other information on information security, privacy and compliance.

6. Disaster Recovery

- a. UKG shall have a defined and documented business continuity/disaster recovery plan for recovery services provided to the Customer.
- b. Such plan shall provide for reasonable physical protection against damage from deliberate attacks as well as natural causes and disasters.
- c. Security mechanisms and redundancies shall be implemented by UKG to reasonably protect equipment from utility service outages (e.g., power failures, network disruptions, etc.).
- d. Telecommunications equipment, cabling and relays transferring data or supporting SaaS Services shall be reasonably protected by UKG from interception or damage and designed with redundancies, alternative power source and alternative routing.
- e. Such plan shall provide for appropriate backup facilities and technology that will permit transition of the services (from the previous night's backup date), with a maximum recovery time of 24 hours from declaration of a disaster to be operational and accessible to Customer.
- f. UKG shall conduct a test of such plan each year. Customer may request the annual high level summary of the results of such test.

7. Data Breach

UKG will respond to, contain and remediate security incidents, using commercially reasonable efforts, on a 24/7 basis. UKG shall notify Customer of a Security Incident (as defined below) per Applicable Law upon becoming aware of a Security Incident involving Customer Data. A "Security Incident" is a breach of confidentiality, data integrity or a security compromise of a network or server resulting in the unauthorized access, use, transfer or acquisition of Customer Data. UKG shall inform Customer about Security Incident response activities in reasonable intervals until the Security Incident is resolved, which may include documenting and keeping Customer reasonably informed of all investigative and recovery efforts related to any such Security Incidents, including discovery, investigation and containment, recovery, use of data and experience for gap identification and process improvement, mitigation plans, and cooperation with law enforcement, if legally permissible, as reasonably appropriate.



Exhibit C
UKG's Response to Customer's RFP

CONFIDENTIAL

Provided under separate cover.

The document contains confidential, proprietary, and trade secret information belonging to UKG Inc. and its Affiliates (collectively "UKG"), which has been supplied in confidence. UKG does not consent to divulgence of the Proposal and confirms if disclosed, would prejudice its competitive position.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #7163

A BY-LAW to authorize a 911 Authority Services Agreement between the Corporation of the County of Middlesex and Bell Canada.

WHEREAS on April 26, 2022, a recommendation was adopted to approve a 911 Authority Service Agreement between the Corporation of the County of Middlesex and Bell Canada, for the period April 26, 2022 to April 26, 2032.

WHEREAS Subsection 9 of the Municipal Act, 2001 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 Subsection 5(3) of the Municipal Act, 2001 provides that a municipal power shall be exercised by by-law;

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

1. That the 911 Authority Services Agreement between the Corporation of the County of Middlesex and Bell Canada, for the period April 26, 2022 to April 26, 2032, attached as *Schedule "A"* be approved.
2. That the Warden and the Clerk be hereby authorized and directed to execute the said agreement.

PASSED IN COUNCIL this 26th day of April, 2022.

Alison Warwick, Warden

Marcia Ivanic, County Clerk

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #7164

A BY-LAW to authorize a Master Services Agreement between the Corporation of the County of Middlesex and Ultimate Software Group of Canada, Inc.

WHEREAS on April 26, 2022, a recommendation was adopted to approve a Master Services Agreement between the Corporation of the County of Middlesex and Ultimate Software Group of Canada, Inc.;

WHEREAS Subsection 9 of the Municipal Act, 2001 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 Subsection 5(3) of the Municipal Act, 2001 provides that a municipal power shall be exercised by by-law;

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

1. That the Master Services Agreement between the Corporation of the County of Middlesex and Ultimate Software Group of Canada, Inc. attached as *Schedule "A"* be approved.
2. That the Warden and the Clerk be hereby authorized and directed to execute the said agreement.

PASSED IN COUNCIL this 26th day of April, 2022.

Alison Warwick, Warden

Marcia Ivanic, County Clerk

THE CORPORATION OF THE COUNTY OF MIDDLESEX
BY-LAW #7165

A BY-LAW to confirm proceedings of the Council of The Corporation of the County of Middlesex – APRIL 26, 2022.

WHEREAS it is deemed expedient that the proceedings of the Council of The Corporation of the County of Middlesex at the APRIL 26, 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 APRIL 26, 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 APRIL 26, 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 26TH day of April, 2022.

Alison Warwick, Warden

Marcia Ivanic, County Clerk

MIDDLESEX COUNTY COUNCIL MEETING

April 26, 2022

Planning for Prosperity

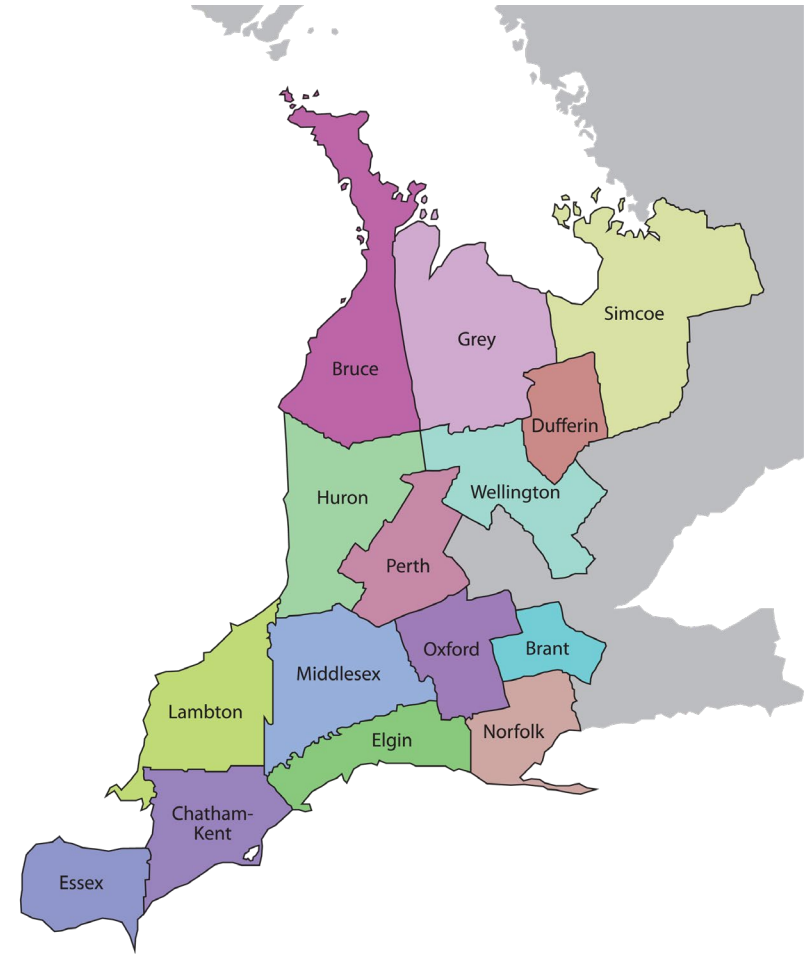
Canada 

**EMPLOYMENT
ONTARIO**

Ontario 

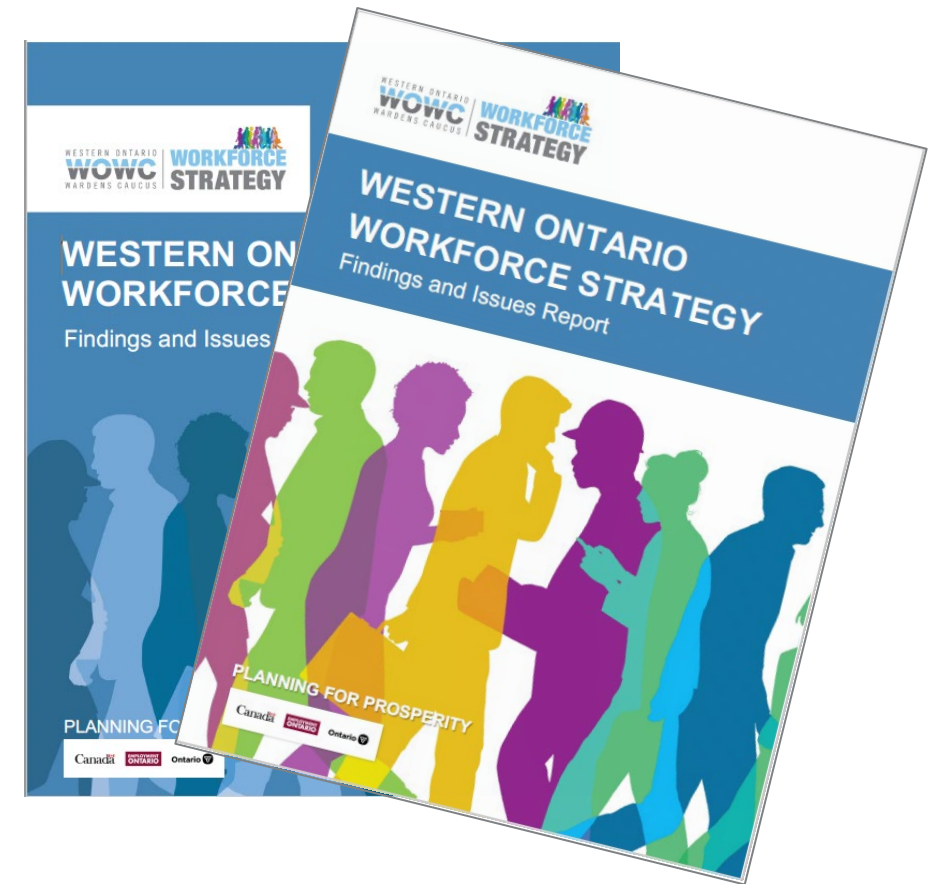
WHO IS WOWC?

- 15 Upper and Single tier municipalities
- 300 communities
- More than 3 million residents
- ½ Million square kilometers
- 90 % rural



WHY WORKFORCE DEVELOPMENT

- Growth within the 25-55 years of age segment is insufficient to meet job demands
- Need to actively attract workers to Western Ontario
- Evidence-based workforce strategy



CONSULTING TEAM



Aileen Murray B.Comm, Ec.D. (F)
Mellor Murray Consulting
Project Lead, Economic Development,
Workforce Development



David Campbell, MBA
Jupia Consultants
Economic and Demographic Analysis,
Resident Attraction



Lisa Prime, MCIP RPP LEED AP
Prime Strategy & Planning
Attainable Housing Best Practices, Policies,
Typology

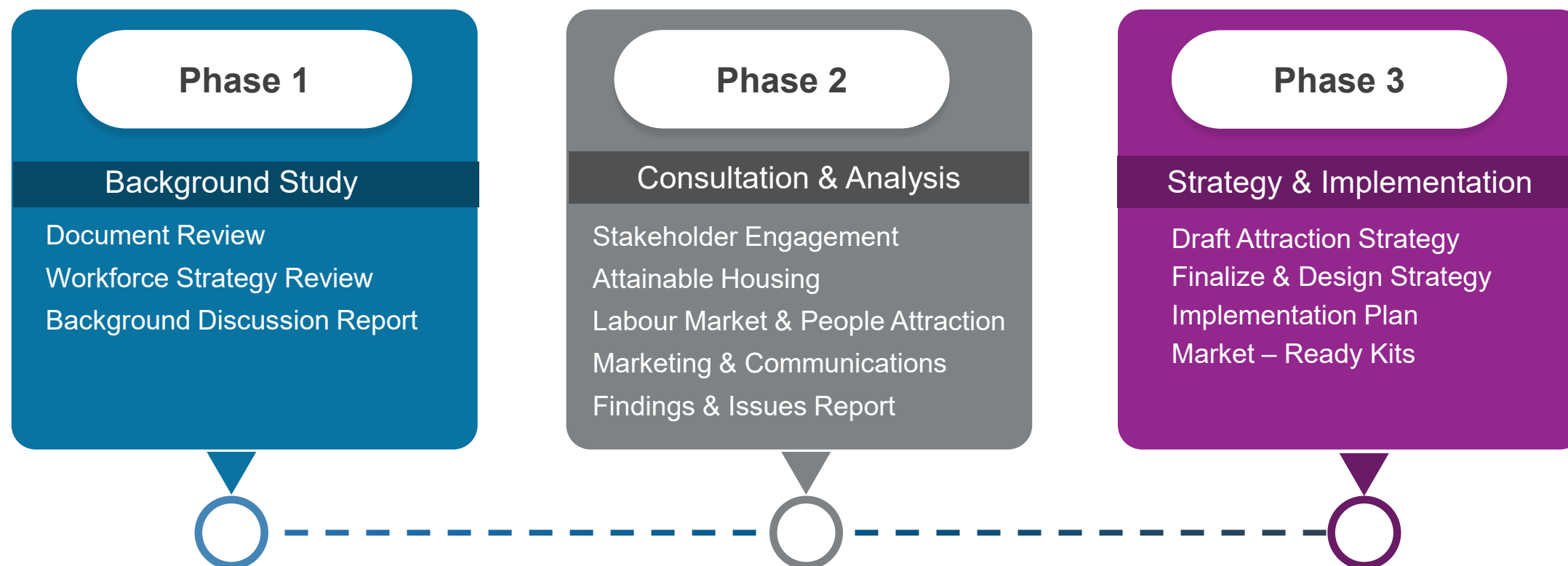


Tracy John
Amplify Marketing & Communications
Marketing Review, Market Ready Kits





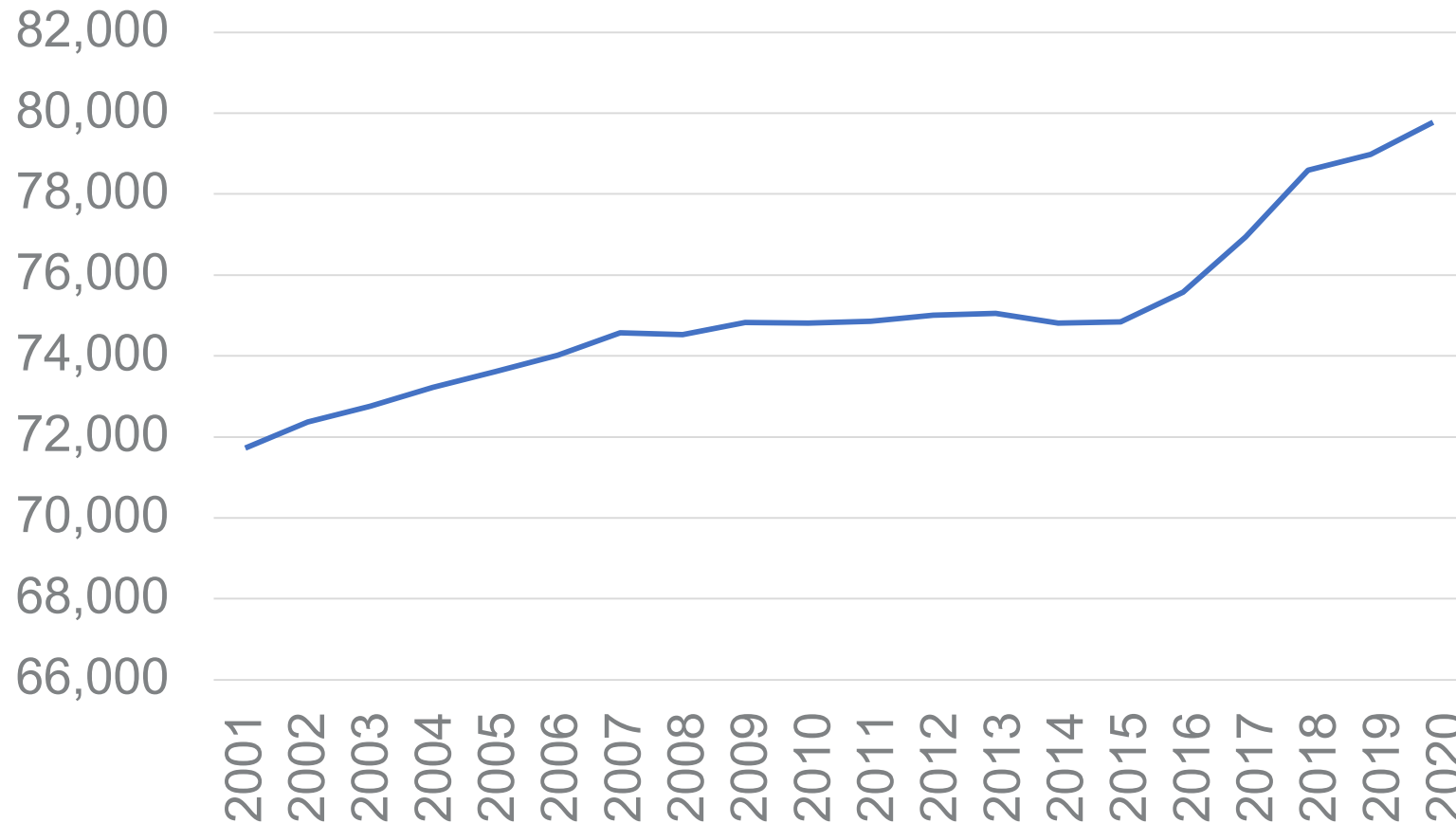
PROJECT PROCESS



DEMOGRAPHIC TRENDS: MIDDLESEX COUNTY



POPULATION GROWTH: MIDDLESEX COUNTY (EXCL. LONDON)



Population on a steady increase in past five years.

Up 7% over 5 years.
Up 7% over 10 years.

City of London population up 11% over 5 years and 15% over 10.

Median age approx. 40 (below average).

Source: Statistics Canada Table: 17-10-0139-01.



POPULATION GROWTH: MUNICIPALITIES

	2020 Population	5-year change
London (C)*	430,828	+11%
Strathroy-Caradoc (M)*	23,037	+9%
Middlesex Centre (M)*	18,558	+6%
Thames Centre (M)*	14,117	+6%
North Middlesex (M)	6,678	+3%
Southwest Middlesex (M)	6,126	+4%
Lucan Biddulph (Tp)	5,365	+12%
Adelaide-Metcalf (Tp)*	3,145	+1%
Oneida 41	1,333	+7%
Chippewas of the Thames First Nation 42	825	+10%
Newbury (V)	426	-9%
Munsee-Delaware Nation 1	171	+7%

All but one of the municipalities have been growing population in recent years.

Lucan Biddulph had the fastest growth.

There are three First Nations communities in the County.

**Part of the London CMA.*

Source: Statistics Canada Table: 17-10-0142-01



COMPONENTS OF POPULATION GROWTH

Natural population growth: Across the County as a whole, there is a slightly positive natural population growth rate (116 births per 100 deaths).

Net intraprovincial migration: London less reliant on this source of population growth but the rest of the County more so (from the Census: 5-year intraprovincial migration rate of 16%, only 9% in London).

Immigrants: There are an average of close to 3,000 immigrants settling in the County each year but most live in London (immigrants account for 10% of population outside London).

Non-permanent residents: Nearly 4,000/year total, not many live outside London.



MIDDLESEX/LONDON WORKFORCE



The City and rest of the County economy and workforce are **tightly linked**.

Nearly 5,000 Londoners commute to other municipalities in the County each day for work.

14,000 living in the County commute into London each day for work incl. 4,750 from Middlesex Centre, 2,700+ from Strathroy-Caradoc and 3,100+ from Thames Centre.

Only 21,000 Middlesex County residents live outside the London CMA (26%).



WORKFORCE CONSIDERATIONS



Middlesex County's demographic situation has been improving in recent years.

It is attracting population from elsewhere in Ontario.

Overall population has been growing.

But increasing workforce retirements will likely require even more population growth in the future.



WORKFORCE CONSIDERATIONS



We need to address both workforce replacement and growth demand in the coming years.

Middlesex County (excl. London) saw strong growth in total employment (+3,400, +13%) 2010 to 2020 EMSI

Total employment will increase by another 10% (+3,000) 2020 - 2028 EMSI

Over next decade: 6,500 needed for replacement demand and ~ 3,000 from growth demand*.

This is 60% more new workers needed compared to the past decade (2010-2020).

Where will these workers come from?

*preliminary estimate.



SECTORS WITH THE FASTEST EXPECTED GROWTH: MIDDLESEX COUNTY (2020-2028)*



- Construction



- Health care



- Manufacturing



- Personal services



- Transportation and warehousing

Source: EMSI.

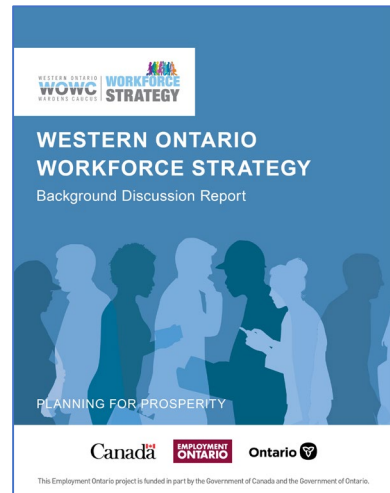


WOWC WORKFORCE STRATEGY

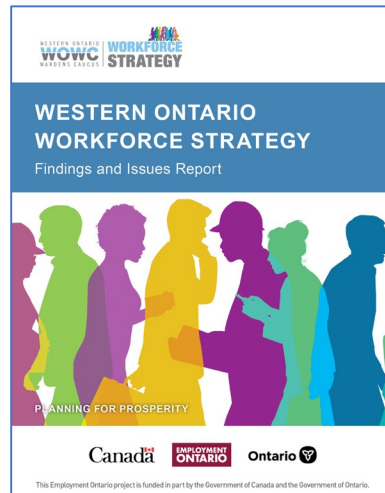




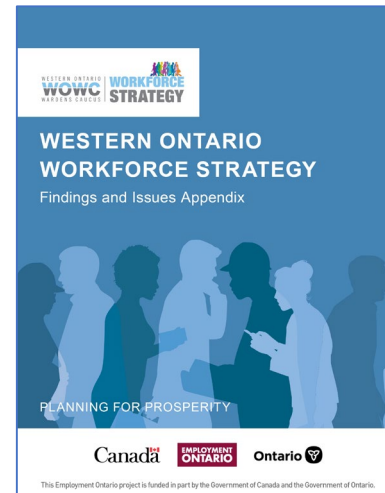
PROJECT DELIVERABLES



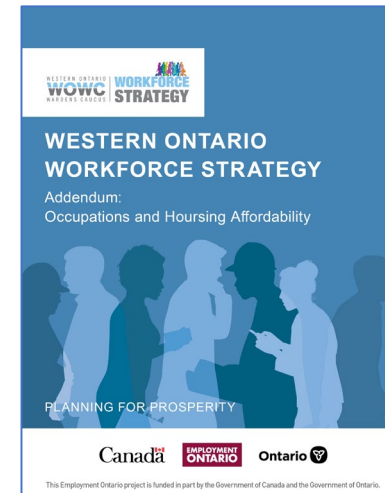
Background
Discussion Report



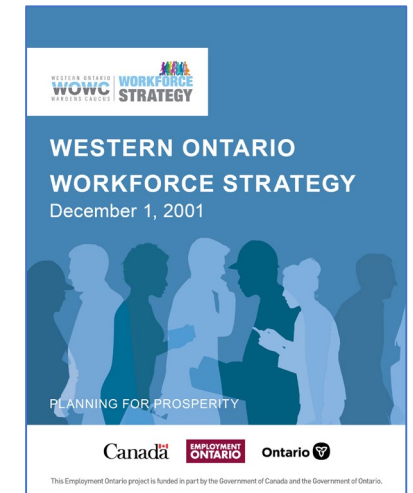
Findings & Issues
Report



Findings & Issues
Appendix



Occupations &
Housing Affordability



Workforce Strategy





VISION & MISSION

Vision

WOWC members have the **supports** and **resources** required to successfully address their workforce development needs.

Mission

To **provide** and **advocate** for regional workforce development **resources** and **supports**, **build** workforce development **capacity** and **foster collaboration** between member municipalities and other workforce stakeholders.





WOWC WORKFORCE STRATEGY

4 Goals and Objectives
14 Strategic Directions
66 Actions





STRATEGIC PILLARS



Workforce Retention & Attraction	Leveraging Existing Population	Attainable Housing	Employer Recruitment & Retention
<ul style="list-style-type: none">• Resident/workforce attraction & retention• Immigrant attraction & support• Industry specific• Welcoming environment• Municipal amenities	<ul style="list-style-type: none">• Post-secondary education• Youth• Target populations	<ul style="list-style-type: none">• Model policy• Development industry• Rental programs• Program promotion	<ul style="list-style-type: none">• Recruitment & retention support• Temporary foreign worker programs



PROJECT RESOURCES



STRATEGY PUBLICATION

- A professionally designed version of the strategy document
- Images and people from the WOWC region
- PDF format for download
- Print ready





WORKFORCE STRATEGY MICROSITE

A HUB FOR ALL WORKFORCE STRATEGY RESOURCES



[Home](#) [About](#) [Forum](#) [Resources](#) [Contact](#) [Back to Main Site](#)

The WOWC Strategy

The WOWC Workforce Strategy was created in 2021 in collaboration with the 15 single and upper tier municipalities that constitute the Western Ontario Warden's Caucus.

READ MORE

www.WorkforceStrategy.wowc.ca

PLANNING FOR PROSPERITY





WORKFORCE STRATEGY MICROSITE

A HUB FOR ALL WORKFORCE STRATEGY RESOURCES



WESTERN ONTARIO
WOWC
WARDEN'S CAUCUS

WORKFORCE
STRATEGY

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The WOWC Strategy


The WOWC Workforce Strategy was created in 2021 in collaboration with the 15 single and upper tier municipalities that constitute the Western Ontario Warden's Caucus.

LEARN MORE


WOWC Workforce Strategy: Planning for Prosperity

The WOWC Workforce Strategy portal was designed provide the information and tools to address the workforce development needs in your community. Together we can ensure the WOWC region can attract and retain the workers needed for a bright and prosperous tomorrow.


The WOWC has compiled community and regional data, best practices, and case studies from across the region and beyond. You'll also find a self-assessment tool kit and forum for WOWC member discussions and sharing.



Blog
Link



Data Centre
Link



Self Assessment
Tool Link

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WESTERN ONTARIO
WOWC
WARDEN'S CAUCUS

WORKFORCE
STRATEGY

Home About Forum Support Contact Back to Main Site

Data Centre

Access WOWC region and County demographic, economic and housing data here

Individual Municipal Members Data

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ACCESS FULL REGIONAL REPORT
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BRANT COUNTY
(excluding Brantford)

ESSEX COUNTY
(excluding the City of Windsor)

NORFOLK COUNTY
Click to learn more

BRUCE COUNTY
Click to learn more

GREY COUNTY
Click to learn more

OXFORD COUNTY
Click to learn more

CHATHAM-KENT
Click to learn more

HURON COUNTY
Click to learn more

PERTH COUNTY
(excluding Stratford and St. Marys)

DUFFERIN COUNTY
Click to learn more

LAMBTON COUNTY
Click to learn more

SIMCOE COUNTY
(excluding Barrie and Orillia)

ELGIN COUNTY
(excluding St. Thomas)

MIDDLESEX COUNTY
(excluding the City of London)

WELLINGTON COUNTY
(excluding the City of Guelph)

See below for additional information on Housing. Other reports. Aenean sollicitudin, lorem quis bibendum auctor, Proin gravida nibh vel velit auctor aliquet. Aenean sollicitudin, lorem quis

WESTERN ONTARIO
WOWC
WARDEN'S CAUCUS

WORKFORCE
STRATEGY

Home About Forum Support Contact Back to Main Site

Brant County

Demographic, Economic and Housing Trends and Projections

Brant County Individual Data Report

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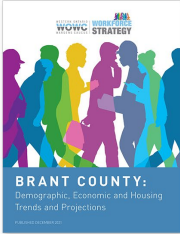
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Download the Projections Document to Learn More

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BACK TO COUNTIES

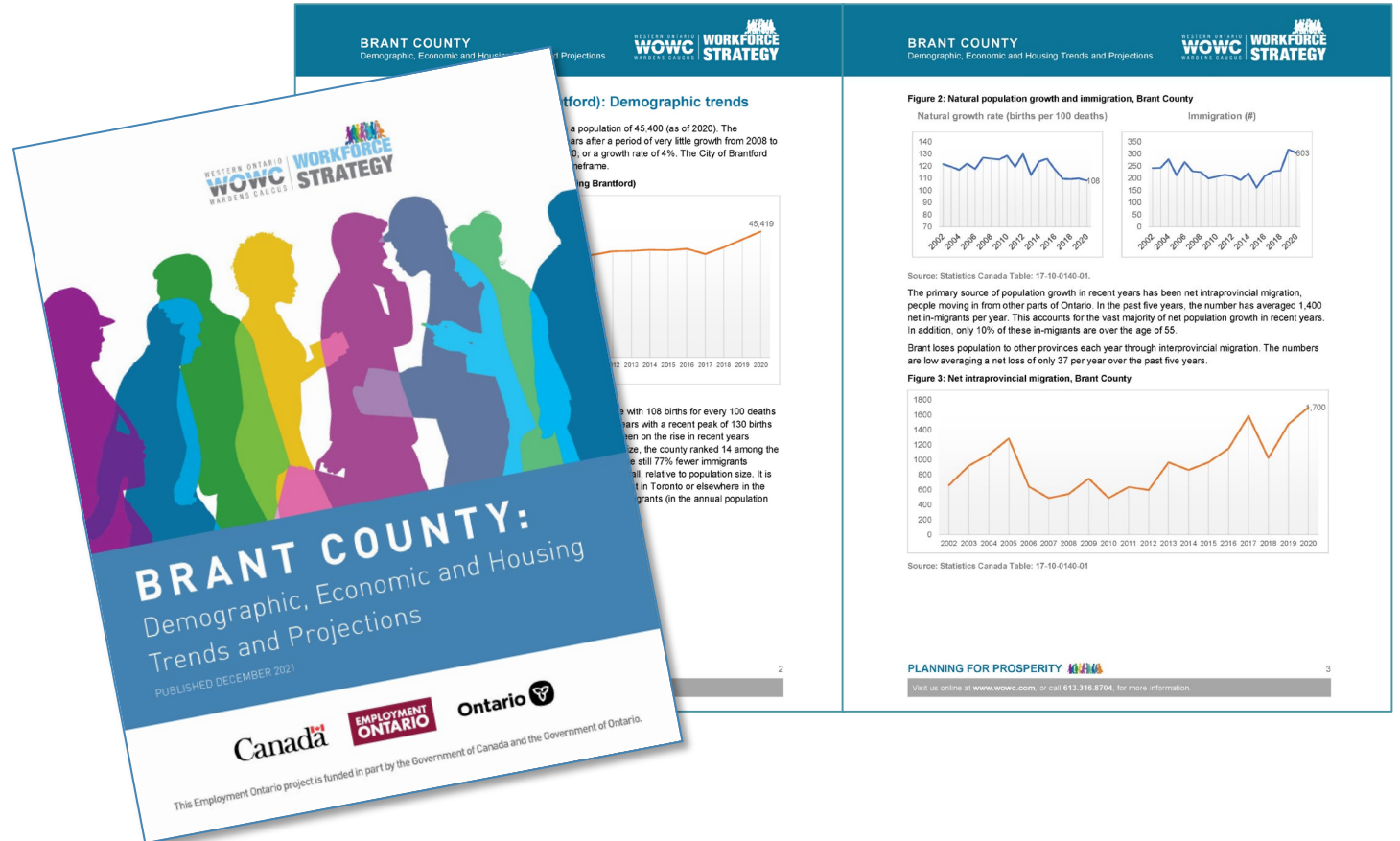
OTHER REPORTS



PLANNING FOR PROSPERITY

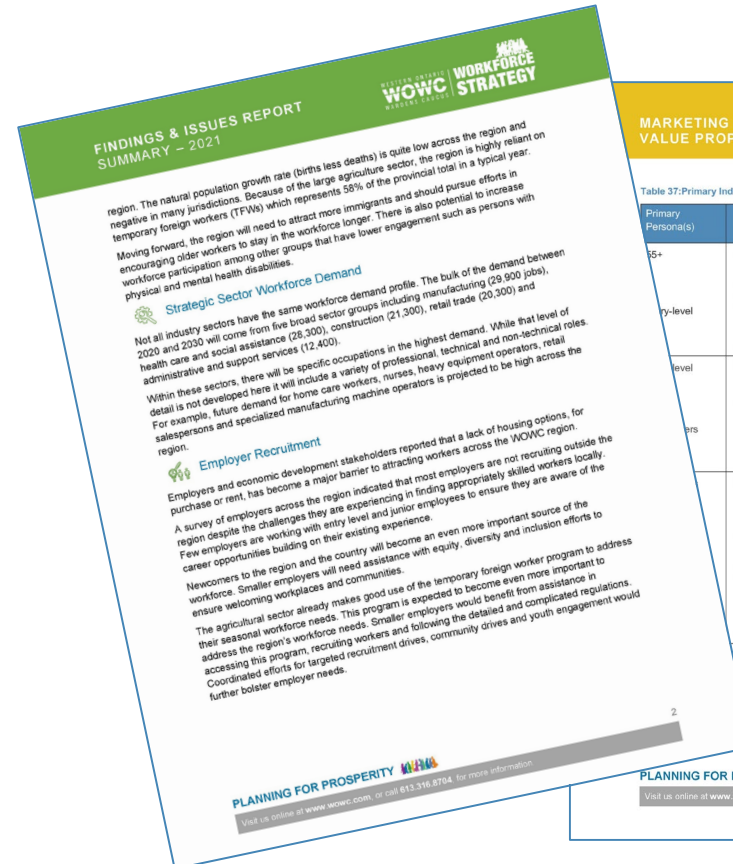
COMMUNITY DATA

- A complete set of each member municipality's data
- Regional data summary
- PDF format for download



BEST PRACTICES & CASE STUDIES

- Excerpts of the Findings & Issues Report for easy download
- Housing
- Workforce Development
- Regional Marketing
- Personas



MARKETING PERSONAS & VALUE PROPOSITIONS

Table 37: Primary Industries and Regional Attraction Values by Primary Personas

Primary Persona(s)		Primary Industries	Regional Attraction Value
5+		Manufacturing Agriculture	Flexible and supportive work environment Range of housing types Access to services
7-level			
Level		Manufacturing Utilities Agriculture	Range of housing types, smaller affordable, rental Close to services
ers			
		Professional Services Health Care	Rental and home ownership models with range of size Connections to apprenticeship and education centres with employers

PLANNING FOR PROSPERITY

MARKETING AND COMMUNICATIONS

communications

eral regional marketing tools used by other regional guidance for the development of a regional tool kit for the . This section includes a review of seven regional toolkits.

rica – a step by step guide to establishing and implementing a or rural communities

ility toolkit for rural regional communities

Social media toolkit for tourism operators

mission – regional data

elopment Institute – community profiles

ional campaign

c Development – Investment readiness self-assessment

OWC's marketing objectives

g is to identify the target markets for the marketing effort. From a market could be considered for the WOWC.

nces: Encouraging existing residents and pending graduates stitutions, to see the value in working and contributing to their

g the features and benefits of moving from a major urban centre p and space to raise a family (migrants).

ida is recognized as one of the most popular destination (womens international migrants²⁵). In 2016 almost half of all of 26 to 64 held a bachelor's degree²⁶.

y 2015 and December 2016 Canada resettled 121,785 hese refugees (74,005) intended to settle in Ontario or Quebec²⁸.

o Workforce Strategy is to develop a strategically focused toolkit right individuals to fulfill specific workforce needs.

grams that have been successfully used to attract and retain new rural areas. The resources reviewed include comprehensive rising videos, and specific step-by-step toolkits delivered as e enabled communities to create

2017 'Top 25 Destinations of International Migrants'. anada: Key results from the 2016 Census'. ident1711280&1711280-eng.htm he Role of Municipalities. Canadian Commission for UNESCO

613.316.8704 for more information



NEWCOMER READINESS SELF-ASSESSMENT

- Designed to help communities to determine areas of strength and those requiring further work to welcome and support newcomers
- Simple tool to help communities and their stakeholders start to address newcomer readiness
- 17 categories (strategy, leadership, health, education, community amenities, etc.)
- 68 questions

NEWCOMER READINESS ASSESSMENT CHECKLIST

WESTERN ONTARIO WARDENS CAUCUS WORKFORCE STRATEGY

Newcomer Readiness Assessment Checklist

This Newcomer Readiness Assessment Checklist is a self-assessment tool to help determine their capacity to attract and retain newcomers.

Most communities in the Western Ontario Warden's Caucus region will need to attract new capacity to attract and retain newcomers. Depending on the population in the coming years to ensure they can meet workforce demand. Upwards of 25-30 percent of the workforce is expected to retire in the next decade. There also a number of growing industries that need additional workers.

This Newcomer Readiness Assessment Checklist is an easy way to determine if your community is ready to attract new population, particularly newcomers from outside Canada. Most communities will need to attract more immigrants to help meet workforce demand. The checklist includes a series of questions relating to capacity to attract, onboard and retain newcomers in the community. Low scores in an area will help you identify areas of focus for newcomer attraction efforts.

With each question that you can answer yes, your community is one step closer to being ready for newcomers.

1. Strategy

Having a plan in place that clearly defines the goals, and objectives is an important element in being ready for newcomers as it provides the community with clear and measurable actions, responsible parties to undertake the actions and timeframes for implementation.

Strategic Planning	Yes	No
1. Does your municipality's community or corporate strategic plan incorporate resident attraction and retention?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Does your community have a resident attraction and support immigrants?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
3. Does your community have a plan to attract and support immigrants?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
4. Does your community have a housing strategy to ensure sufficient quantity and forms of housing to meet newcomers' needs?	<input type="checkbox"/>	<input checked="" type="checkbox"/>

PLANNING FOR PROSPERITY

Visit us online at www.wowc.com, or call 613.316.8704, for more information.

NEWCOMER READINESS ASSESSMENT CHECKLIST

WESTERN ONTARIO WARDENS CAUCUS WORKFORCE STRATEGY

2. Contacts

Having a designated contact for prospective newcomers, local employers and organizations serving newcomers is essential to successfully supporting newcomer attraction and retention as it facilitates the consistent, accurate and timely response to newcomer related inquiries.

Contacts	Yes	No
1. Does your community have a designated contact for resident attraction?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Is that person familiar with the community amenities, immigrant support programs, health and education services in your community?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Do they have a directory of resident service providers, community organizations, health and education contacts and immigration settlement services to respond to newcomer related inquiries?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Total Points

3. Housing

Matching housing options to the workforce needs is an important consideration in supporting newcomers. Supportive housing policies and programs, and the development of partnerships for affordable housing all contribute to being considered ready for newcomers.

Housing	Yes	No
1. Does your community have targets for the number and types of attainable housing?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
2. Does your community have planning policies to support the construction of ARU (additional rental units)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3. Does your community have inclusionary zoning or other policies to support greater housing density?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4. Does your community have incentive programs through Development Charges or Community Improvement Plans (CIPs) to support affordable housing?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
5. Does your community track data on land inventory and affordable housing units to measure and report on available unit construction?	<input checked="" type="checkbox"/>	<input type="checkbox"/>
6. Does your community support partnerships and programs with housing non-profits?	<input type="checkbox"/>	<input checked="" type="checkbox"/>
7. Do you have a community engagement strategy to educate the public on housing options and its relationship to workforce development?	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Total Points

PLANNING FOR PROSPERITY

Visit us online at www.wowc.com, or call 613.316.8704, for more information.











HOW CAN WOWC CONTRIBUTE TO WORKFORCE DEVELOPMENT?

- Regional plan
- Support for member municipalities
- Engaging workforce development stakeholders across region
- Connection with provincial/federal government
- Advocating for the WOWC region
- Ensuring workforce development efforts are aligned with regional goals





THE ROLES OF THE WOWC

	Primary: Lead partner. Not responsible for creating all the programming in that area but responsible for driving the implementation through partnership and the organization.
	Developer: Creating new and/or expanding on programming or services. Providing this service or offering to others to provide.
	Convenor: Bringing key stakeholders together to discuss an issue, driving toward group consensus and alignment, resolution, and implementation.
	Connector: Dedicating resources and capacity toward servicing clients by directing them toward needed resources outside WOWC.
	Advocate: Vocally supporting and dedicating organizational resources towards a cause, policy or program needing political or community support.
	Supporter: Signing on as a partner, perhaps via letter of support, board resolution, etc.



NEXT STEPS

- Measurable outcomes
- Collaboration
- Engagement
- Attraction



173,000
NEW HOUSING UNITS
REQUIRED BY 2041



214,000
JOBS TO BE FILLED
BY 2030



THANK YOU

Kate Burns Gallagher
Executive Director, WOWC
kate@wowc.ca
519-495-6059



For more information visit:
www.workforcestrategy.wowc.ca



Corporation of the County of Middlesex 2022 Benefits Renewal Overview



Presented by John Harkins, Partner, Group Benefits
April 26, 2022

WWW.SELECTPATH.CA

Plan Highlights

- Overall, a +9.1% increase in **premiums**
- **Dental (Administrative Services Only – ASO)**
 - fully funded and in a Surplus position
 - -3.0% decrease in premiums
- **Life Insurance and Long Term Disability**
 - pooled benefits
 - no change in Life Insurance premiums
 - +47.3% increase in Long Term Disability premiums
- **Extended Health Care**
 - experience rated
 - -2.9% decrease in premiums

Long Term Disability (LTD)

LTD Rate Summary

Year	Rate	Company
2015	3.40	La Capitale
2016	2.82	Cigna
2017	2.82	Cigna
2018	2.82	Equitable
2019	3.19	Equitable
2020	3.67	Equitable
2021	4.043	Equitable
2022 Proposed	6.146	Equitable
2022 Final	5.954	Industrial Alliance

Note: Industrial Alliance – 24 month rate guarantee

Rates based on demographics, interest rates and incident level

Long Term Disability (LTD)

We are seeing large increases in LTD rates from all carriers due to:

- COVID
- low interest rates
- aging population
- increased claims activity

We marketed this portion of the plan and received only one quote, but we did secure a two-year rate guarantee at a lower rate.

The claims are specific to Strathmere Lodge (which is consistent with what we see in our Healthcare block of business).

Extended Health Care (EHC)

Claims Breakdown – Major Categories

Service	Prior Period Jan 1/20 - Dec 31/20		Current Period Jan 1/21 - Dec 31/21		Change
	Amount	%	Amount	%	
Drugs	\$329,003	65.6%	\$333,121	62.5%	1.3%
Paramedical	\$66,028	13.2%	\$89,282	16.8%	35.2%
Vision Care	\$40,544	8.1%	\$44,438	8.3%	9.6%
Service & Supplies	\$51,401	10.3%	\$63,979	12.0%	24.5%
Hospital	\$14,388	2.9%	\$1,935	0.4%	-86.6%
Total	\$501,363	100.0%	\$532,755	100.0%	6.3%



Extended Health Care (EHC)

Paramedical Practitioners

Service	Prior Period		Current Period		Change
	Amount	%	Amount	%	
Chiropractor	\$25,734	39.0%	\$28,380	31.8%	10.3%
Chiropodist	\$585	0.9%	\$815	0.9%	39.3%
Massage Therapist	\$23,999	36.3%	\$40,165	45.0%	67.4%
Acupuncture	\$255	0.4%	\$0	0.0%	-100.0%
Naturopath	\$1,138	1.7%	\$2,344	2.6%	106.0%
Physiotherapist	\$5,624	8.5%	\$12,327	13.8%	119.2%
Podiatrist	\$100	0.2%	\$100	0.1%	0.0%
Osteopath	\$1,071	1.6%	\$416	0.5%	-61.1%
Psychologist	\$6,165	9.3%	\$3,700	4.1%	-40.0%
Social Worker	\$1,310	2.0%	\$790	0.9%	-39.7%
Homeopath	\$47	0.1%	\$95	0.1%	100.0%
Speech Therapist	\$0	0.0%	\$150	0.2%	100.0%
Total	\$66,028	100.0%	\$89,282	100.0%	35.2%



Top 10 Drug Classes

Rank	Drug Class	Disease State	Amount Paid	# of Claims	Avg Cost Per Claim
1	RX - INJECTABLE BIOTECHNOLOGY AGENTS	RHEUMATOID ARTHRITIS & OTHER AUTOIMMUNE DISEASES	\$69,617.16	25	\$2,784.69
2	RX - INJECTABLE BIOTECHNOLOGY AGENTS	DERMATOLOGY	\$24,167.47	13	\$1,859.04
3	RX - ANTIDEPRESSANT AGENTS	DEPRESSION/ANXIETY/SLEEP DISORDERS	\$19,119.57	654	\$29.23
4	RX - PROTON PUMP INHIBITORS	ULCERS/GERD	\$18,404.43	237	\$77.66
5	RX - MULTIPLE SCLEROSIS AGENTS	MULTIPLE SCLEROSIS	\$10,726.94	7	\$1,532.42
6	GENERALLY INCLUDED - INSULIN - LONG-ACTING	DIABETES	\$9,389.94	25	\$375.60
7	RX - GLUCAGON LIKE PEPTIDE-1 AGONIST	DIABETES	\$9,287.87	50	\$185.76
8	RX - CNS STIMULANT AGENTS	ADHD	\$8,467.57	83	\$102.02
9	RX - MISCELLANEOUS UNCLASSIFIED AGENTS	MISCELLANEOUS	\$6,770.71	4	\$1,692.68
10	RX - HMG-CoA REDUCTASE INHIBITORS	CHOLESTEROL	\$6,652.25	245	\$27.15



Top 10 Drugs

Rank	DIN	Drug Class	Amount Paid	# of Claims	Avg Cost Per Claim
1	HUMIRA 40MG/0.8ML INJ	RX - INJECTABLE BIOTECHNOLOGY AGENTS	\$29,973.78	7	\$4,281.97
2	TALTZ 80MG/1ML PRE-FILLED AUTO-INJECTOR	RX - INJECTABLE BIOTECHNOLOGY AGENTS	\$24,167.47	13	\$1,859.04
3	ENBREL 50MG/ML PRE-FILLED SYRINGE	RX - INJECTABLE BIOTECHNOLOGY AGENTS	\$23,763.09	13	\$1,827.93
4	HUMIRA 40MG/0.8ML INJ	RX - INJECTABLE BIOTECHNOLOGY AGENTS	\$15,880.29	5	\$3,176.06
5	COPAXONE 40MG/1ML PRE-FILLED SYRINGE	RX - MULTIPLE SCLEROSIS AGENTS	\$10,726.94	7	\$1,532.42
6	DEXILANT 60MG CAPSULE	RX - PROTON PUMP INHIBITORS	\$7,425.43	35	\$212.16
7	TRESIBA FLEXTouch 200U/ML PRE-FILLED PEN	GENERALLY INCLUDED - INSULIN - LONG-ACTING	\$5,544.98	4	\$1,386.25
8	NAT-LANTHANUM 500MG CHEWABLE TABLET	RX - PHOSPHATE BINDERS	\$4,888.45	3	\$1,629.48
9	OZEMPIC 1.34MG/ML FLEXTouch PRE-FILLED PEN (1MG DOSE)	RX - GLUCAGON LIKE PEPTIDE-1 AGONIST	\$4,094.43	17	\$240.85
10	VIREAD 300MG TABLET	RX - HEPATITIS B THERAPY	\$4,065.86	2	\$2,032.93



Dental

- ❖ Plan is set up as Administrative Services Only (ASO)
- ❖ Dental Fee Guide 2020 +2%, 2021 +4.6%, 2022 has increased +4.75%

Claims Breakdown by Type of Service

Service	Prior Period Jan 1/20 - Dec 31/20		Current Period Jan 1/21 - Dec 31/21		Change
	Amount	%	Amount	%	
Basic Services	\$206,864	88.2%	\$247,417	88.77%	19.6%
Major Services	\$14,835	6.3%	\$21,610	7.75%	45.7%
Orthodontics	\$12,897	5.5%	\$9,700	3.48%	-24.8%
Total	\$234,596	100.0%	\$278,727	100.0%	18.8%

Prior Period



Current Period



■ Basic Services
■ Major Services
■ Orthodontics





Thank You



Questions & Discussion

The Corporation of the County of Middlesex

Audit Planning Report
for the year ended December 31, 2021

KPMG LLP

Licensed Public Accountants

Prepared April 20 2022
kpmg.ca/audit

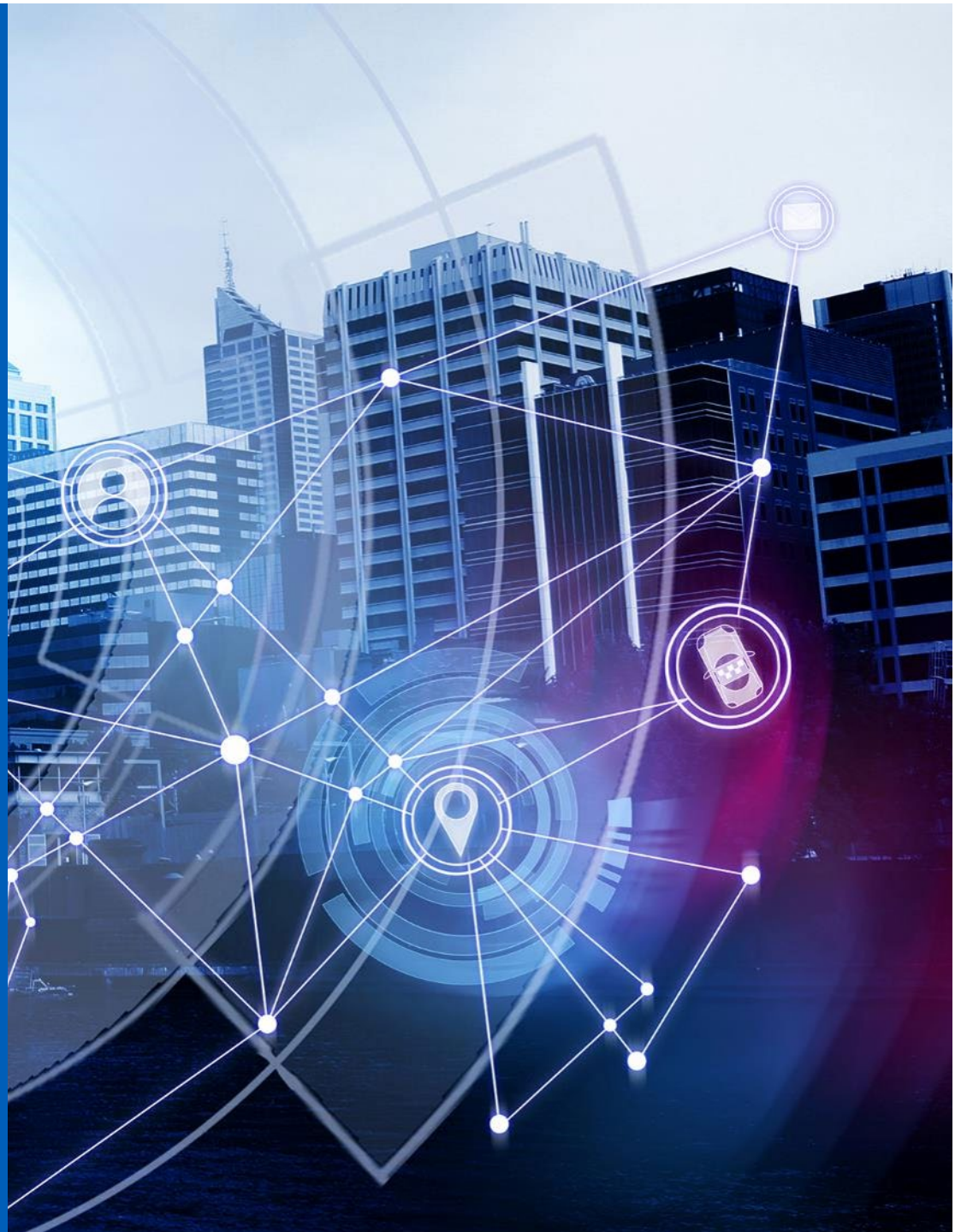


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KEY MILESTONES AND DELIVERABLES	8
PROPOSED FEES	9
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KPMG contacts

The contacts at KPMG in connection with this report are:



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Hoda Chehab

Manager

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Executive summary

Audit quality

See page 2 for how we deliver audit quality and how you can measure our audit quality.

Materiality

Materiality has been established by considering various metrics that are relevant to the users of the financial statements, including total revenue. We have determined group materiality to be \$2,100,000.

See page 3

Covid-19

COVID-19 continues to have an impact to the County's operations and the County's financial reporting, which will need to be addressed in our audit.

Audit risks

Our audit is risk-focused. In planning our audit, we have identified areas of financial reporting where significant risks of material misstatement may arise. These include:

- Presumed fraud risks
- Accounts Receivable, deferred revenue, and revenue
- Accounts payable and expenses
- Tangible capital assets
- Payroll and employee future benefits

See pages 4-7

Newly effective accounting and auditing standards

There are no new auditing or accounting standards impacting the current year.

Proposed fees

Proposed fees for the annual group audit are outlined on page 10.

This report to the audit committee is intended solely for the information and use of management, and County Council and should not be used for any other purpose or any other party. KPMG shall have no responsibility or liability for loss or damages or claims, if any, to or by any third party as this report to the audit committee has to been prepared for, and is not intended for, and should not be used by, any third party or for any other purpose.

Audit Quality: How do we deliver audit quality?

Quality essentially means doing the right thing and remains our highest priority. Our Global Quality Framework sets the standard for audit quality and how every partner and staff member contribute to its delivery.

Transparency report



‘Perform quality engagements’ sits at the core along with our commitment to continually monitor and remediate to fulfil on our quality drivers.

Our **quality value drivers** are the cornerstones to our approach underpinned by the **supporting drivers** and give clear direction to encourage the right behaviours in delivering audit quality.

We define ‘**audit quality**’ as being the outcome when:

- audits are **executed consistently**, in line with the requirements and intent of **applicable professional standards** within a strong **system of quality controls**; and
- all of our related activities are undertaken in an environment of the utmost level of **objectivity, independence, ethics, and integrity**.



Doing the right thing. Always.

Materiality

Materiality is established to identify risks of material misstatements, to develop an appropriate audit response to such risks, and to evaluate the level at which we think misstatements will reasonably influence users of the financial statements. It considers both quantitative and qualitative factors.

To respond to aggregation risk, we design our procedures to detect misstatements at a lower level of materiality (e.g., performance materiality or, in the case of a group audit, component materiality).

Materiality determination	Comments	Group amount
Materiality	Determined to plan and perform the audit and to evaluate the effects of identified misstatements on the audit and of any uncorrected misstatements on the financial statements. The corresponding amount for the prior year's audit was \$2,000,000	\$2,100,000
Benchmark (the metric that is <u>most</u> relevant to the users)	Based on prior year total revenues less the non-recurring gain on the sale of real estate. This benchmark is consistent with the prior year.	\$118,685,000
% of Benchmark	The corresponding percentage for the prior year's audit was 1.8%	1.8%
Audit Misstatement Posting Threshold ("AMPT")	Threshold used to accumulate misstatements identified during the audit. The corresponding amount for the previous year's audit was \$100,000	\$105,000

We will report to Council:



Corrected audit misstatements



uncorrected audit misstatements

Audit risks

Significant risk	Why is it significant?
Risk of material misstatement due to fraud resulting from fraudulent revenue recognition.	<p>This is a presumed risk of material misstatement due to fraud.</p> <p>We have not identified any risk of material misstatement resulting from fraudulent revenue recognition.</p>

Our audit approach
<p>There are generally pressures or incentives on management to commit fraudulent financial reporting through inappropriate revenue recognition when performance is measured in terms of year-over-year revenue growth or profit.</p> <p>We have rebutted this fraud risk as it is not applicable to the County where performance is not measured based on earnings and a significant portion of revenues can be tied directly to government funding support.</p>

Audit risks (continued)

Significant risk	Why is it significant?
Risk of material misstatement due to fraud resulting from management override of controls.	Management is in a unique position to perpetrate fraud because of its ability to manipulate accounting records and prepare fraudulent financial statements by overriding controls that otherwise appear to be operating effectively. Although the level of risk of management override of controls will vary from entity to entity, the risk nevertheless is present in all entities.

Our audit approach
As this presumed risk of material misstatement due to fraud is not rebuttable, our audit methodology incorporates the required procedures in professional standards to address this risk. These procedures include testing of journal entries and other adjustments, performing a retrospective review of estimates and evaluating the business rationale of significant unusual transactions.

Audit risks (continued)

Significant risk – Going Concern Assessment	Why is it significant?
Accounts receivable, deferred revenue, and revenue Accounts payable and expenses	These accounts comprise significant balances for the County.

Our audit approach

Accounts receivable, deferred revenue, and revenue

- Update our understanding of the activities over the initiation, authorization, processing, recording and reporting.
- Obtain a listing of receivables and vouch to supporting documentation, as well as perform subsequent receipt testing.
- Perform a trend analysis over the Requisition on Local Municipalities revenue.
- Select a sample of Government Grant revenue transactions and vouch to supporting documentation

Accounts payable and expenses

- Update our understanding of the activities over the initiation, authorization, processing, recording and reporting.
- Perform a search for unrecorded liabilities.
- Examine significant accrued liabilities.
- Select a sample of expenses and vouch to supporting documentation.

Audit risks (continued)

Significant risk - professional requirements	Why is it significant?
Tangible capital assets	These accounts comprise significant balances for the County.
Payroll and employee future benefits	

Our audit approach

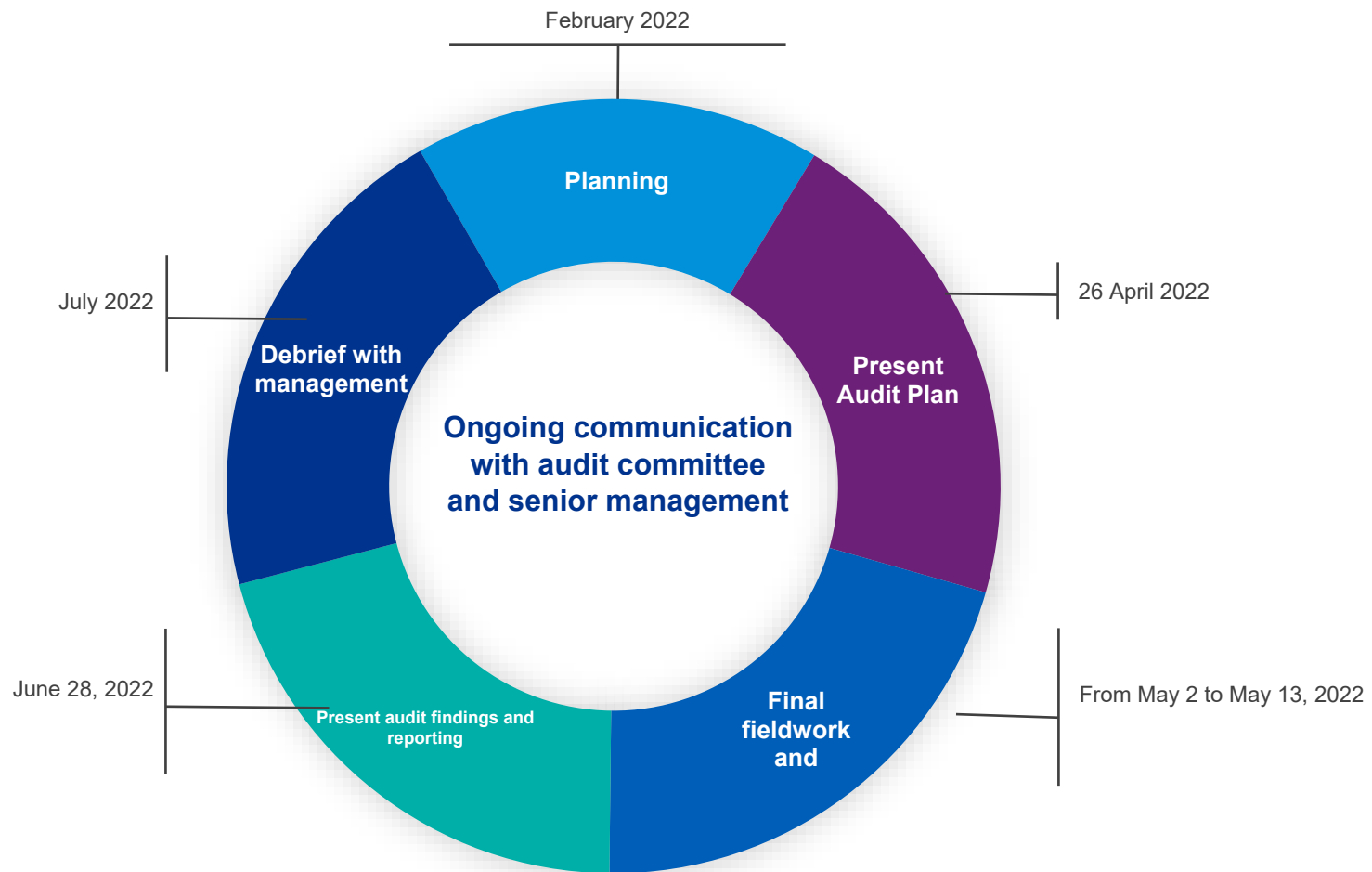
Tangible capital assets

- Update our understanding of the activities over the initiation, authorization, processing, recording and reporting.
- Perform substantive testing over capital additions and disposals.
- Evaluate management's estimates of useful lives
- Develop an expectation for amortization expense and test using substantive analytical procedures.

Payroll and employee future benefits

- Test the reasonableness of assumptions provided by management to the actuaries that are used in developing the valuation and calculating the liability.
- Test the inputs provided by management to the actuary to ensure accuracy.
- Take a combined approach to testing payroll expense, which will include both substantive and control testing.

Key milestones and deliverables



Proposed fees

In determining the fees for our services, we have considered the nature, extent and timing of our planned audit procedures as described above. Our fee analysis has been reviewed with and agreed upon by management.

Estimated fees for the year ended December 31, 2021	Current period (budget)	Prior period (actual)
Audit of the Corporation of the County of Middlesex consolidated financial statements	\$31,700	\$31,250
Audit of the Middlesex County Library Board financial statements	\$5,900	\$5,800
Audit of the Middlesex-London Emergency Medical Services Authority financial statements	\$5,400	\$5,250
Audit of the County of Middlesex Trust Funds financial statements	\$1,600	\$1,600
Audit of the Schedules of Revenues and Expenditures for the Corporation of the County of Middlesex Strathmere Lodge Long-Term Care Facility	\$4,000	\$3,900
Additional fees related to incremental auditing work to address COVID related funding and operating impacts. This estimate covers the 3 operating entities as work outlined needs to be done separately for each*	\$3,600	\$3,600
Additional fees related implementation of CAS 540, Auditing Accounting Estimates and Related Disclosures. This estimate covers the 3 operating entities as work outlined needs to be done separately for each **	-	\$2,500
Sale of properties	-	\$4,500
Total	\$52,200	\$58,400

Matters that could impact our fee

The proposed fees outlined above are based on the assumptions described in the engagement letter.

Appendices

Content

Appendix 1: Required communications

Appendix 2: Use of technology in the audit

Appendix 3: Insights to enhance your business

Appendix 4: Audit and Assurance Insights

Appendix 1: Required communications

Auditor's Report	Engagement terms
A draft report will be provided at the completion of the audit which will highlight the form and content of the report.	Unless you inform us otherwise, we understand that you acknowledge and agree to the terms of the engagement set out in the engagement letter and any subsequent amendments as provided by management.
Reports to Council	Representations of management
At the completion of the audit, we will provide our findings report to Council.	We will obtain from management certain representations at the completion of the audit.
Matters pertaining to independence	Control deficiencies
We are independent of the County in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada.	Other control deficiencies, identified during the audit, that do not rise to the level of a significant deficiency will be communicated to management.
Required Inquiries	
Professional standards require that during the planning of our audit we obtain your views on the identification and assessment of risks of material misstatement, whether due to fraud or error, your oversight over such risk assessment, identification of suspected, alleged or actual fraudulent behavior, and any significant unusual transactions during the period.	

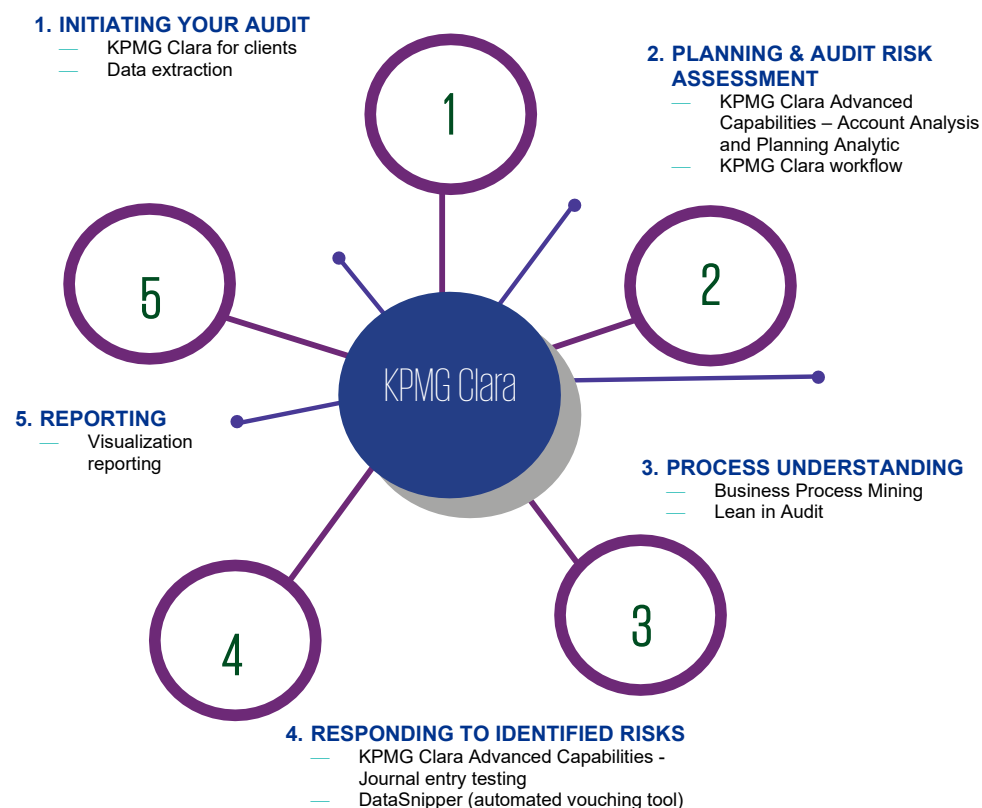
Appendix 2: Use of technology in the audit

KPMG Clara is our integrated, smart global audit platform that allows our teams globally to work simultaneously on audit documentation while sharing real time information. KPMG Clara embeds analytics throughout all phases of the audit and allows us to visualise the flow of transactions through the system, identify risks in your financial data and perform more specific audit procedures. KPMG's use of technology provides for:

1. a **higher quality audit** – looking at 100% of selected data
2. a **more efficient audit** as we are focussed on the transactions that are considered higher risk and
3. an audit that provides **insights into your business** through the use of technology in your audit with our extensive industry knowledge.

We are also actively piloting Artificial Intelligence (“AI”) tools which will be used in future audits and identifying areas to embed robotic process automation (“KPMG Bots”).

Our five-phased audit approach



Appendix 2: Use of technology in the audit (continued)

Phase 1: Initiating your audit

To ensure that you are involved in every step of the audit, management and the audit committee will have access to **KPMG Clara for clients (KCfc)**. KCfc is our secure audit platform and a one-stop shop through which we plan, execute and manage the audit. KCfc supports seamless collaboration between our audit team and your finance team, including exchange of information and access to the real time reporting you need in one central location, reducing the impact to your people in coordinating and overseeing the audit. It ensures there are no surprises during the execution of the audit and the ability to efficiently track issues and outstanding matters with a single click.

Want to know more about [KCfc](#)?

To ensure quick and efficient access to data, we use one of our available **data extraction** tools. Our extraction tools enable easy and reliable data extraction from compatible accounting systems to support our audit work. Using the secure push technology of DataShare, management will initiate and grant access to a brief connection allowing our software to extract a “read only” copy of your accounting data. The data extracted includes the trial balance, general ledger, accounts receivable and accounts payable subledger, all in a standardized data format. This will save a considerable amount of time in the preparation and transfer of the data.

The performance of a financial statement audit is premised upon having access to the underlying financial accounting data. Our extraction tools simplify this by fully automating the process. Having a complete copy of your financial data in a standard format will facilitate the performance of our audit and allow us to incorporate automated procedures to improve both audit quality and value.

Want to know more about our [Data Extraction toolkit](#)?

We begin our audit process with our **Dynamic Risk Assessment (DRA)** tool which gives us a more sophisticated, forward-looking and multi-dimensional approach to assessing audit risk. Using network theory, DRA considers not just the traditional, two-dimensional view of severity and likelihood but also how interconnected the risks are, how fast they may emerge and how systemic they are. It provides a holistic enterprise-wide assessment of your risks, ensuring we have identified the relevant risk exposures that need to be incorporated into our audit approach.

Want to know more about [DRA](#)?

Phase 2: Planning and audit risk assessment

KPMG Clara Advanced Capabilities – account analysis and planning analytics incorporates structured rules, specific to your industry, to review your financial data and assist the engagement team in obtaining a more thorough understanding of the business processes and underlying flow transactions. Our advanced analytic tool enables a more precise risk assessment and development of a tailored audit approach.

Want to know more about [Clara Advanced Capabilities](#)?

We have partnered with Artificial Intelligence industry leaders to layer AI into our auditing platform, allowing us to scan 100% of your data and pull all the risky transactions and anomalies out for further analysis. First generation analytical auditing tools relied on rules-based analysis, but our transparent AI tools allow us to dig deeper to spot the risks and identify new insights for you as they relate to your business.

Want to know more about [KPMG AI](#)?

The **KPMG Clara workflow** is our intelligent audit platform that tailors our audit to client specific circumstances and incorporates an enhanced methodology to facilitate every audit. The KPMG Clara workflow enhances quality through a more focused, deliberate, and precise risk assessment powered by our digitized methodology coupled with data analysis solutions. The workflow also enables a more efficient testing process with automation supporting both control and substantive testing.

Want to know more about the [KPMG Clara workflow](#)?

Phase 3: Process understanding

As part of understanding your processes, KPMG uses our **Lean in Audit methodology**. Our Lean in Audit methodology allows our team to work collaboratively with you to gain an in-depth understanding of selected end-to-end processes.

We also incorporate **Business Process Mining (BPM)** technology. BPM provides immediate visualization of how 100% of your transactions are processed to complement your process narratives & flow charts. A deeper understanding of your processes enhances our understanding of your business. This will ensure our team is focused on auditing the right risks & leveraging your team's resources efficiently. It helps us identify inefficiencies or manual workarounds in a process and highlights where the process is under stress.

Want to know more about [Business Process Mining](#)?

Phase 4: Responding to identified risks

Our KPMG Clara advanced capabilities **journal entry analysis** tool assists in the performance of detailed journal entry testing based on engagement-specific risk identification and circumstances. Our tool provides auto-generated journal entry population statistics and focusses our audit effort on journal entries that are riskier in nature.

We have made significant strides and have embedded **Robotic Process Automation** in our audit allowing our team to configure computer software—or a “robot”—to capture and interpret existing applications for processing a transaction, manipulating data, triggering responses, and communicating with other digital systems. These capabilities enable us to reduce our manual audit footprint by automating procedures, generating enhanced efficiencies for you.

Leveraging Optical Character Recognition, **DataSnipper** allows our team to collaborate more seamlessly with yours. This solution allows audit teams to work efficiently with PDF, text, and image-based documents directly in Excel. Leveraging our Cloud capabilities, DataSnipper can automate certain manual procedures in of our substantive testing, minimizing the risk of error and freeing up time for value added work and analysis.

Phase 5: Reporting

Our audit concludes with our formal reporting to management and the Audit Committee. Our reporting shows the results of our audit including any insights that were driven through our use of technology. In addition to the audit report and other required communications as required by professional standards, we will incorporate visualizations of insights identified to enhance our reporting.

Appendix 3: Audit and Assurance Insights

Our latest thinking on the issues that matter most to audit committees, board of directors and management.

Featured insight	Summary
<u>KPMG Audit & Assurance Insights</u>	Curated research and insights for audit committees and boards
<u>Board Leadership Centre</u>	Supporting you in your Director role
<u>Current Developments</u>	Series of quarterly publications for Canadian businesses including Spotlight on IFRS, Canadian Securities & Auditing Matters and US Outlook.
<u>KPMG Global IFRS Institute</u>	The latest news, insights and guidance for boards, audit committee members, investors and all stakeholders about the evolving global financial reporting framework.
<u>KPMG Climate Change Financial Reporting Resource Centre</u>	Our climate change resource centre provides FAQs to help you identify the potential financial statement impacts for your business.
<u>You can't go green without blue - The blue economy is critical to all companies' ESG ambitions</u>	In this report, we consider how leading corporates and investors can take action to capture the value that can be found in a healthy, sustainable ocean economy.



kpmg.ca/audit

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KPMG member firms around the world have 227,000 professionals in 146 countries.



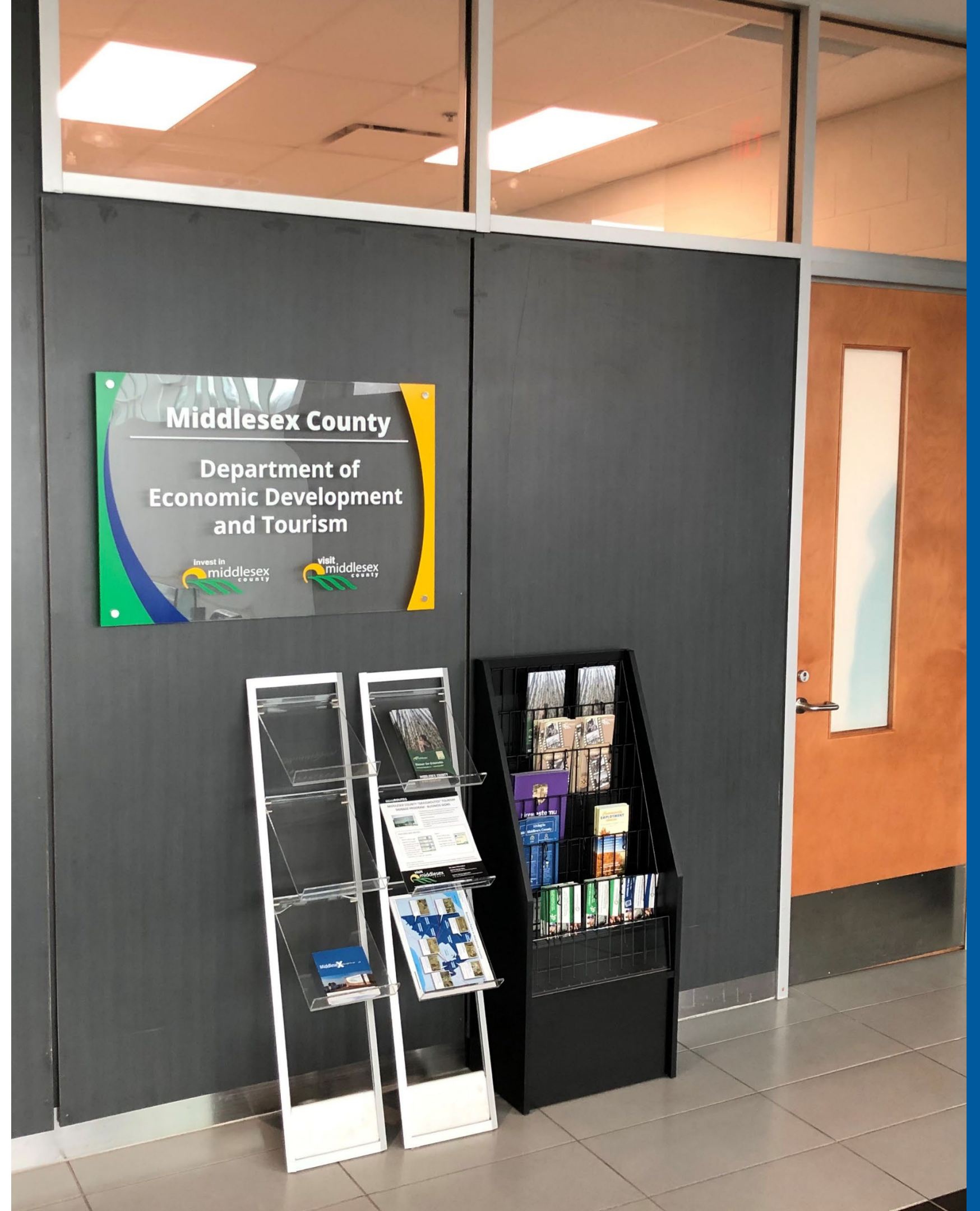
April 26th, 2022

ECONOMIC DEVELOPMENT UPDATE



New Office...Open for Business

Middlesex County's Department of Economic Development and Tourism is officially moved in and operating out of the Komoka Wellness Centre.





Welcoming Back our Summer Intern & Hiring

Gabrielle Gosling will be joining us for a second summer as our Economic Development Marketing Intern. Between May 8th and August 28th, she will assist with event coverage, business spotlight videos, website population, creative writing, social media and more. We were successful in securing Federal funding to assist with this summer employment.

Due to the internal promotion of Paul Napigkit to Corporate Communications Assistant, we are currently hiring a replacement for our Economic Development and Tourism Assistant position.

Invest in Middlesex Marketing Plan



Strengthen existing and create new collaborative partnerships:

Middlesex Workforce Development Partnership, Community Futures Middlesex, Middlesex County Connect, Middlesex London Food Policy Council, TIAO, From our Hands to Your Table, London Chamber of Commerce, Middlesex Economic Resiliency Task Force, Ontario Food Cluster, etc.

Increase efforts to attract, retain, and expand businesses and workforce:

Economic Resiliency Task Force, EmployerOne Survey, Tourism signage strategy, FDI Program, business profile videos, advertising with Site Selection Magazine, Business Facilities Magazine, Expansion Solutions Magazine and more, Youth Forum/Co-op Project, quarterly newsletter, etc.

Enhance efforts to promote exceptional quality of life:

Community Improvement Plans, Tourism Initiative Sponsorship, Tourism Relief Funding, 'shop local' campaigns, advertising, etc.



Workforce Development

- London & Area Works partnership going well
 - Recent features include Pentacast and GreenerStill
- Latest EmployerOne Survey wrapped up January 31st. 60 Middlesex businesses responded. Customized reports can be downloaded on www.workforcedevelopment.ca
- Successful application for Provincial Funding
 - Will support the April 1, 2022 - March 31, 2023 work of the Middlesex Workforce Development Partnership (MWDP) which is valued at \$145,050 (cash and in-kind
 - Projects include: Downtown Décor Contest, Job Fairs, Youth Entrepreneur Business Plan Contest, Virtual Business Assistant Software, Employer and Sector Roundtables , etc.

Special Project:

- With support of MWDP members, local school boards and London post-secondary institutions, we have begun to develop a Work Integrated Learning (WIL)/Co-op Project
 - Proposed project will include hiring a contract coordinator; developing an updated co-op/WIL function on the Work in Middlesex website, creating a video series to promote WIL opportunities in Middlesex, and building relationships with Middlesex based employers and local and regional high-schools/post-secondary institutions offering WIL opportunities
 - TVDSB and LDCSB have committed funding toward the video series
 - Awaiting word on project funding applications made to London Community Foundation, FedDev Ontario and OMAFRA



CIP Development and Implementation

- Middlesex County has supported the development/update of 6 CIPs since 2020 ; the most recent being finalized for Adelaide Metcalfe
- The 2021 CIP Implementation Program included partnership with four local municipalities; totaled \$33,571.51, for 12 different CIP projects; leveraging \$221,010 in private investment
- The 2022 CIP Implementation Program is now open to partnering municipalities; due date for submissions is October 31, 2022

Middlesex FDI Program

2021 Middlesex FDI Campaign

- Successful CanExport Applications supporting FDI Lead Generation for 2021
- Over 25 direct FDI connections made with companies interested in expanding in Middlesex County

2022 Middlesex FDI Campaign

- Submitted a successful CanExport application to support 2022 Middlesex FDI Work
 - Funding will support hiring an FDI Consultant to generate 50 leads, Middlesex staff travel and Middlesex staff FDI training
 - RFQ for this Consultant role has been distributed, proposals have been received and Consultant has been chosen



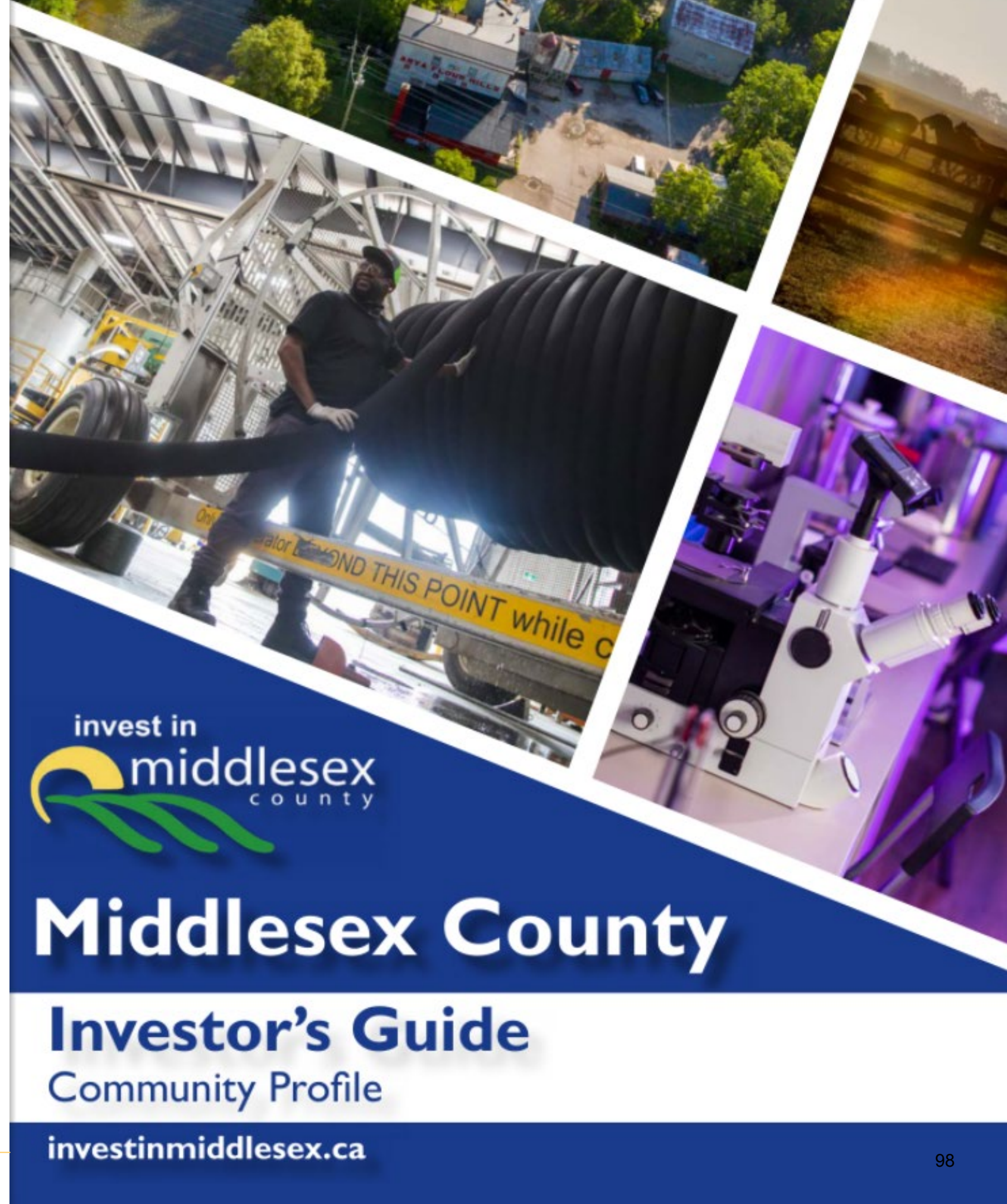
Ontario Food Cluster



- Cara continues to act as OFC Co-Chair and Treasurer
- Middlesex was successful in securing a CanExport Grant for FDI Lead Generation for the OFC in 2021
- 40 virtual meetings held with FDI leads produced by Research FDI throughout 2021 campaign
- Middlesex County has secured CanExport funding for OFC's 2022 FDI Campaign
 - Funding will support hiring an FDI Consultant to secure 100 Leads in 2022, OFC Member Travel and OFC Member FDI Training
 - 2022 OFC FDI Consultant RFQ was distributed and a Consultant has been selected; will oversee 3 Tradeshow missions throughout the year including Private Label Manufacturing, SIAL, and IFT

Community Profile & Demographic Information

- County specific demographic information has been updated along with Major Employers on the Invest website
- Printed copies of the newest Investor's Guide/Community Profile have been made available to all local municipalities



Middlesex County

Investor's Guide

Community Profile

investinmiddlesex.ca

Success Stories Brochure

- We have recently updated the Success Stories Brochure, which features businesses from across the County
- The link to the booklet is available on the Invest in Middlesex website
- Print copies are also available



Young Entrepreneurs Business Plan Contest

- Presented by the Middlesex Workforce Development Partnership
- Open to residents ages 8-18 starting their own business (split into two age groups 8-12 & 13-18)
- Participants must complete a fillable form OR brief video detailing their business plan and submit no later than May 23rd, 2022
- One winner from each age group will receive a Chromebook to help kick start their businesses
- Details will be available on Invest in Middlesex social media channels and on the website.



Crop Education Project

We are partnering with Middlesex Federation of Agriculture this spring to produce 30 crop identification signs for placement in local fields across Middlesex County.

These attractive and commonly-styled signs will serve a public educational purpose, identifying the crop growing in that specific field and the related end uses.




Winter Wheat



**GROWING
HERE!**

Some End Uses:

- Flat bread
- Cakes
- Cereal
- Cookies
- Noodles
- Paties





Ginseng



**GROWING
HERE!**

Some End Uses:

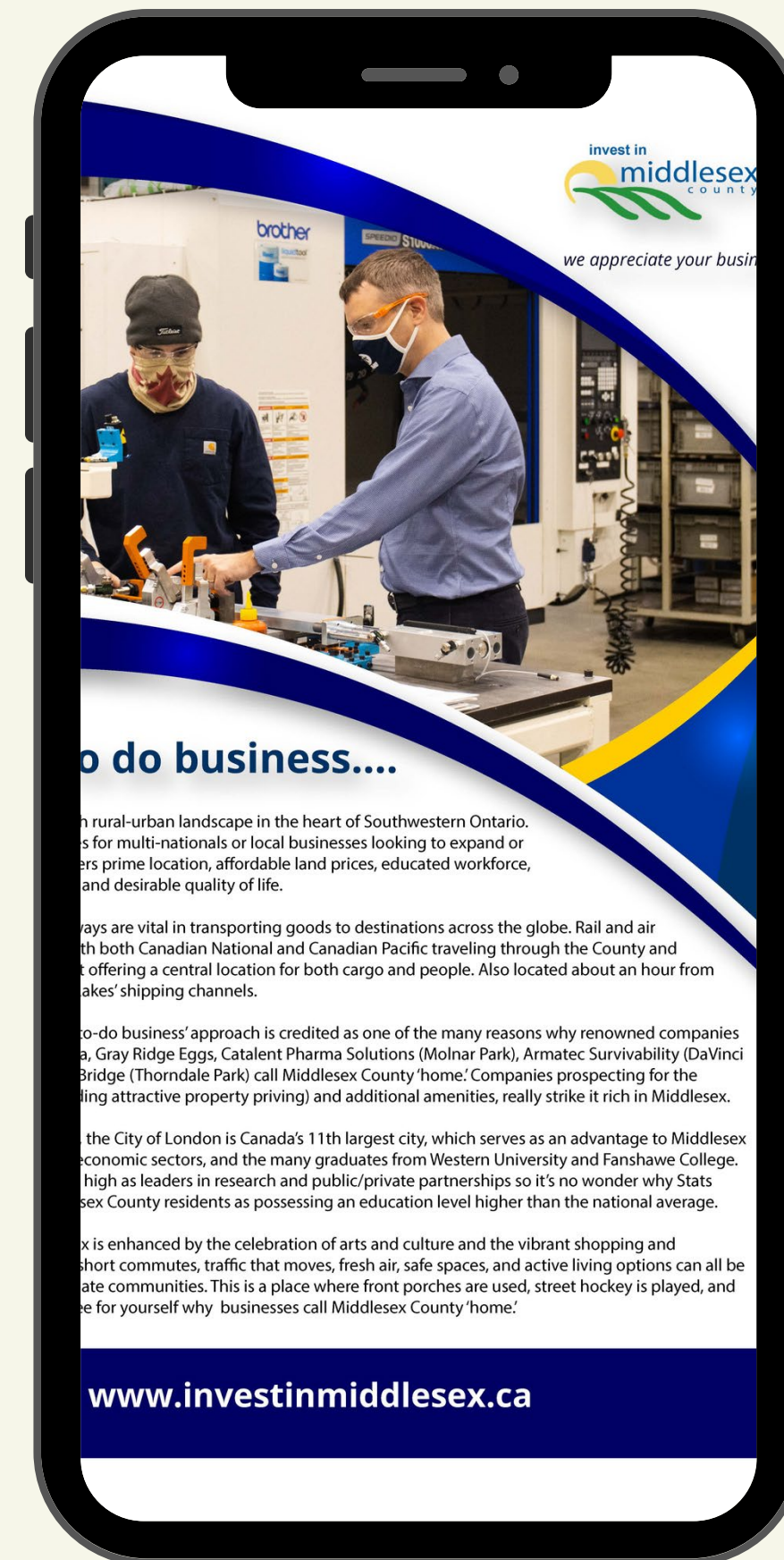
- Tea
- Soups
- Coffee
- Supplements
- Honey
- Smoothies



Invest Campaigns

Invest in Middlesex has active/planned 2022 campaigns with a variety of outlets ranging from local television to international magazines.

- Business Facilities Magazine
- Business Xpansion Journal
- MYFM
- Expansion Solutions
- Perspective
- CTV
- Vendo Media (Billboards)
- Site Selection



Some of Our Recent Local Collaborative Efforts

- Assisting with Middlesex County Connects including marketing, integration of payment and mapping technology, and current and future needs assessments.
- Assisting Planning with alignment of Official Plan and Economic Development Strategic Plan
- Assisting Planning and Social Services with the RFP for our Attainable Housing Study
- Assisting Strathroy-Caradoc with several recent site selection inquiries
- Assisting Middlesex Centre with Community Profile and Employment Lands Analysis
- Assisting North Middlesex with business/community engagement – Parkhill and Ailsa Craig Main Street projects
- Assisting Southwest Middlesex with municipal re-branding exercise
- Assisting Adelaide-Metcalf with CIP development
- Meeting with neighbouring municipalities to discuss common industrial land demands



Business Check-Up

- To build upon the work of the Economic Resiliency Task Force
- Check-up survey to be designed and circulated county-wide in late spring
- Results will be reported on to prioritize strategic directions and inform Economic Development initiatives at the County, local and regional level





Economic Development – Regional Affiliations & Memberships

Strathroy & District Chamber of Commerce

London Chamber of Commerce

Southwestern Ontario Tourism Corporation (SWOTC)

South Central Ontario Region (SCOR)

Tourism Industry Associations of Ontario and Canada (TIAO; TIAC)

Economic Development Councils of Ontario and Canada (EDCO; EDAC)

Ontario Tourism Education Council (OTEC)

Middlesex London Food Policy Council (MLFPC)

Elgin Middlesex Oxford London Training Board

Fanshawe College Advisory Council

Visit Middlesex Marketing Plan



Increase Engagement:

Continue shop local contests like #MiddlesexLocalLove, continue #WhereinMiddlesex feature posts, Featured Destination Video Campaign, Goosechase, attend local events and markets, etc.

Increase Brand Awareness:

Update and distribute Trails Guide, Culinary Guide, and Grassroutes Tourism Map, Hands to Table promotional event, etc.

Increase Traffic:

Invite bloggers to promote our area, advertisements with Middlesex County's Passport to Nature, Spotify, CTV, Daytripping, Summer Fun Guide, use of direct website links and QR codes on social media and print materials, etc.

Increase Partnership Activity:

Tourism Initiative Sponsorship, From our Hands to Your Table, Middlesex County Great Taste Passport, Southwestern Ontario Tourism Corporation, etc.

Tourism Initiative Sponsorship

We are excited to offer the Tourism Initiative Sponsorship again this year as a means to foster partnership with local tourism stakeholders. The intention of this sponsorship is to help stakeholders create new experiences that elevate community presence, attract visitors, and support the local economy.

Within the first week of offering this sponsorship, we approved sponsorship for 3 local events including:

- Lucan Summerfest 2022
- Dorchester Golf & Country Club Summer Country Bash
- The Shops of Sydenham's Honey + Bloom Spring Market

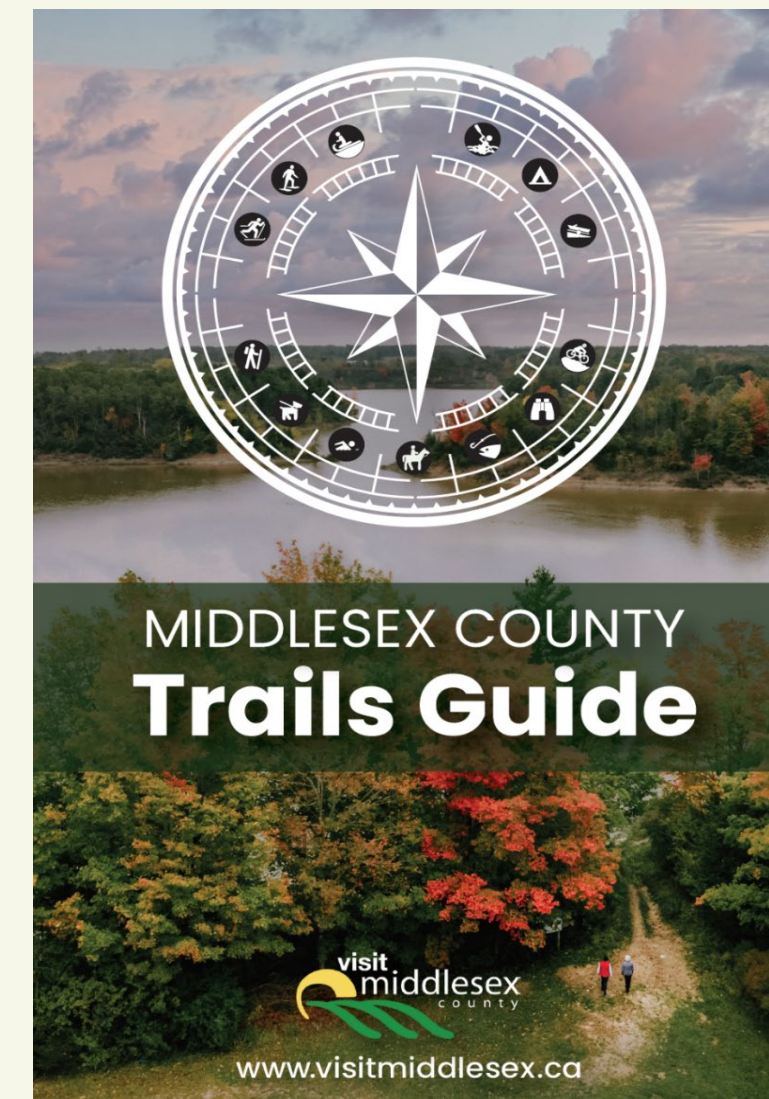
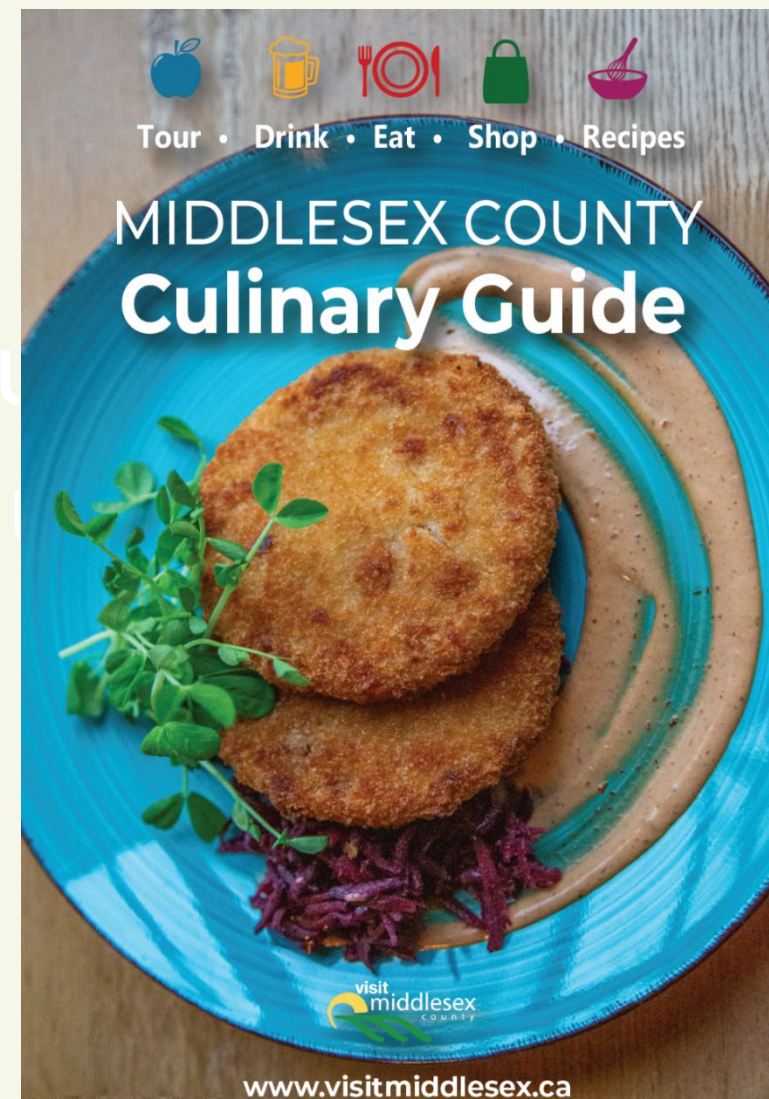
We have had numerous inquiries into the program and we look forward to providing assistance to many new and exciting events in Middlesex County this year.



Publication Updates

Updates to the award winning Culinary Guide and Trails Guide are currently underway.

Digital copies will be kept up-to-date online and we are excited to share that our partners including the Middlesex London Health Unit, and many local businesses are on board with us again to produce print copies of both publications to be distributed to tourism, libraries and municipal offices throughout the region.





From our Hands to Your Table



- Second installment of the series ran January 24th - March 31st
- Tourism Sarnia-Lambton, Middlesex-London Food Policy Council, Sarnia Lambton Economic Partnership, Middlesex Federation of Agriculture and Lambton Federation of Agriculture as partners
- Southwestern Ontario Tourism Corporation grant was secured to bolster the marketing campaign
- Clock Tower Inn & Frisa Farms and Rusty Wrench Brewing Co. & The Hop House are Middlesex County's newest featured partnerships
- Shale Ridge Estate Winery, Widder Station Golf, Grill and Tap House, Giresi's Pizza, and Zekveld's Garden Market are Sarnia-Lambton's newest featured partnerships
- Second Campaign Highlights:
 - 476,217 people reached
 - 990,492 impressions
 - 91% of campaign audience was new viewers
- Third campaign planned for late Summer/early Fall of 2022

Summer Youth Engagement Project

We have submitted an application for the London Community Foundation's Acorn Fund for Youth grant program. This application details our wish to carry out a fun and interactive scavenger hunt that sends young residents and visitors around the County; supporting local businesses and familiarizing themselves with different Middlesex communities.

If approved, this project will be carried out through the Goosechase app. Stayed tuned to our social media channels for more information!



Visit Campaigns

Visit Middlesex has active/planned 2022 campaigns with a variety of outlets ranging from local television to international magazines.

- Spotify (Postmedia)
- CTV
- Global Heroes
- Villager Magazine
- Ontario Summer Fun Guide
- Thames Talbot Lands Trust Guide
- Great Taste of Ontario
- Arena Boards
- MYFM
- Local Community Guides



Tourism Relief Funding

\$68.5 million for Southern Ontario



Initiatives under this fund will help tourism businesses and organizations:

- adapt their operations to meet public health requirements
- improves their products or services
- position themselves for post-pandemic economic recovery

Key Dates:

- Intake open April 12th, 2022
- Intake closes May 15th, 2022
- Project completion December 31, 2022
- Matching funds spending back to April 19, 2022

Federal Eligibility:

- Incorporated Businesses: up to \$100,000 non-repayable for 50% of eligible project costs
- Non Profit Incorporated Organizations: up to \$100,000 for 100% of eligible project costs
- Municipality or municipal organizations: up to \$100,000 for 100% of eligible project costs
- Indigenous/First Nations/ Metis Settlement non-profit organizations: up to \$100,000 for 100% of eligible project costs

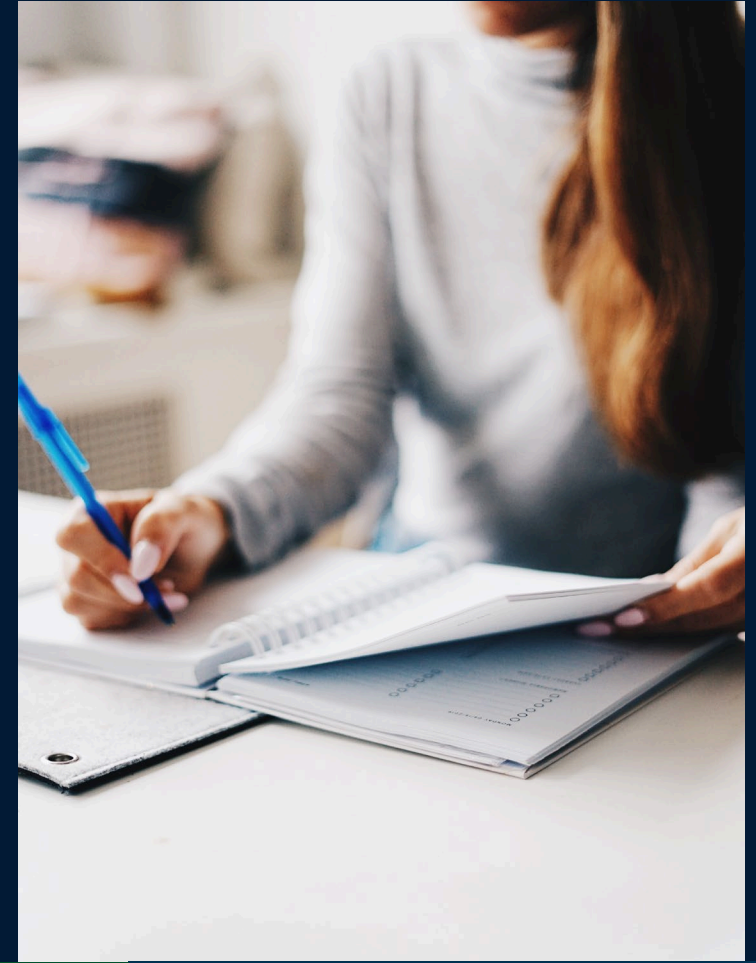
Thank You...

for your support

We're here to help!

If you have a local Economic Development or Tourism project we can lend assistance to, please let us know.





Communications Strategy Implementation and Website Launch



Communications Strategy

- The draft Middlesex County Communications Strategy was approved by Council on April 5, 2022
- Staff has been working to implement Year 1 Recommendations



**Communications
Strategy**

APRIL 2022

Communications Strategy

Recommendations Implemented:



Corporate Communications Assistant



Website Redesign



Council Highlights



Consistent Branding



Social Media



Launch of Message Framework



Editorial Calendar

Recommendations Implemented



Corporate Communications Assistant

- ✓ On-board a junior communications resource, reporting to the Legislative Services Manager
- ✓ Assign formal responsibility for preparing corporate positions, coordinating media responses, and supporting senior management to a designated junior communications resource (under the direction of the Legislative Services Manager)

Paul Napigkit, Corporate Communications Assistant

Recommendations Implemented



Website Redesign

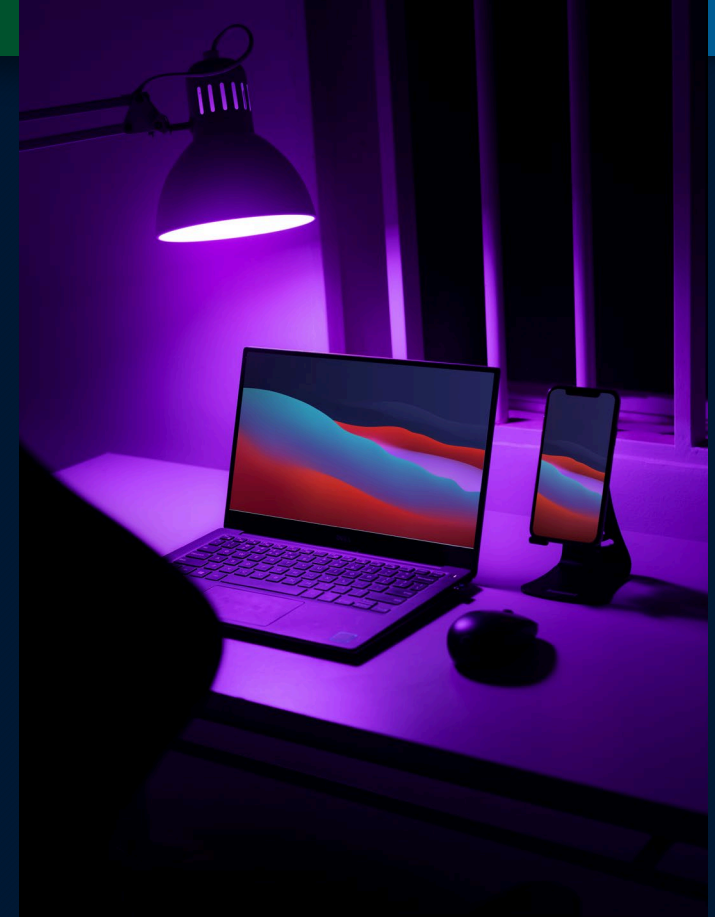
- ✓ Redevelop the County's corporate website to improve appearance and navigation

"The goal of the corporate website is to act as the official voice for Middlesex County...."

"...the aim of all social media posts, digital communications, and online news sources is to drive traffic to [County] websites."

Website Redesign

- In February 2020 the County and 6 participating local municipalities issued an RFP for web design and development
- Digital Echidna (Northern Co.) was the successful proponent
- County IT and the Legislative Services Department have been working with Digital Echidna to redevelop the County's website over the past 6 months
- The new website is set to launch on April 28, 2022



List of Features:

- Refreshed layout and design
- Enhanced Security controls and updates
- Enhanced Search Functions
- Emergency Banner System
- Meets AODA Requirements
- Incorporates Communications Strategy recommendations



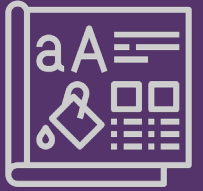
Recommendations Implemented



Website Redesign Continued

- ✓ Create a “News” section with Statements, Media releases and Service updates
- ✓ Transfer information regarding meeting updates to the Council section of the website, and job opportunities to the careers section of the website
- ✓ Expand/consolidate options to subscribe to news, job alerts, etc.
- ✓ Collect and record express consent from subscribers to receive information

Recommendations Implemented



Consistent Branding

- ✓ Develop a brand manual for Middlesex County that specifies brand colours, fonts, logo placement
 - Design Guidelines coming May 2022
- ✓ Build standard corporate templates for media releases, service updates and public statements

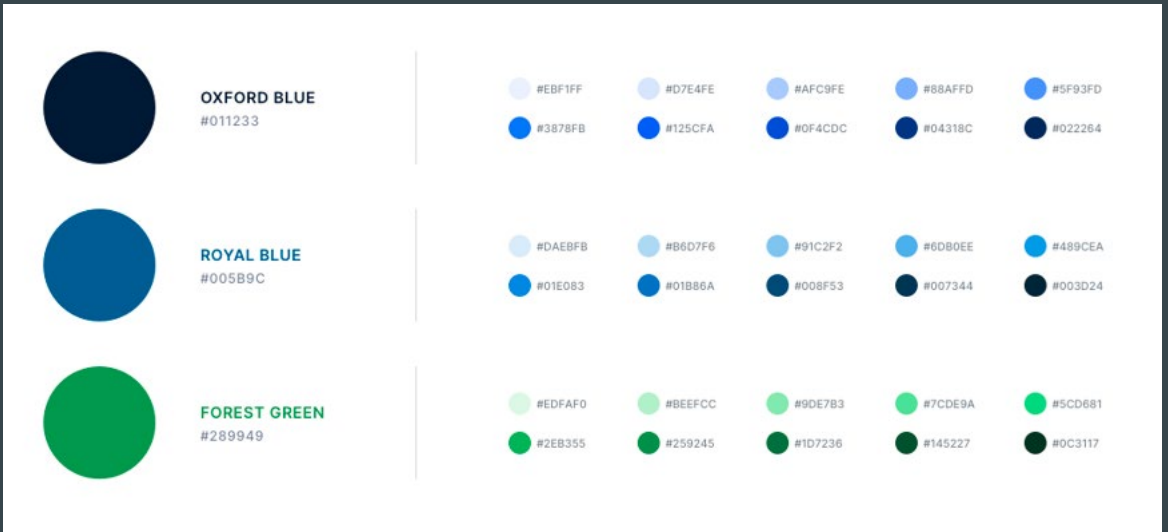
Corporate Branding Design Tile

Font:

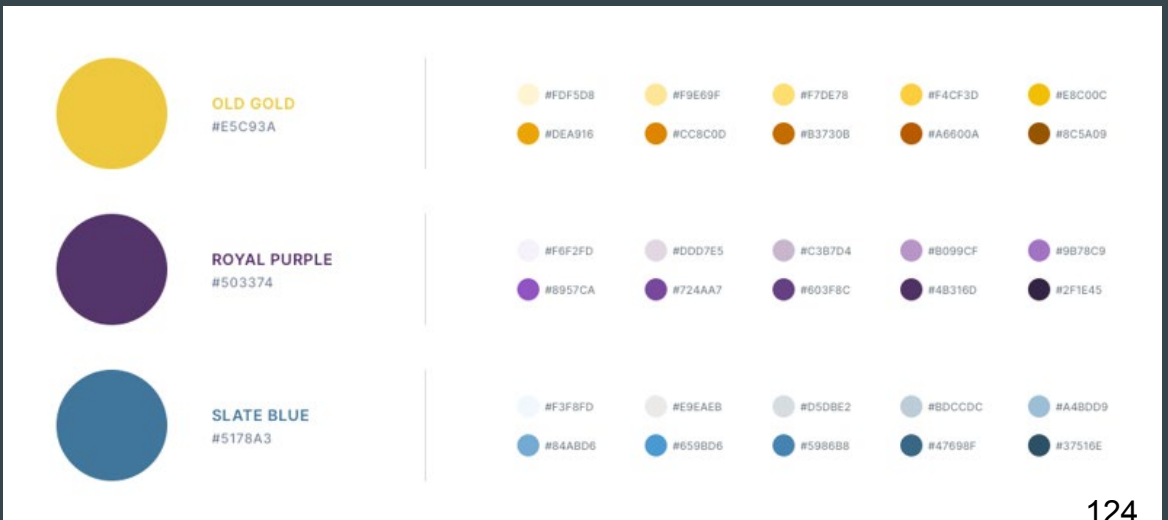
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Primary Palette:



Secondary Palette:



Media Templates

Media Release

399 Ridout Street | London, ON | N6A 2P1 519-434-7321 ext. 2354

FOR IMMEDIATE RELEASE:

[Insert Title/ Headline | Example: Middlesex County Council Approves 2022 Budget with New Service Enhancements]

[Subheading | Example: Budget enables expanded transit, library programs to be launched later this year.]

MIDDLESEX COUNTY ([insert date]): On [insert date], Middlesex County... [insert content for paragraph 1 – brief synopsis of issue, event, or decision].

[insert content for paragraph 2 – further details regarding issue].

[insert content for paragraph 3 – benefits/ relevance/ significance of issue for target audience].

[insert content for paragraph 4- background information and previous County activities that relate to or support the issue].

For more information please visit [insert web link].


QUOTES:
"[insert quote #1]."
-[insert spokesperson name and title]

"[insert quote #2]."
-[insert spokesperson name and title]

-30-

Middlesex County is an innovative, well-run organization offering high value programs and services to the best community in which to live, visit, and do business in Southwestern Ontario. The County serves a vibrant, growing community of 75,000 people and offers a great place to call home, offering exceptional lifestyle, a wide variety of local attractions, and wonderful sense of community.

MEDIA CONTACT:
Middlesex County Media Relations
Legislative Services Division
mediarelations@middlesex.ca

 www.middlesex.ca

Statement

399 Ridout Street | London, ON | N6A 2P1 519-434-7321 ext. 2354

OFFICIAL STATEMENT

FOR IMMEDIATE RELEASE:

Middlesex County Warden Statement on [insert issue].


MIDDLESEX COUNTY ([insert date]): On [insert date], Warden [insert name] issued the following statement on behalf of County Council and the Corporation of Middlesex County regarding [insert issue]:

"On behalf of Middlesex County Council, [insert statement]."

-30-

MEDIA CONTACT:
Middlesex County Media Relations
Legislative Services Division
mediarelations@middlesex.ca

 www.middlesex.ca

Service and Information Update

399 Ridout Street | London, ON | N6A 2P1 519-434-7321 ext. 2354

[INSERT DATE]

[Insert Title/Headline | Example: Middlesex County offices and programs closed on Monday, February 14]

[insert brief description of service information or disruption | Example: "All Middlesex County offices, programs and library branches will be closed on Monday February 14 for the Family Day holiday."]


[insert further details.]

[insert alternate service options or instructions | For example: "Residents are encouraged to visit middlesex.ca or library.middlesex.ca to access online information, programs, and services."]

Please visit middlesex.ca or monitor Middlesex County's [Facebook](#), [Twitter](#) and [Instagram](#) pages for updates.

-30-

MEDIA CONTACT:
Middlesex County Media Relations
Legislative Services Division
mediarelations@middlesex.ca

 www.middlesex.ca

Recommendations Implemented



Launch of Messaging Frame Work

- ✓ All Media Products support central message or supporting messages
 - Central Message is built on themes of innovation, value for money, lifestyle (including health, housing, safety, and wellbeing) and economic development
 - Supporting Messages
 - High Value Programs and Services
 - Best-in-Class Financial Management
 - Leadership and Innovation
 - Exceptional Place To Do Business
 - Exceptional Place To Visit
 - Unparalleled Lifestyle Opportunities

Recommendations Implemented



Council Highlights

- ✓ Media Product describing Council decisions
- ✓ Post to the County's website and distribute through social media accounts and email subscription databases
 - Council Highlights launching on the new website on April 28, 2022

Council Highlights Template

Council Highlights

[Insert date]

Council Highlights is an informal summary of selected actions taken by Middlesex County Council or Committee of the Whole at business meetings.

► Title

Summary

► Title

Summary

► Title

Summary

► Title

Summary

► Title

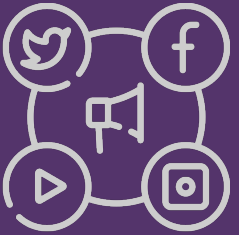
Summary

Recommendations made by the Committee of the Whole will be considered by County Council at its next regular meeting on [insert date]. The Legislative Services Department maintains the official record for all County government proceedings.

For more information please contact: mediarelations@middlesex.ca or clerk@middlesex.ca



Recommendations Implemented



Social Media

- ✓ Ensure all corporately-approved social media accounts are sufficiently resourced and assess the need for further consolidation of accounts
- ✓ Discontinue Middlesex County Roads twitter account/merge with existing corporate accounts
- ✓ Set up corporate accounts on emerging platforms using the **@middlesexcounty** handle

Service Update:



Road Closure



**Egremont Drive is closed
between Vanneck and
Melrose Road from
April 19 to June 2**



Recommendations Implemented



Editorial Calendar

- ✓ Build an ongoing editorial calendar that includes anticipated announcements, events, program changes and major Council decisions.

In progress

- Legislative Services calendar for Q2 created
- Meetings to be set between Corporate Communications staff and Department's without dedicated Communications staff – May 2022
- Internal Working Group of Communications Employees – May 2022

Coming May 2022

- Design Guidelines
- Media Relations Policy
- Council Levels of Services Document



Thank You!

MORE HOMES FOR EVERYONE ACT

**Provincial Changes
Through Bill 109**

26 APRIL 2022

“.. proposes smart, targeted policies that address the process to get housing built faster and more easily while protecting home buyers, owners and renters ..”

- The Province enacted on April 14, 2022, legislative changes and initiatives under the **More Homes for Everyone Plan**
- The changes are wide-ranging with three areas of focus:



**Less Red
Tape, More
Homes**



**Make it
Easier to Build
Community
Housing**



**Protect
Homebuyers,
Homeowners
and Renters**

- This presentation will focus on the changes to the Planning Act

Provincial Approval Authority Changes

- The 120-day Provincial review and approval timeline for county official plan amendments can be suspended or paused by the Minister
- The Minister can refer a county official plan amendment to the Ontario Land Tribunal (OLT) for a recommendation **or** for a decision
- The suspended timelines are retroactive

‘incentivize municipalities to make timely decisions’

- Starting January 1st 2023, municipalities must refund application fees where timelines are not met for **zoning by-law amendments** and **site plans**

Amount of Refund	Days following application of no decision on zoning by-law amendment, zoning by-law amendments with an official plan amendment, and site plan
50%	90 days (ZBA), 120 days (ZBA with OPA), 60 days (Site Plan)
75%	150 days (ZBA), 180 days (ZBA with OPA), 90 days (Site Plan)
100%	210 days (ZBA), 240 days (ZBA with OPA), 120 days (Site Plan)

Site-Plan Control

- Additional complete application requirements
- **Authority to approve site plans must be delegated to staff by July 1, 2022**
- Refund of application fees where 60-day timeline not met starting January 1, 2023
- Other technical changes

Plan of Subdivision / Condominium

- Enable the Minister to prescribe matters that cannot be included as conditions of approval to prevent municipal 'scope creep' (no details yet provided)
- Where a plan of subdivision has lapsed, the County could within five-years deem the plan to have not lapsed; whereas previously developer would have to re-start process

Community Infrastructure and Housing Accelerator

- Allows a municipality to request the Province to approve a Minister's Zoning Order (MZO)
- Essentially a zoning by-law amendment without the process of the Planning Act
- The Municipality would have to give notice and consult as the municipality 'considers appropriate'
- The MZO is not subject to appeal and can include conditions and exemptions from subsequent planning approvals
- Appears to primarily be geared toward the provision of community, market, and long-term care housing

Other Changes

- Ministry commitment to provision of data to municipalities
- The Minister may prescribe municipal reporting on planning matters (performance measures?) and a 'development approvals data standard' (no details provided)
- Community Benefits and Development Charges review and reporting requirements
- The Minister may prescribe the use of 'surety bonds' instead of letters of credit
- Additional funding for the OLT
- Transition provisions

Initial Thoughts .. County Council

- In contrast to the 'incentivized' timelines for municipalities, the Ministry can pause their review of upper tier official plans and can refer to the OLT – potential timing and cost implications for the County
- The proposed changes largely do not impact County Approval Authority files
- The use of a MZO by a local municipality could 'by-pass' County Council
- The timing requirements of zoning by-law amendments related to plans of subdivision are problematic

Initial Thoughts .. Local Municipalities

- Pressure on municipalities to respond quickly while at the same time potentially reducing resources if application fee refunds occur
- There often are 'pinch points' in file review that will not likely go away such as engineering peer-review, conservation authorities, railways, etc.
- Municipalities may have to make deliberate decisions to approve (or deny) ZBAs within the time-frame or defer for reasons while being aware that a fee refund will occur
- Municipalities will have to ensure that CIP planning application fee rebate programs (if any) do not result in a double refund

Initial Thoughts .. Local Municipalities

- For site-plan approvals, municipalities must delegate authority to staff and will likely have to place greater emphasis on pre-submission review and conditional approvals to meet timelines
- Municipalities may want to consider pre-consultation fees
- Municipalities may need to use special Council meetings
- Planning will with municipalities to re-examine process including the use of 'checklist' letters and reports
- Ensure official plans and site plan by-laws include detailed submission requirements

Initial Thoughts .. Local Municipalities

- The Digital Planning System implementation will assist with streamlining, accountability, and reporting – but the already initiated project will have to be modified to reflect the changes
- Many of the proposed changes are difficult to evaluate without the details to be included in future Regulations such as matters that cannot be included as subdivision conditions
- Overall, the changes appear to limit the ability of municipalities to work with applicants and present several consequences that may be in opposition to the purpose of the changes



Committee of Whole

Meeting Date: April 26, 2022
Submitted by: Durk Vanderwerff, Director of Planning
SUBJECT: PROPOSED PLAN OF CONDOMINIUM, MUNICIPALITY OF THAMES CENTRE, FILE NO. 39T-TC-CDM2102; DONNYBROOK INDUSTRIAL CONDOMINIUM

BACKGROUND:

The proposed Donnybrook Industrial plan of condominium would create six vacant land condominium units (lots) on a six-hectare (15 acre) property within the Donnybrook industrial area near Dorchester. The proposed units would front onto a private roadway and would range in size from approximately 0.61 hectares to 1.5 hectares. The development would occur on private individual sanitary and water services.

The subject lands are designated and zoned for employment / industrial uses. The lands are vacant but were previously used for agriculture. Surrounding land uses include agricultural uses and several industrial uses under development including the applicant's contracting / excavating business which was previously conveyed as a separate lot and has legal access over the proposed private road through an easement.

The subject lands are located on the south side of Donnybrook Drive (County Road 78) and east of Westchester Bourne (County Road 74). A location map, the proposed plan, the local planning report, and proposed draft plan conditions are appended to this report. This report is a short summary of the issues from the perspective of the County as the Approval Authority and recommends draft plan approval of this condominium subject to conditions.

ANALYSIS:

The submission was accepted as complete on December 2, 2021, and the Municipality held a statutory public meeting on March 28, 2022. Thames Centre Council supported the application on April 4, 2022. During the local process, no public input was received.

An agency / ministry circulation was undertaken, and the comments received were either addressed or can appropriately be addressed as conditions of draft plan approval. The draft plan conditions include matters to satisfy the Municipality and the County Engineer.

The Provincial Policy Statement (PPS) and the County Official Plan encourage new development to occur in settlement areas where full municipal services exist or will be provided. There is however policy allowance for the development of areas designated for non-agricultural uses on the basis of private services where appropriate. The lands are located within the 'Rural Industrial' designation of the Thames Centre Official Plan. Municipal services are not available to the Donnybrook Industrial Area and it is intended for these lands be privately serviced and used for 'dry' industrial uses. The Municipality are satisfied in this regard.

The planning policies encourage municipalities to promote economic development and competitiveness by providing for a mix of employment uses and diversified economic base to meet long-term needs. This includes maintaining a range and choice of suitable sites for employment uses that consider existing and future businesses. A proposal such as this provides future economic opportunities for smaller light-industrial businesses.

The attached municipal planning report addresses the land use planning issues in detail and also outlines the documents and studies submitted in support of the proposal. I have reviewed this material throughout the process and am satisfied that the proposed plan is consistent with the Provincial Policy Statement, conforms with the County's Official Plan, conforms with the Municipality's Official Plan, and represents sound land use planning. I am, therefore, recommending draft plan approval of the plan of condominium subject to conditions.

FINANCIAL IMPLICATIONS:

The budget expense related to the Provincially delegated Approval Authority responsibility for local official plans is offset, to an extent, through the collection of application fees. The approval of development and the accompanied community growth has indirect long-term financial implications.

ALIGNMENT WITH STRATEGIC FOCUS:

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

Strategic Focus	Goals	Objectives
Strengthening Our Economy	Encourage a diverse and robust economic base throughout the county	Create an environment that enables the attraction and retention of businesses, talent, and investments

RECOMMENDATION:

That the proposed Plan of Condominium (File No. 39T-TC-CDM2102) be granted draft plan approval subject to conditions and that a Notice of Decision be circulated as required

by the Planning Act and that the Notice of Decision indicate that all written submissions received on the application were considered; the effect of which helped to make an informed recommendation and decision.

Attachments

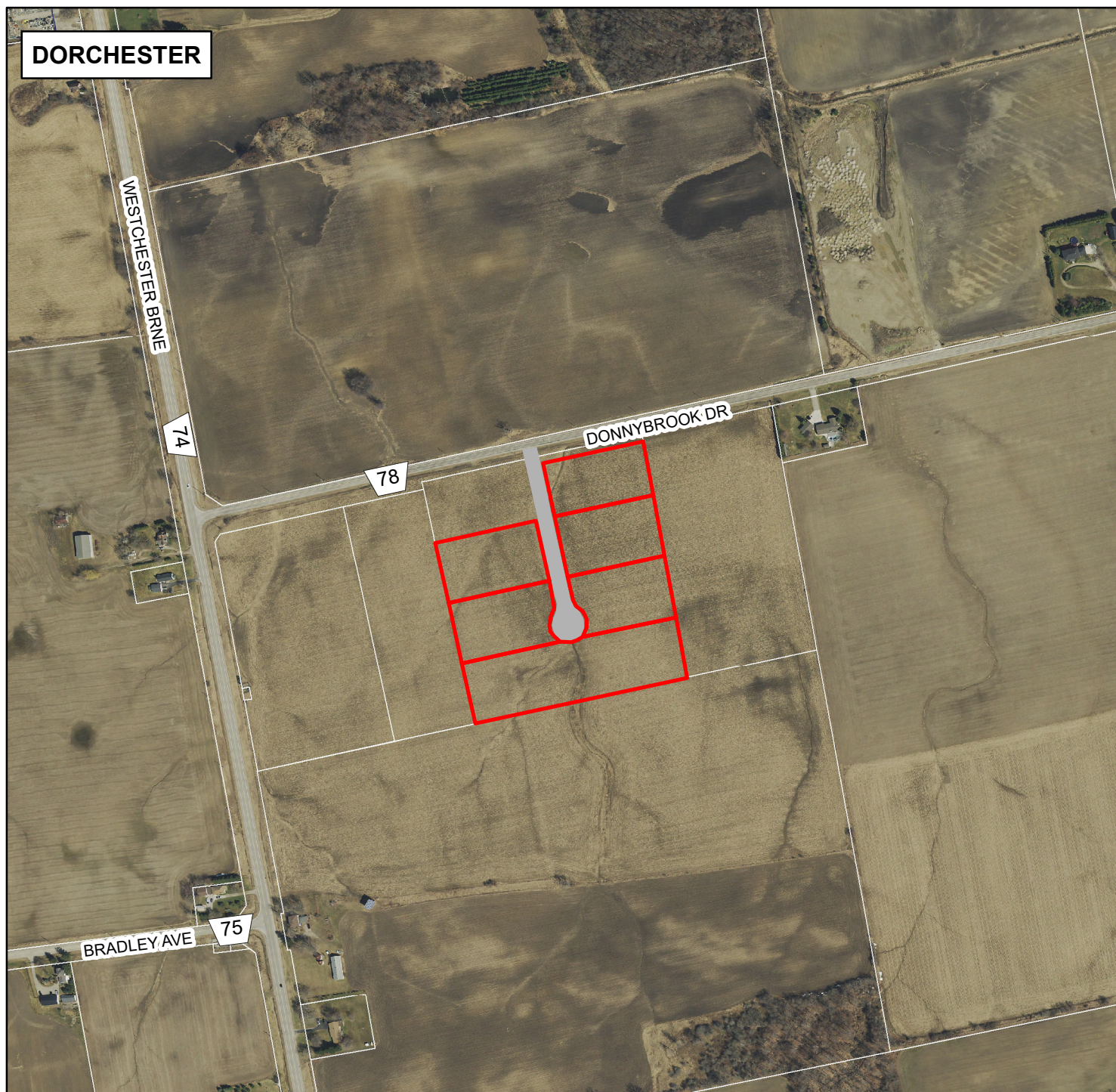
Attachment 1 Location Map

Attachment 2 Proposed Draft Plan

Attachment 3 Local Planning Report

Attachment 4 Preliminary Conditions

DORCHESTER



LOCATION MAP

Description:
PROPOSED PLAN OF CONDOMINIUM
269994 ONTARIO INC.
MUNICIPALITY OF THAMES CENTRE

File Number:
39T-TC-CDM2102

Prepared by: Planning Department
The County of Middlesex, December 03, 2021.



LEGEND

 Subject Lands



1:6,000
0 150 300
Meters

ADDITIONAL INFORMATION REQUIRED UNDER
SECTION 51(17) OF THE PLANNING ACT:

- a) AS SHOWN

b) AS SHOWN

c) AS SHOWN

d) AS SHOWN

e) AS SHOWN

f) AS SHOWN
- g) AS SHOWN

h) MUNICIPAL WATER AVAILABLE

i) SILTY CLAY LOAM

j) AS SHOWN

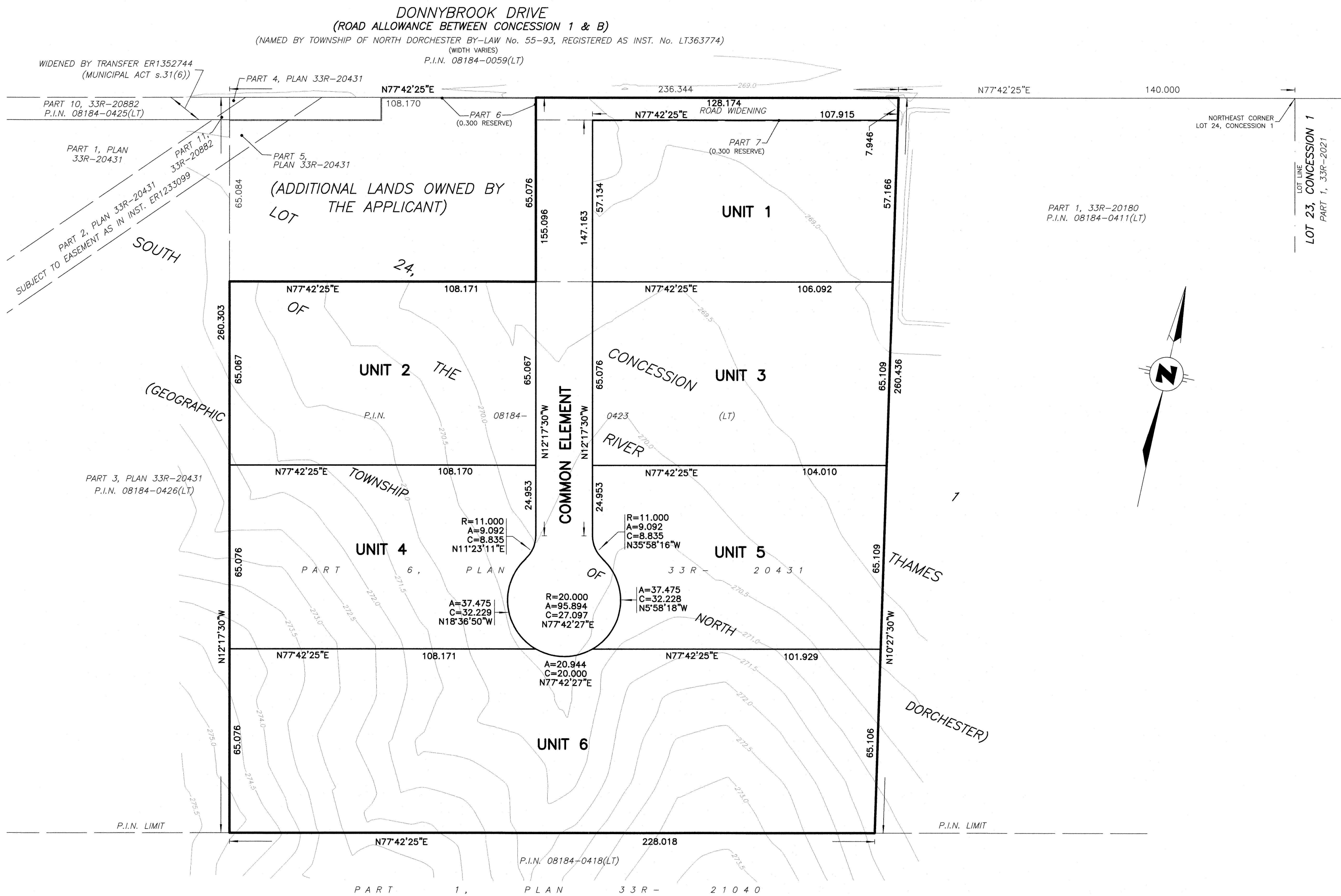
k) STORM & SANITARY SEWERS, HYDRO, GAS

l) AS SHOWN

LAND USE SCHEDULE

SITE AREA: 6.04 ha. (60,438.16 sq.m.)
TOTAL NUMBER OF UNITS: 6 COMMERCIAL
COMMON ELEMENT AREA: 0.53 ha. (5,298.69 sq.m.)
DENSITY: 1.16 COMMERCIAL UNITS / ha.

SUBJECT TO THE CONDITIONS, IF ANY, SET FORTH IN OUR LETTER DATED _____ DAY OF _____, 20____, THIS DRAFT PLAN IS APPROVED UNDER SECTION 51 OF THE PLANNING ACT AND SECTION 9 OF THE CONDOMINIUM ACT 1998, THIS _____ DAY OF _____, 20____.



DRAFT PLAN OF
VACANT LAND CONDOMINIUM
OF PART OF
LOT 24, CONCESSION 1
SOUTH OF THE RIVER THAMES
(GEOGRAPHIC TOWNSHIP OF NORTH DORCHESTER)
IN THE
MUNICIPALITY OF THAMES CENTRE
COUNTY OF MIDDLESEX

SCALE 1:1000 (Metric)
(SCALE IN METRES)
TERRY P. DIETZ
ONTARIO LAND SURVEYOR

OWNER'S CERTIFICATE
I HEREBY SUBMIT THIS PLAN OF PROPOSED CONDOMINIUM TO THE MUNICIPALITY OF THAMES CENTRE FOR APPROVAL.

269994 ONTARIO INC.
JENNA CASSIDY
I HAVE THE AUTHORITY TO BIND THE CORPORATION

Nov 26/21
DATE

SURVEYOR'S CERTIFICATE
I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LANDS TO BE SUBDIVIDED AND THEIR RELATIONSHIP TO ADJACENT LANDS ARE ACCURATELY AND CORRECTLY SHOWN ON THIS PLAN.

Nov 26/21
LONDON, ONTARIO

TERRY P. DIETZ
ONTARIO LAND SURVEYOR

METRIC DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048
C:\CDvault\DWG\2020a\2021\21-24503 133 Donnybrook\Draftplan\LC(C-2488).dwg November 24, 2021

Callon + Dietz INCORPORATED
ONTARIO LAND SURVEYORS
CARLETON PLACE LONDON NORTH BAY
info@callondietz.com callondietz.com

SURVEY BY: DRAWN BY: H.D. FILE No: 21-24503 PLAN No: C-2488

100605



MUNICIPALITY OF THAMES CENTRE

PLANNING & DEVELOPMENT SERVICES

REPORT NO: PDS-015-22

FILE: 39T-TC-CDM2102

TO: Mayor and Members of Council

FROM: Marc Bancroft, Director of Planning and Development Services

MEETING DATE: March 28, 2022

**RE: APPLICATION FOR DRAFT PLAN OF CONDOMINIUM
269994 ONTARIO INC. (C/O MATT AND JENNA CASSIDY)
133 DONNYBROOK DRIVE**

1. PURPOSE

The purpose of this report is to provide an evaluation of the subject application to facilitate the development of a vacant land plan of condominium for industrial purposes. This proposal was presented at a public meeting of Municipal Council on January 31, 2022. This report includes a summary of the public and agency consultation process along with recommendations for Council's consideration.

2. BACKGROUND (see attached map)

Originally having an area of 6 hectares (14.93 ac), the subject property is located on the south side of Donnybrook Drive (County Road 78) east of Westchester Bourne (County Road 74). Through Application for Consent B23/20, the applicant's contracting and excavating business was conveyed from the subject property as a separate parcel of land having an area of 0.7 hectares (1.7 ac) and privately serviced with a well and septic system. The balance of the lands is vacant having an area of 5.3 hectares (13.14 ac) which is to accommodate a proposed industrial condominium.

The lands affected are designated Rural Industrial under the Thames Centre Official Plan and zoned Rural Industrial (M2) pursuant to the Thames Centre Comprehensive Zoning By-law.

Surrounding land uses include agricultural lands used for field crop production to the south and west which are also designated for future industrial development. Lands to the north also contain agricultural lands for field crop production whereas lands to the east are used for industrial purposes in the form of a contracting business. Further east lies a residential use in the form of a single detached dwelling.

3. PROPOSAL

The purpose of the proposed vacant land plan of condominium, as shown on the attached plan, is to facilitate the development of the subject lands for the following purposes:

- a total of 6 lots (or units) to support industrial development;
- lots are generally 0.68 hectares (1.7 ac) in size with the exception of the southerly lot being 1.5 ha (3.67 ac) in size;
- accessible by a private road (with a cul-de-sac) off Donnybrook Drive being a shared common element feature of the condominium;
- serviced by private individual wells and private individual sewage disposal systems, considering full municipal services are not available in the area; and
- the applicant's contracting/excavating business which was conveyed as a separate lot has legal access over the proposed private road through a registered easement.

The following information has been provided in support of the subject proposal, namely: servicing brief; septic design with soils investigation; archaeological assessment; and mapping showing the location of monitoring wells as part of a geotechnical investigation.

Under the Planning Act, parkland dedication is required at a rate of 2% of the total draft plan area in the case of industrial development. With a total area of 5.3 hectares (13.14 ac), the amount of parkland required is 0.1 hectares (0.24 ac). Considering parkland dedication is generally more desirable in a residential setting, the Municipality will accept cash-in-lieu of parkland dedication to fund the purchase of additional parkland at another location or fund parks related capital costs. Cash-in-lieu would be based on 2% of the value of the property based on a land appraisal.

Similar to plans of subdivision, the County of Middlesex is the delegated approval authority for plans of condominium. Before the County is able to render a decision, this application must first be considered by Thames Centre Council and subject to a statutory public meeting to engage the public and prescribed agencies.

4. AGENCY AND PUBLIC CONSULTATION

4.1 Agency Comments

In the circulation of the notice of public meeting to prescribed agencies, the following comments were received:

3.1.1 County of Middlesex Safety and Standards Officer:

The property will need to be assigned a Donnybrook Drive Municipal 911 Address and that each unit be assigned a unit number to the satisfaction of the Municipality in consultation with Middlesex County. This shall include permanent and temporary address/unit signage during all stages of construction which shall be required through the condominium agreement.

3.1.2 Bell Canada:

The following paragraphs should be included as a condition of approval:

“The Owner acknowledges and agrees to convey any easement(s) as deemed necessary by Bell Canada to service this new development. The Owner further agrees and acknowledges to convey such easements at no cost to Bell Canada.

The Owner agrees that should any conflict arise with existing Bell Canada facilities where a current and valid easement exists within the subject area, the Owner shall be responsible for the relocation of any such facilities or easements at their own cost.”

The Owner is advised to contact Bell Canada at planninganddevelopment@bell.ca during the detailed utility design stage to confirm the provision of communication/telecommunication infrastructure needed to service the development.

It shall be noted that it is the responsibility of the Owner to provide entrance/service duct(s) from Bell Canada’s existing network infrastructure to service this development. In the event that no such network infrastructure exists, in accordance with the Bell Canada Act, the Owner may be required to pay for the extension of such network infrastructure.

3.1.3 Enbridge:

A portion of an Enbridge Gas easement is within this drawing. It doesn’t appear any of the proposed condos would be on this easement but just a reminder that no permanent structures/ foundations can be installed on the easement. This is not a high pressure line and thus, no setback is required from the easement.

3.1.4 Hydro One: No concerns.

3.1.5 Public Works Director:

Public Works requests to be copied on all water well records once completed and that, as stated in the application, each property shall maintain its own individual well and no one well will service more than one property.

3.1.6 Drainage Superintendent: Drainage reassessments will be required.

3.1.7 Chief Building Official:

The private road will need to comply with the Ontario Building Code (OBC) as a fire department access route and will need a turn-around area to accommodate a fire truck. Each site will require a 12 metre turning radius with a minimum 6 metre wide access route and entrance. Further each site will need to provide water for firefighting by way of water supply tanks or ponds with a design for each according to NFPA 24 and the OBC. The developer will also need to provide soil testing, and verify that on-site sewage systems can be accommodated on each site.

Building and By-Law request that the new private road have no parking permitted one side and signage installed to reflect no parking and that no parking permitted in the turnaround area of the south end of private road to maintain fire routes.

4.2 Public Comments

In the circulation of the notice of public meeting to surrounding property owners, no responses have been received to date.

4.3 Excerpt of Minutes of the Public Meeting of Municipal Council held on January 31, 2022

The Director of Planning presented Report No. PDS-008-22 to provide Council with background information regarding the subject proposal. The Director of Planning advised that this proposal has been circulated to property owners within 120 m (400 ft) of the subject lands and to prescribed agencies under the Planning Act. The purpose of the public meeting is to facilitate feedback from the community. Following the public meeting, staff will consider all public and agency comments and provide an evaluation report including a recommendation for Council's consideration at a future meeting.

The Director of Planning advised that comments received from circulated agencies and staff at the time of the writing of this report have been summarized in the planning report. There were no comments received from the public.

The Director of Planning recommended that Report No. PDS-008-22 dated January 31, 2022 related to Application for Draft Plan of Condominium (File No. 39T-TC-CDM2102) requested by 269994 Ontario Inc. (c/o Matt and Jenna

Cassidy) for lands known municipally as 133 Donnybrook Drive be received, and that the Director of Planning and Development Services provide a subsequent report evaluating the said Application, taking into account all public and agency comments received, with a recommendation for Council's consideration at a future meeting. Matt and Jenna Cassidy, Applicants, were in attendance remotely and had no additional information to provide.

There were no members of the public in attendance.

Council inquired about municipal water services and fire hydrants. The Director of Planning confirmed there are no municipal water services or fire hydrants near the subject property.

5. ANALYSIS

Although the subject lands lie within the Agricultural Areas designation under the County Plan, the subject lands do not contemplate the removal of agricultural land since they were previously removed from agriculture, from a policy standpoint, given the current Rural Industrial designation under the Thames Centre Official Plan. The same applies concerning the Provincial Policy Statement.

Through the Rural Industrial designation, the proposed industrial vacant land condominium would be consistent with the Municipality's vision for the development of the lands. Staff is satisfied that the proposed development would contemplate an efficient use of land and infrastructure subject to private servicing.

The Thames Centre Official Plan provides policy direction for the conveyance of lands including by plan of condominium which may require that the applicant enter into appropriate agreements registered on title to ensure the proper and orderly development of the lands. Recommended draft plan conditions are attached for Council's consideration which would generally be implemented through an agreement with the applicant. All comments received have been considered and have been generally addressed or can be appropriately generally addressed as conditions of draft plan approval, or through a future site plan application which shall be required on per unit (lot) basis.

Through a vacant land condominium, the units are the individual plots of land or lots. The proposed lots would conform to the minimum lot frontage and minimum lot area requirements under the Rural Industrial (M2) Zone.

6. RECOMMENDATION

THAT the Municipality of Thames Centre recommends the issuance of draft plan of condominium approval to the County of Middlesex for Application for Draft Plan of Condominium (File No. 39T-TC-CDM2102) requested by 269994 Ontario Inc. (c/o Matt and Jenna Cassidy) for lands known municipally as 133 Donnybrook Drive and subject to the conditions attached to Report No. PDS-015-22.

Prepared by: Marc Bancroft, Director of Planning & Development Services

Reviewed by: Mike Henry, Chief Administrative Officer

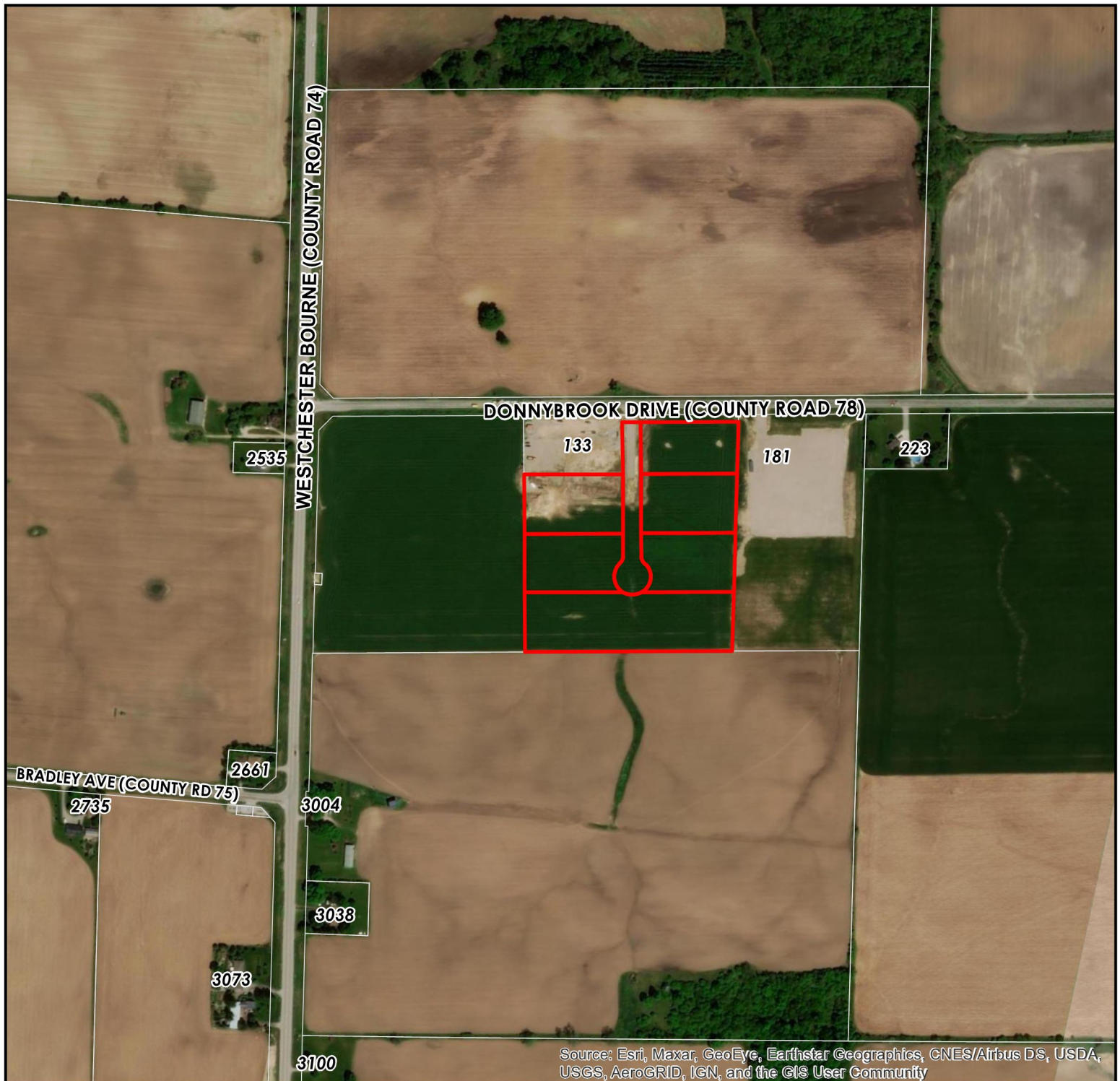
**APPLICATION FOR PROPOSED PLAN OF CONDOMINIUM
(39T-TC-CDM2102)**

Applicant: 269994 Ontario Inc.

Location: Part of Lot 24, Concession 1, Dorchester



Municipality of THAMES CENTRE



 **SUBJECT LANDS**

JANUARY 2022

1:6,000

0 35 70 140 210 280 Metres



Disclaimer: This map is for illustrative purposes only. Do not rely on it as being a precise indicator of routes, locations of features, nor as a guide to navigation.

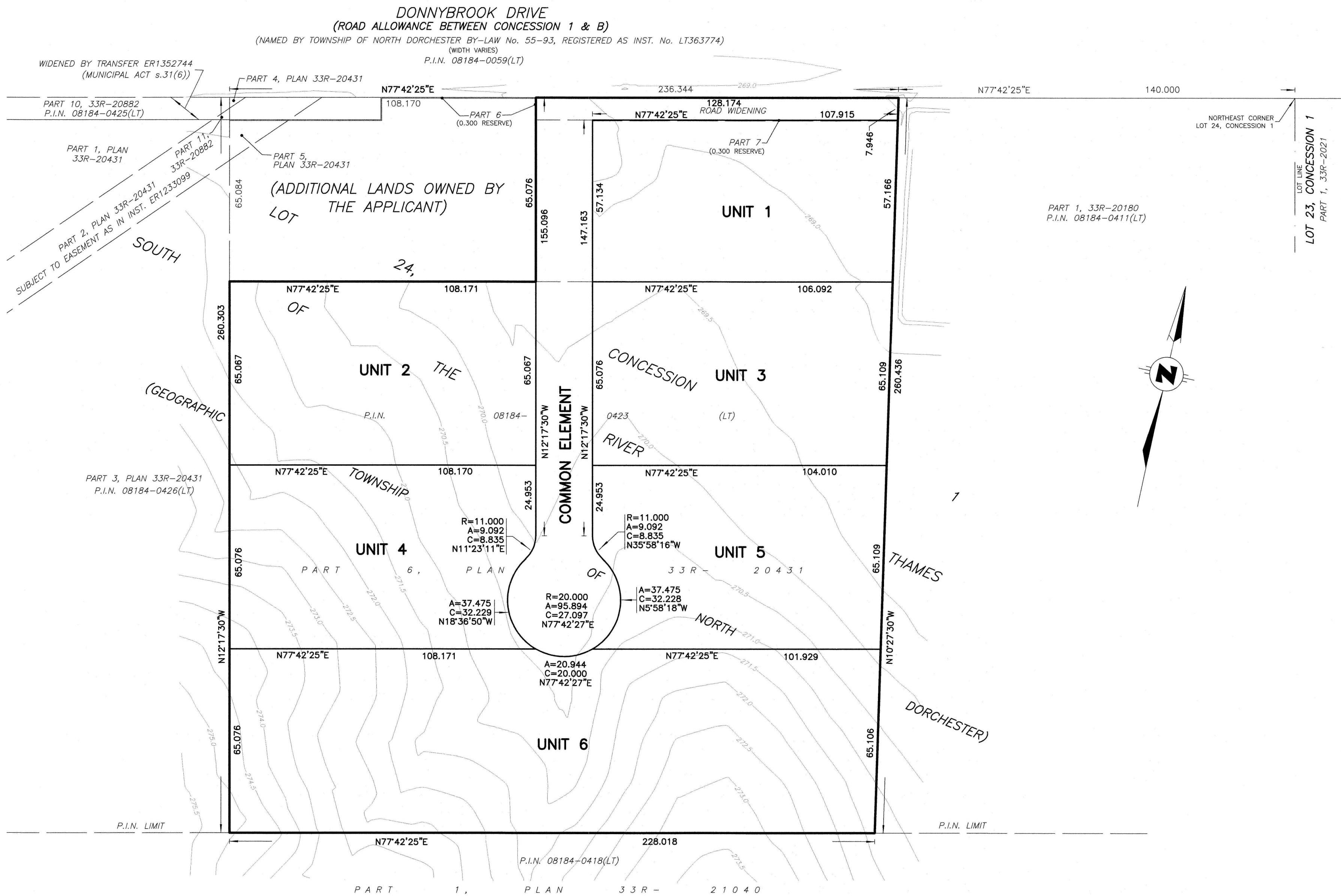
ADDITIONAL INFORMATION REQUIRED UNDER
SECTION 51(17) OF THE PLANNING ACT:

- | | |
|-------------|--|
| a) AS SHOWN | g) AS SHOWN |
| b) AS SHOWN | h) MUNICIPAL WATER AVAILABLE |
| c) AS SHOWN | i) SILTY CLAY LOAM |
| d) AS SHOWN | j) AS SHOWN |
| e) AS SHOWN | k) STORM & SANITARY SEWERS, HYDRO, GAS |
| f) AS SHOWN | l) AS SHOWN |

LAND USE SCHEDULE

SITE AREA: 6.04 ha. (60,438.16 sq.m.)
TOTAL NUMBER OF UNITS: 6 COMMERCIAL
COMMON ELEMENT AREA: 0.53 ha. (5,298.69 sq.m.)
DENSITY: 1.16 COMMERCIAL UNITS / ha.

SUBJECT TO THE CONDITIONS, IF ANY, SET FORTH IN OUR LETTER
DATED _____ DAY OF _____, 20____,
THIS DRAFT PLAN IS APPROVED UNDER SECTION 51 OF THE
PLANNING ACT AND SECTION 9 OF THE CONDOMINIUM ACT 1998,
THIS _____ DAY OF _____, 20____.



DRAFT PLAN OF
VACANT LAND CONDOMINIUM
OF PART OF
LOT 24, CONCESSION 1
SOUTH OF THE RIVER THAMES
(GEOGRAPHIC TOWNSHIP OF NORTH DORCHESTER)
IN THE
MUNICIPALITY OF THAMES CENTRE
COUNTY OF MIDDLESEX
SCALE 1:1000 (Metric)
(SCALE IN METRES)
TERRY P. DIETZ
ONTARIO LAND SURVEYOR

OWNER'S CERTIFICATE
I HEREBY SUBMIT THIS PLAN OF PROPOSED CONDOMINIUM TO THE MUNICIPALITY
OF THAMES CENTRE FOR APPROVAL.
DATE: Nov 26/21
JENNA CASSIDY
I HAVE THE AUTHORITY TO BIND
THE CORPORATION

SURVEYOR'S CERTIFICATE
I HEREBY CERTIFY THAT THE BOUNDARIES OF THE LANDS TO BE SUBDIVIDED AND THEIR
RELATIONSHIP TO ADJACENT LANDS ARE ACCURATELY AND CORRECTLY SHOWN ON THIS PLAN.
DATE: Nov 26/21
TERRY P. DIETZ
ONTARIO LAND SURVEYOR

METRIC DISTANCES AND COORDINATES SHOWN ON THIS PLAN ARE IN METRES
AND CAN BE CONVERTED TO FEET BY DIVIDING BY 0.3048
C:\CDvault\DWG\2020a\2021\21-24503 133 Donnybrook\Draftplan\LC(C-2488).dwg November 24, 2021

Callon + Dietz INCORPORATED
ONTARIO LAND SURVEYORS
CARLETON PLACE LONDON NORTH BAY
info@callondietz.com callondietz.com

SURVEY BY: DRAWN BY: H.D. FILE No: 21-24503 PLAN No: C-2488

100605

Recommended Conditions of Draft Plan Approval

The conditions and amendments to final plan of approval for registration of this Subdivision as provided by the County of Middlesex are as follows:

No.	Conditions
1.	<p>That this approval applies to the draft plan of vacant land condominium prepared by Callon Dietz Incorporated and signed by Terry P. Dietz, OLS dated November 26, 2021 and showing:</p> <ul style="list-style-type: none">• six (6) units to support independent industrial development opportunities (Units 1 to 6).• One (1) block for common elements.
2.	<p>That the units shall be addressed to the satisfaction of the Municipality in consultation with the County of Middlesex.</p>
3.	<p>That the Owner provide cash-in-lieu of parkland dedication to the Municipality pursuant to the <u>Planning Act</u> equal to 2% of the value of the land.</p>
4.	<p>That prior to final approval, the Approval Authority is to be advised by the Municipality that appropriate zoning is in effect for the development.</p>
5.	<p>The Owner shall enter into an agreement with the appropriate service providers for the installation of underground communication / telecommunication utility services for these lands to enable, at a minimum, the effective delivery of the broadband internet services and communication / telecommunication services for 911 Emergency Services.</p>
6.	<p>That the Owner and the Municipality enter into a Condominium Agreement pursuant to Section 51(26) of the <u>Planning Act</u> to be registered on title of the lands to which it applies prior to the plan of condominium being registered. Further that the Condominium Agreement shall include provisions that it will also be registered against the lands to which it applies once the plan of condominium has been registered.</p>
7.	<p>That the Condominium Agreement between the Owner and the Municipality shall satisfy all requirements of the Municipality related to financial (including property taxes), legal, planning and engineering matters including but not limited to the provision of landscaping and other amenities; the installation of underground utilities and other matters of the Municipality respecting the development of this land.</p>

8. That prior to registration Owner shall submit for the review and approval of the Municipality a comprehensive Stormwater Management Plan for all of the land subject to the Draft Plan of Condominium Application.
9. That prior to registration the Owner shall submit for the review and approval of the Municipality a comprehensive plan for utility servicing (gas, hydro, fibre etc.) for all of the land subject to the Draft Plan of Condominium Application and furthermore that any easements as may be required for utility, servicing, drainage or any other purposes shall be granted to the appropriate authority.
10. That prior to registration the Owner shall submit a draft condominium declaration document for review by the Municipality. The condominium declaration shall contain details on servicing allocation for each unit, stormwater allocation for each unit along with a summary of interests and obligations related to the Common Elements for each unit. Further, the declaration shall contain wording advising that future development of each of the units shall be subject to site plan approval.
11. That the Owner enter into an agreement with Canada Post Corporation for the installation of community mailboxes.
12. That prior to final approval, that the Owner shall obtain any necessary approval(s) under the Drainage Act to facilitate legal outlet to discharge stormwater to the satisfaction of the Municipality.
13. That the Condominium Agreement shall ensure that the persons who first purchase the subdivided land after the final approval of the plan of condominium are informed, at the time the land is transferred, of all the development charges related to the development, pursuant to Section 59(4) of the Development Charges Act.
14. That such easements as may be required for utility, servicing, or drainage purposes shall be granted to the appropriate authority.
15. That prior to final approval, arrangements shall be made to the satisfaction of the Municipality for the relocation of any utilities required for the development of the Plan, which relocation shall be undertaken and provided at the expense of the Owner.
16. That the Owner agrees that the development of the lands shall be undertaken in accordance with the Servicing Brief dated November 1, 2021 and undertaken by Spriet Associates and the soils investigation/septic design plan dated August 13, 2021 and undertaken by Bos Engineering and Environmental Services Inc.

17. That prior to final approval, a Licensed Archaeologist shall provide a letter to the Municipality indicating that there are no concerns for impacts to archaeological sites on the subject lands. This is to be accompanied by a letter from the Ministry having jurisdiction indicating that the licensee has met the Terms and Conditions for Archaeological Licensing and that the report has been entered into the Ontario Public Register of Archaeological Reports.
18. That prior to final approval, the County is to be advised in writing by the Municipality how conditions 1 to 17 have been satisfied.

Preliminary Conditions of Draft Plan Approval

The conditions and amendments to final plan of approval for registration of this Subdivision as provided by the County of Middlesex are as follows:

No.	Conditions
1.	<p>That this approval applies to the draft plan of vacant land condominium prepared and signed by Terry P. Dietz, OLS dated November 26, 2021 and showing:</p> <ul style="list-style-type: none">• six (6) units to support independent industrial development opportunities (Units 1 to 6).• One (1) block for common elements.
2.	<p>That the units shall be addressed to the satisfaction of the Municipality in consultation with the County of Middlesex. This shall include permanent and temporary municipal address signage during all stages of construction which shall and will be required through the subdivision agreement.</p>
3.	<p>That the Owner provide cash-in-lieu of parkland dedication to the Municipality pursuant to the <u>Planning Act</u> equal to 2% of the value of the land.</p>
4.	<p>That prior to final approval, the Approval Authority is to be advised by the Municipality that appropriate zoning is in effect for the development.</p>
5.	<p>The Owner shall enter into an agreement with the appropriate service providers for the installation of underground communication / telecommunication utility services for these lands to enable, at a minimum, the effective delivery of the broadband internet services and communication / telecommunication services for 911 Emergency Services.</p>
6.	<p>That the Owner and the Municipality enter into a Condominium Agreement pursuant to Section 51(26) of the <u>Planning Act</u> to be registered on title of the lands to which it applies prior to the plan of condominium being registered. Further that the Condominium Agreement shall include provisions that it will also be registered against the lands to which it applies once the plan of condominium has been registered.</p>
7.	<p>That the Condominium Agreement between the Owner and the Municipality shall satisfy all requirements of the Municipality including but not limited to: financial (including property taxes), legal, planning and engineering matters including but not limited to the provision of landscaping and other amenities; the installation of underground utilities and other matters of the Municipality respecting the development of the Plan of Condominium, including the payment of Municipal Development Charges in accordance with the Municipality's Development Charge By- Law.</p>

8. That prior to registration Owner shall submit for the review and approval of the Upper Thames River Conservation Authority, the Municipality and the County of Middlesex (County Engineer) a comprehensive Stormwater Management Plan.
9. That prior to registration the Owner shall submit for the review and approval of the Municipality a comprehensive plan for utility servicing (gas, hydro, fibre etc.) for all of the land subject to the Draft Plan of Condominium Application and furthermore that any easements as may be required for utility, servicing, drainage or any other purposes shall be granted to the appropriate authority.
10. That prior to registration the Owner shall submit a draft condominium declaration document for review by the Municipality. The condominium declaration shall contain details on servicing allocation for each unit, stormwater allocation for each unit along with a summary of interests and obligations related to the Common Elements for each unit. Further, the declaration shall contain wording advising that future development of each of the units shall be subject to site plan approval.
11. That the Owner enter into an agreement with Canada Post Corporation for the installation of community mailboxes.
12. That prior to final approval, that the Owner shall obtain any necessary approval(s) under the Drainage Act to facilitate legal outlet to discharge stormwater to the satisfaction of the Municipality.
13. That the Condominium Agreement shall ensure that the persons who first purchase the subdivided land after the final approval of the plan of condominium are informed, at the time the land is transferred, of all the development charges related to the development, pursuant to Section 59(4) of the Development Charges Act.
14. That such easements as may be required for utility, servicing, or drainage purposes shall be granted to the appropriate authority.
15. That prior to final approval, arrangements shall be made to the satisfaction of the Municipality for the relocation of any utilities required for the development of the Plan, which relocation shall be undertaken and provided at the expense of the Owner.
16. That the Owner agrees that the development of the lands shall be undertaken in accordance with the Servicing Brief dated November 1, 2021 and undertaken by Spriet Associates and the soils investigation/septic design plan dated August 13, 2021 and undertaken by Bos Engineering and Environmental Services Inc.

17. That prior to final approval, a Licensed Archaeologist shall provide a letter to the Municipality indicating that there are no concerns for impacts to archaeological sites on the subject lands. This is to be accompanied by a letter from the Ministry having jurisdiction indicating that the licensee has met the Terms and Conditions for Archaeological Licensing and that the report has been entered into the Ontario Public Register of Archaeological Reports.
18. The Owner will be required to dedicate lands up to 18 metres from the centerline of construction of Donnybrook Drive (County Road 78) for road widening purposes to the County of Middlesex.
19. That any open sides of road allowances along Donnybrook Drive (County Road 78) created by this plan shall be terminated in 0.3 metre reserves to be conveyed to the County of Middlesex.
20. That the Owner construct a right and left turn lane suitable for industrial traffic including large trucks at the entrance to the site to the satisfaction of the County of Middlesex.
21. That the Owner obtain a work or entrance permit prior to construction or any work completed within the County road allowance.
22. That prior to final approval, the County is to be advised in writing by the Municipality how conditions 1 to 17 have been satisfied.
23. That prior to final approval, the County is to be advised in writing by the County Engineer, how conditions 8, and 18 through 21 have been satisfied.
24. That prior to final approval, the County is to be advised in writing by the Upper Thames River Conservation Authority how condition 8 has been satisfied.



Committee of Whole

Meeting Date: April 26, 2022
Submitted by: Brent Kerwin, Strathmere Lodge Administrator
SUBJECT: TENDER FOR HVAC CAPITAL BUDGET PROJECT

BACKGROUND:

Strathmere Lodge was re-built in 2006. The Heating Ventilation and Air Conditioning (HVAC) System solution implemented at the time falls short on hot, humid days, when certain areas of the second floor are not sufficiently cooled as per some resident/family member concerns.

The Lodge saw an opportunity to remedy the cooling system deficiency noted above, while replacing aging HVAC equipment, by submitting an application for funding from the Investing in Canada Infrastructure Program (ICIP). The application was successful and resulted in approval to fund 100% of the costs (\$2,235,000) to substantially upgrade The Lodge's HVAC system, including:

1. Replacing three (3) roof mounted custom heat recovery handling units;
2. Replacing another nine (9) roof top units;
3. Upgrading the Building Automation System; and
4. Adding supplemental cooling units.

County Council approved this HVAC Project as a 2021 capital budget project.

ANALYSIS:

As per The County's Purchasing Policy (Finance Policy 2.01), a Request for Tenders document was prepared with the assistance of The County's Legal Department and Whitty Stallaert Engineering (WSE) of Komoka (consultant retained as approved by Council at its meeting on August 10, 2021), and posted on the Bids & Tenders website.

Three (3) bids were received by the deadline and were checked for completeness and scored by the review team. A summary of the bids is attached along with a letter from the consultant recommending the submission by Linde Mechanical be accepted.

FINANCIAL IMPLICATIONS:

The "Investing in Canada Infrastructure Program" (ICIP) is funding 100% of the costs (\$2,235,000) of this project.

ALIGNMENT WITH STRATEGIC FOCUS:

This project substantially improves The Lodge's HVAC system minimizing the need for future HVAC investment, while remedying the cooling deficiencies of the past. Therefore, this project aligns with Council's Strategic Foci of "Connecting Through Infrastructure" and "Promoting Service Excellence" for the residents of The Lodge and the citizens of Middlesex County.

RECOMMENDATION:

THAT the bid submitted by Linde Mechanical for the Strathmere Lodge HVAC Upgrade project be accepted.



Whitty Stallaert Engineering

22870 Komoka Road, Komoka Ontario, N0L 1R0
t 519.914.1811 www.wseng.ca

2022-04-19

WSE# 20028.01

Strathmere Lodge

599 Albert Street
Strathroy, Ontario
N7G 3J3

Attention: Mr. Brent Kerwin, Administrator

**RE: Strathmere Lodge HVAC Upgrade
WSE Bid Recommendation**

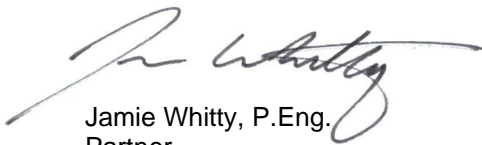
Dear Brent:

Further to our discussion at the tender opening earlier today, it is our opinion that the low bid of **\$1,919,350.00 (HST extra)** as submitted by **Linde Mechanical** be accepted. Linde along with the identified construction team for this project are both reputable and capable of performing the scope of work to the satisfaction of the Strathmere Lodge expectations.

We trust the above is sufficient for your immediate needs; please let us know if you require anything further.

Yours truly,

Whitty Stallaert Engineering Inc.



Jamie Whitty, P.Eng.
Partner

**Strathmere Lodge
HVAC Upgrade
Tender Summary Form**

WSE Project No. 20028.01

Tender Close: April 19, 2022

Project Budget: \$2,235,000

Mechanical Contractor	Postma Heating & Cooling	Curney Mechanical	Linde Mechanical
Base Bid Amount	\$1,925,097.15	\$1,984,650.00	\$1,919,350.00
HST Amount	\$250,262.63	\$258,004.50	\$249,515.50
TOTAL	\$2,175,359.78	\$2,242,654.50	\$2,168,865.50
Difference	\$6,494.28	\$73,789.00	\$0.00
Electrical Contractor	Postma	G+S Electric	Goris
Sheetmetal		Tradewinds	
Air Balancing	Zeltler	Zeltler	Zeltler
Insulation	MX Insulation	Tornado	Vortex
RTU	CARRIER	CARRIER	CARRIER
HRV	ENG AIR	ENG AIR	ENG AIR
AC UNITS	MITSUBISHI	MITSUBISHI	MITSUBISHI
Bid Form (signed/sealed)	YES	YES	YES
Addenda 1-3 Acknowledgment	YES	YES	YES
10% Bid Bond	YES	YES	YES
Agreement to Bond	YES	YES	YES
Appendix B	YES	YES	YES
NOTES	Equipment lead time upon order: Carrier - 20 weeks Engineered Air - 33 weeks Mitsubishi - 6 weeks		

Witnessed by: _____

ELECTRONIC PAYMENTS March 2022

ACCT #	LOCATION/DEPT.	DESCRIPTION	DATE	AMOUNT	PAYEE
200003027377	MLPS	HYDRO	Mar 15-22	331.08	HYDRO ONE
200003268564	ROADS	STREET LIGHTS	Mar 14-22	318.10	HYDRO ONE
200005754996	D6	HYDRO	Mar 8-22	388.69	HYDRO ONE
200006369736	D2	HYDRO	Mar 23-22	797.06	HYDRO ONE
200009334704	MLPS	HYDRO	Mar 21-22	221.39	HYDRO ONE
200009349252	ROADS	TRAFFIC SIGNALS	Mar 1-22	100.32	HYDRO ONE
200009349252	ROADS	TRAFFIC SIGNALS	Mar 31-22	96.50	HYDRO ONE
200013224404	ROADS	FLASHER	Mar 28-22	43.07	HYDRO ONE
200013955237	ROADS	TRAFFIC SIGNALS	Mar 29-22	60.48	HYDRO ONE
200017837055	ROADS	TRAFFIC SIGNALS	Mar 14-22	36.97	HYDRO ONE
200020679660	D9	HYDRO	Mar 1-22	962.44	HYDRO ONE
200020679660	D9	HYDRO	Mar 30-22	5,425.55	HYDRO ONE
200023834382	MLPS	HYDRO	Mar 14-22	248.47	HYDRO ONE
200028997614	ROADS	TRAFFIC SIGNALS	Mar 23-22	35.31	HYDRO ONE
200029979536	ROADS	HYDRO	Mar 29-22	79.80	HYDRO ONE
200034570767	ROADS	TRAFFIC SIGNALS	Mar 28-22	92.25	HYDRO ONE
200038538673	ROADS	FLASHER	Mar 10-22	22.61	HYDRO ONE
200039404296	ROADS	TRAFFIC SIGNALS	Mar 28-22	48.51	HYDRO ONE
200039586475	ROADS	STREET LIGHT	Mar 22-22	89.49	HYDRO ONE
200041711381	D4	HYDRO	Mar 29-22	699.91	HYDRO ONE
200045604115	ROADS	TRAFFIC SIGNALS	Mar 21-22	411.06	HYDRO ONE
200049091061	ROADS	TRAFFIC SIGNALS	Mar 8-22	97.07	HYDRO ONE
200049305067	ROADS	Communication Hut	Mar 28-22	243.40	HYDRO ONE
200051883247	D1	HYDRO	Mar 21-22	4,650.87	HYDRO ONE
200054876507	ROADS	TRAFFIC SIGNALS	Mar 15-22	107.34	HYDRO ONE
200055079597	ROADS	TRAFFIC SIGNALS	Mar 17-22	86.57	HYDRO ONE
200056250671	ROADS	TRAFFIC SIGNALS	Mar 14-22	100.47	HYDRO ONE
200061840093	ROADS	TRAFFIC SIGNALS	Mar 14-22	49.79	HYDRO ONE
200072682673	D3	HYDRO	Mar 17-22	1,056.64	HYDRO ONE
200078398805	ROADS	TRAFFIC SIGNALS	Mar 14-22	28.40	HYDRO ONE
200082802908	ROADS	FLASHER	Mar 14-22	22.02	HYDRO ONE
200082995894	D4	HYDRO	Mar 29-22	46.69	HYDRO ONE
200084256389	ROADS	STREET LIGHTS	Mar 14-22	21.22	HYDRO ONE
200089788827	ROADS	TRAFFIC SIGNALS	Mar 14-22	38.84	HYDRO ONE
200092590915	ROADS	TRAFFIC SIGNALS	Mar 2-22	96.16	HYDRO ONE
200094407037	ROADS	HYDRO	Mar 29-22	81.58	HYDRO ONE
200111248964	ROADS	TRAFFIC SIGNALS	Mar 14-22	41.27	HYDRO ONE
200114251722	ROADS	TRAFFIC SIGNALS	Mar 14-22	48.03	HYDRO ONE
200139187994	ECON.DEV	SIGN-FIVE PTS LINE	Mar 23-22	50.61	HYDRO ONE
200197896842	D8	HYDRO	Mar 28-22	449.03	HYDRO ONE
200226800317	ROADS	STREET LIGHTS	Mar 14-22	22.02	HYDRO ONE
200234233547	MLPS	HYDRO	Mar 15-22	476.96	HYDRO ONE
200238360390	ROADS	HYDRO	Mar 24-22	19.82	HYDRO ONE
200254481285	ROADS	HYDRO	Mar 24-22	103.95	HYDRO ONE
200262025663	ROADS	FLASHER	Mar 24-22	82.04	HYDRO ONE
200263596154	ROADS	Hydro	Mar 24-22	81.07	HYDRO ONE
1019943	Cty Bldg	WATER	Mar 28-22	241.95	LONDON HYDRO
4860327	MLEMS	WATER	Mar 21-22	69.43	LONDON HYDRO
7460017	Cty Bldg	HYDRO	Mar 14-22	11,056.01	LONDON HYDRO
7482855	MLEMS	HYDRO	Mar 02-22	969.99	LONDON HYDRO
7482855	MLEMS	WATER	Mar 02-22	492.38	LONDON HYDRO
7600043	MLEMS	WATER	Mar 22-22	266.13	LONDON HYDRO

ACCT #	LOCATION/DEPT.	DESCRIPTION	DATE	AMOUNT	PAYEE
7721865	MLEMS	HYDRO	Mar 30-22	6,146.33	LONDON HYDRO
7721865	MLEMS	WATER	Mar 30-22	1,392.31	LONDON HYDRO
7781801	MLEMS	HYDRO	Mar 21-22	386.86	LONDON HYDRO
7781801	MLEMS	WATER	Mar 21-22	231.42	LONDON HYDRO
50446858	MLEMS	HYDRO	Mar 08-22	586.51	LONDON HYDRO
50448010	MLEMS	HYDRO	Mar 02-22	419.04	LONDON HYDRO
50448169	MLEMS	HYDRO	Mar 30-22	257.91	LONDON HYDRO
50448169	MLEMS	WATER	Mar 30-22	77.42	LONDON HYDRO
804-40205195-00	LODGE	HYDRO	Mar 14-22	14,417.67	ENTEGRUS
804-40047999-00	ROADS	HYDRO	Mar 14-22	74.06	ENTEGRUS
098-40048001-01	ROADS	HYDRO	Mar 14-22	208.79	ENTEGRUS
098-40048002-00	ROADS	HYDRO	Mar 14-22	144.31	ENTEGRUS
098-40048003-00	ROADS	HYDRO	Mar 14-22	146.23	ENTEGRUS
098-40194856-00	ROADS	HYDRO	Mar 14-22	208.16	ENTEGRUS
802-40048000-00	ROADS	HYDRO	Mar 14-22	78.46	ENTEGRUS
803-40205228-01	ROADS	HYDRO	Mar 14-22	79.21	ENTEGRUS
804-40205170-00	LODGE	WATER	Mar 14-22	5,827.62	ENTEGRUS
804-49042003-00	ROADS	HYDRO	Mar 14-22	78.26	ENTEGRUS
805-40206689-00	ROADS	HYDRO	Mar 14-22	73.86	ENTEGRUS
830-40096692-02	MLPS	HYDRO	Mar 14-22	372.46	ENTEGRUS
300334410	Wardsville	Library Internet	Mar 09-22	215.66	BELL
504625313	Mt. Brydges	Library Internet	Mar 09-22	22.60	BELL
519371432	Parkhill	EMS Internet	Mar 09-22	174.02	BELL
519372156	Komoka	EMS Internet	Mar 9-22	185.32	BELL
519374098	Trossacks	EMS Internet	Mar 9-22	174.02	BELL
519378719	COLO7212	EMS Internet	Mar 09-22	174.02	BELL
523919082	Horizon	EMS Internet	Mar 9-22	153.68	BELL
529481398	1035 Adelaide	EMS Internet	Mar 23-22	207.92	BELL
600237183	Adelaide TV	EMS TV	Mar 14-22	137.80	BELL
5192450065	D8	D8 Phone	Mar 31-22	102.21	BELL
5192454270	EMS Strathroy	EMS Phone	Mar 4-22	30.77	BELL
5192686267	D2	D2 Phone	Mar 28-22	214.13	BELL
5192891084	D3	D3 Phone	Mar 25-22	96.94	BELL
5192940176	D4	D4 Phone	Mar 11-22	131.59	BELL
5194345524	Fire Dispatch	Roads Fire Disp.	Mar 25-22	165.37	BELL
5196495216	Phone 1	EMS Phone	Mar 07-22	252.65	BELL
5199518297	Trafalgar	EMS Internet	Mar 15-22	125.10	BELL
5192274309(888)	Lucan	EMS Phone	Mar 11-22	62.29	BELL
5192451290 103	Strathroy	Library Phone	Mar 11-22	431.54	BELL
5192452520(284)	Lodge	Phone	Mar 11-22	602.71	BELL
5192455711(342)	Lodge	Phone	Mar 11-22	82.90	BELL
5192457307(796)	Strathroy	EMS Phone	Mar 11-22	90.33	BELL
5192458237 224	Library Office	Library Phone	Mar 11-22	259.31	BELL
5192641061(452)	Mt. Brydges	Library Phone	Mar 11-22	70.33	BELL
5192875306(783)	Glencoe	EMS Phone	Mar 11-22	62.29	BELL
5192892405 724	Melbourne	Library Phone	Mar 11-22	76.86	BELL
5192933441 452	Ailsa Craig	Library Phone	Mar 11-22	65.56	BELL
5192946308(824)	Parkhill	EMS Phone	Mar 11-22	62.29	BELL
5194611150 626	Thorndale	Library Phone	Mar 11-22	88.10	BELL
5194715303(322)	Horizon	EMS Phone	Mar 11-22	62.29	BELL
5194715312(980)	Komoka	EMS Phone	Mar 11-22	62.46	BELL
5194736314(030)	Hyde Park	EMS Phone	Mar 11-22	62.29	BELL
5196529319(001)	Byron	EMS Phone	Mar 11-22	62.29	BELL

ACCT #	LOCATION/DEPT.	DESCRIPTION	DATE	AMOUNT	PAYEE
5196529978 182	Delaware	Library Phone	Mar 11-22	48.32	BELL
5196661201 740	Coldstream	Library Phone	Mar 11-22	76.86	BELL
5196661599 882	Ilderton	Library Phone	Mar 11-22	65.56	BELL
5196799509(791)	ADMIN LINES	EMS Phone	Mar 11-22	65.56	BELL
	ADMIN LINES	EMS Phone	Mar 11-22	176.61	BELL
5196934208 996	Wardsville	Library Phone	Mar 11-22	65.56	BELL
5198505304(577)	Trossacks	EMS Phone	Mar 11-22	62.29	BELL
91 00 39 41595 0	Ridout	HEAT	Mar 28-22	1,275.17	ENBRIDGE
91 00 40 28032 3	D1	HEAT	Mar 16-22	3,133.77	ENBRIDGE
91 00 41 43897 6	D2	HEAT	Mar 22-22	1,183.02	ENBRIDGE
91 00 43 94292 0	D3	HEAT	Mar 08-22	1,445.52	ENBRIDGE
91 00 39 35973 4	D6	HEAT	Mar 16-22	501.61	ENBRIDGE
91 00 44 81035 4	Lodge	HEAT	Mar 01-22	13,043.12	ENBRIDGE
91 00 44 81035 4	Lodge	HEAT	Mar 14-22	12,570.19	ENBRIDGE
91 00 46 66067 0	MLPS	HEAT	Mar 29-22	4,100.06	ENBRIDGE
91 00 46 66147 2	MLPS	HEAT	Mar 07-22	330.95	ENBRIDGE
91 00 46 66229 3	MLPS	HEAT	Mar 22-22	230.85	ENBRIDGE
91 00 46 66312 0	MLPS	HEAT	Mar 21-22	290.16	ENBRIDGE
91 00 46 66402 4	MLPS	HEAT	Mar 28-22	44.40	ENBRIDGE
91 00 46 66474 3	MLPS	HEAT	Mar 10-22	272.29	ENBRIDGE
91 00 46 69576 6	MLPS	HEAT	Mar 01-22	428.05	ENBRIDGE
91 00 46 69576 6	MLPS	HEAT	Mar 31-22	370.04	ENBRIDGE
91 00 46 69644 0	MLPS	HEAT	Mar 15-22	397.21	ENBRIDGE
91 00 46 69722 3	MLPS	HEAT	Mar 18-22	559.61	ENBRIDGE
91 00 46 69788 5	MLPS	HEAT	Mar 09-22	5,020.25	ENBRIDGE
91 00 50 55950 5	D4	HEAT	Mar 28-22	834.37	ENBRIDGE
91 00 51 33820 4	MLPS	HEAT	Mar 21-22	489.70	ENBRIDGE
91 00 54 86033 0	MLPS	HEAT	Mar 21-22	813.81	ENBRIDGE
91 00 41 43996 2	ROADS	HEAT	Mar 3-22	889.05	ENBRIDGE
232-351910905	Delaware Library	Internet	Mar 23-22	128.81	ROGERS
232-364888105	Thorndale Library	Internet	Mar 23-22	128.81	ROGERS
232-391676407	County Building	Internet	Mar 1-22	128.81	ROGERS
232-405994702	Strathmere Lodge	Internet	Mar 1-22	186.44	ROGERS
232-405994800	Strathroy Library	Internet	Mar 1-22	128.81	ROGERS
232-421989904	340 Waterloo St	Internet	Mar 15-22	203.39	ROGERS
6-4315-1681	Komoka Library	Internet	Mar 8-22	147.75	ROGERS
6-4315-1681	Komoka Library	Phone	Mar 8-22	54.22	ROGERS
7-6122-3189	Dorchester Library	Internet	Mar 17-22	111.85	ROGERS
7-6122-3189	Dorchester Library	Phone	Mar 17-22	45.20	ROGERS
7-9085-5928	Dorchester EMS	Internet	Mar 13-22	83.61	ROGERS
7-9085-5928	Dorchester EMS	Phone	Mar 13-22	38.40	ROGERS
	County Building	OW Cell Phone	Mar 28/22	28.25	ROGERS
CANADA REVENUE	PAYROLL	Payroll - Taxes	FEB 2022	608,417.87	GOV'T
OMERS	STRATHMERE LODGE	Pension	FEB 2022	188,610.78	OMERS
OMERS	COUNTY	Pension	FEB 2022	316,693.20	OMERS
VISA	MLPS	Card#1, 2, 3, 5, 6, 7, 9	MAR 2022	15,799.15	VISA
VISA	MLPS	Travel Card 1, 2, 3	MAR 2022	2,992.55	VISA
VISA	MLPS	Administrative Card	MAR 2022	72.48	VISA
VISA	MLPS	Neal Roberts	MAR 2022	2,290.50	VISA
VISA	Warden 2021	Burghardt Jesson	MAR 2022	(169.50)	VISA
VISA	Warden 2022	Alison Warwick	MAR 2022	2,298.58	VISA
VISA	CAO	Bill Rayburn	MAR 2022	2,113.57	VISA

ACCT #	LOCATION/DEPT.	DESCRIPTION	DATE	AMOUNT	PAYEE
VISA	Clerk	Marci Ivanic	MAR 2022	1,897.18	VISA
VISA	Maintenance	Steve DeCandido	MAR 2022	940.31	VISA
VISA	I.T.	Chris Bailey	MAR 2022	10,502.74	VISA
VISA	Library	Nadine Devin	MAR 2022	2,551.27	VISA
VISA	Library	Lindsay Brock	MAR 2022	6,226.29	VISA
VISA	Library	Liz Adema	MAR 2022	1,969.45	VISA
VISA	Library	Aimee Sparznyski	MAR 2022	231.93	VISA
VISA	Legal	Wayne Meagher	MAR 2022	3,073.25	VISA
VISA	Ontario Works	Cindy Howard	MAR 2022	1,745.54	VISA
VISA	Roads	Chris Traini	MAR 2022	1,018.43	VISA
VISA	Roads	Paul Moniz	MAR 2022	947.12	VISA
VISA	Roads	Jarrett Hoglund	MAR 2022	1,752.30	VISA
VISA	Roads	Steve Gough	MAR 2022	1,063.60	VISA
VISA	Roads	Dean Gough	MAR 2022	148.72	VISA
VISA	Roads	Bill Roberts	MAR 2022	772.55	VISA
VISA	FPO	John Elston	MAR 2022	394.10	VISA
VISA	Roads	Martin Langdale	MAR 2022	298.64	VISA
VISA	Lodge	Marcy Welch	MAR 2022	965.47	VISA
VISA	Lodge	Brent Kerwin	MAR 2022	315.00	VISA
VISA	Lodge	John Fournier	MAR 2022	383.55	VISA
VISA	Economic Development	Cara Finn	MAR 2022	2,898.35	VISA
VISA	Lodge	Crystal Brooks	MAR 2022	1,163.31	VISA
		TOTAL		1,298,257.93	



April, 2022

INVEST IN MIDDLESEX SPRING ISSUE



Greetings!

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

In This Issue...

[New Business 'in Tune' with Middlesex while Supporting Ukraine](#)

[NEW Tourism Initiative Sponsorship Available](#)

[Applications Open for Tourism Relief Funding](#)

[Middlesex County's Whitecrest Mushrooms Secures Innovative & Sustainable Expansion](#)

[Middlesex Municipalities Rising to the Challenge During Half a Billion Dollar Building Boom](#)

[Advancing Strategic Economic Priorities Six CIPs at a Time](#)

[Spread the Word About Your Amazing Business](#)

[Featured Property](#)

169 Main St. Lucan, ON

[Featured Business](#)

Yellow Brick General

[Who Knew?](#)

NE1 Spirits

**New Business 'in Tune' with
Middlesex while Supporting
Ukraine**

Oxbow Audio Lab began in 2017 as a small boutique



out of London that specialized in guitar pedals, as well as rare and vintage gear for the guitar lover of any level.

With a priority of providing an exceptional customer experience, an effective online presence was a must for Oxbow Audio Lab. Having a fully functional website allowed them to not only serve the local market but Canada, and soon, the global market. The business grew exceptionally, doubling sales...

[Continue reading](#)

Featured Property



169 Main St.
Lucan, ON
N0M 2J0

Located in the heart of the increasingly sought after Township of Lucan, this beautifully updated and detached mixed use commercial/residential building makes an excellent addition to any real estate portfolio.

\$599,000

[Full Listing](#)



NEW Tourism Initiative Sponsorship Available

Middlesex County, in its role as the Destination Marketing Organization (DMO), is offering sponsorship as a means to foster partnerships between our local tourism stakeholders. The intention of "Visit Middlesex sponsorship" is to help stakeholders create new experiences that elevate community presence, attract new visitors, and support the local economy. Read more about eligibility in the link attached.

[Continue Reading](#)



Applications Open for Tourism Relief Funding

Tourism businesses and organizations that want to enhance the experience they offer to visitors to the region have until May 15, 2022, to apply for a non-repayable contribution of between \$20,000 and \$100,000 to help cover eligible costs...

[Continue Reading](#)



Featured Business

Yellow Brick General

Check out this brand new store outfitted with carefully curated durable goods and quality provisions inspired by lifestyle, travel, character and local community.

[View their website!](#)

*Would you or someone you know like to be highlighted in our newsletter?
Contact Taylor Rummell at:
trummell@middlesex.ca*



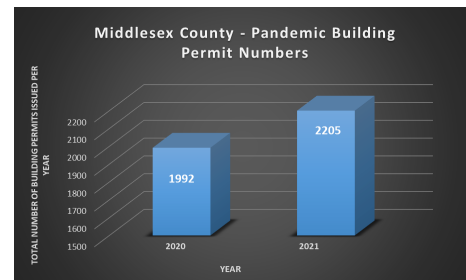
Middlesex County's Whitecrest Mushrooms Secures Innovative & Sustainable Expansion

With the rapid rise in popularity of plant based meat alternatives, Middlesex County Economic Development is excited to congratulate Whitecrest Mushrooms on their expansion into producing vegan bacon in partnership with MyForest Foods Co. [MyForest Foods Co.](#) is an affiliate of [Ecovative](#) who is the leading expert in technologies...

[Continue Reading](#)

Middlesex Municipalities Rising to the Challenge During Half a Billion Dollar Building Boom

The Covid-19 pandemic has brought many new challenges, but it has not managed to slow down Middlesex County's recent and impressive building boom. Amidst lockdowns and uncertainty, 2021 proved to be an explosive year for construction in Middlesex County; with a total of 2205 issued building permits. This number, 213 permits more than 2020, reflects a record 10.7% year-over-year increase in the number of permits issued. Likely fueled in part by...



[Continue Reading](#)

Advancing Strategic Economic Priorities Six CIPs at a Time

Community Improvement Plans (CIP) are an innovative tool for Economic Development, a concept clearly illustrated in Middlesex County. Over the past 3 years, Middlesex County's Economic Development Department (EDD) has supported its local municipalities as they have developed and refined their respective CIPs. The Municipalities of Strathroy-Caradoc, Middlesex Centre, Lucan-Biddulph, Southwest Middlesex and North Middlesex, each currently boast either updated or newly created CIPs, and Adelaide Metcalfe is finalizing their CIP in order to follow suit. So what is a CIP and why are they so important? To help catalyze the recent development and refinement...

[Continue Reading](#)

Who Knew?

NE1 Spirits

Did you know Vodka was being produced in the



Municipality of Strathroy-Caradoc? This smooth, corn based vodka is small batch distilled using only the finest of Canadian ingredients.

[View their website!](#)

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

Contact Taylor Rummell at:
trummell@middlesex.ca

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.



Cara Finn BBA, M.Ad.Ed. Director of Economic Development & Tourism
cfinn@middlesex.ca
519.434.7321 ext 2347

Ben Shantz, Economic Development Officer
bshantz@middlesex.ca
519.434.7321 ext 2350

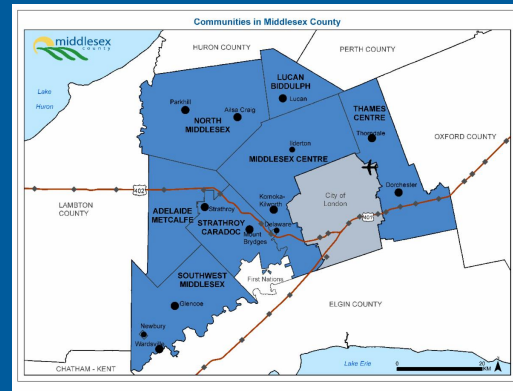
Taylor Rummell, Economic Development Marketing & Communications Coordinator
trummell@middlesex.ca
519-434-7321 ext 2353



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
1 Tunks Lane, Komoka, Ontario N0L 1R0
T - 519.434.7321 |
info@investinmiddlesex.ca
www.investinmiddlesex.ca





Communications Strategy

APRIL 2022

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1. Introduction

2. Communications Strategy Goals

3. Target Audiences

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- 3.1.2. New Residents
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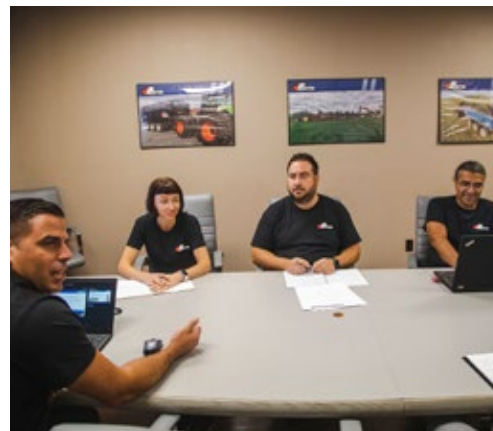
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1. Introduction

Middlesex County is a growing upper-tier municipality in Southwest Ontario with leaders who are proud of the organization's commitment to service, innovation, trust, fiscal responsibility, and the value that the organization offers its community.

In a rapidly evolving communications environment, communicating this value to residents, businesses and other key audiences has become challenging.

The decline of local media outlets has meant less dedicated coverage for County issues. In a complex public service delivery environment, there is confusion over “who does what” and the services provided by the County. There is a growing trend toward digital communications while traditional or print communications remains strategically important when reaching out to audiences in a rural context. Meanwhile, resident demands for responsive, real-time information continue to escalate.

An additional challenge is that Middlesex County is an upper-tier municipality, with programs, services, and facilities that may not be as familiar or immediate as those offered at the local level.

Middlesex County began its Communications Strategy in late 2021 to adapt to the changing municipal landscape, build a shared corporate vision, improve responsiveness, and prioritize activities and investments over a multi-year time-frame.

Phase 1 of the project identified research findings, including: an inventory of communications-related policies, procedures, and resources; communications channels currently in use; stakeholder consultations; and identification of the County's communications goals. Full results are available in Middlesex County Communications Strategy Project – Phase 1 Report.

The delivery of this Report marks the end of Phase 2 of the project, which is the Communications Strategy and associated work plans and resourcing recommendations.

The first few sections of this Report provide an overall shared vision and framework for Middlesex County communications by responding to the following questions:

- **Section 2.0 Communications Strategy Goals:** Why is Middlesex County developing a Communications Strategy?
- **Section 3.0 Target Audiences:** Who does Middlesex County need to communicate with to advance its goals?
- **Section 4.0 Message Framework:** What does Middlesex County need to communicate?

The balance of the Report provides proposed work plans for how Middlesex County should move forward. These work plans are developed based on the following categories:

- **Section 5.0 Advancing County Communications Goals:** Including building a foundation for corporate communications and strengthening coordination and continuous improvement with departmental communications.
- **Section 6.0 Enhancing Communications Channels:** Including websites, social media accounts, print products, e-newsletters, media relations, advertising and more.
- **Section 7.0 Supporting County Council:** Recognizing that elected officials are key partners in communicating the news, information, and achievements of Middlesex County.
- **Section 8.0 Resourcing County Communications:** Including recommendations regarding positions and non-salary financial allocations to enable the work described in this Report. These recommendations are intended for consideration during annual budget processes.

2. Communications Strategy Goals

why is Middlesex County creating a communications strategy?

The following 10 goals have been established as the basis for this Communications Strategy.

These goals are based on input and guidance from stakeholder groups, and were approved by the Senior Management Team in February 2022:

1. **Responsive communications:** Middlesex County issues timely, accurate, reliable, and relevant information on issues affecting the community such as Council decisions, program updates and service disruptions.
2. **County as the credible voice:** Middlesex County is the official voice for its operations, and the primary source of information that residents turn to for reliable, credible information on County activities and decisions.
3. **Proactive, integrated good news stories:** Middlesex County proactively tells compelling, integrated stories that build a positive reputation and brand for the organization.
4. **Trust and confidence in the County:** Middlesex County intentionally demonstrates high value for tax dollars and instills trust and confidence in its programs, services, and financial management practices.
5. **Two-way communications:** Middlesex County encourages two-way communications and engagement with agencies, partners, community groups, businesses, and residents to ensure decisions, policies, programs, and services reflect the specific needs and desires of the community.
6. **Public safety:** Together with its partners, Middlesex County ensures residents, businesses, visitors, and employees receive prompt, consistent, accurate, and ongoing public safety information during emergency events.
7. **Marketing to external audiences:** Middlesex County attracts investment, talent, and visitors through compelling, evidence-based partnerships and marketing to external audiences.
8. **Marketing-specific County programs and services:** Middlesex County issues targeted marketing to increase participation and use of County programs and services.

9. **Coordination with partners:** Middlesex County communications are coordinated with external partners – including local municipalities, funding partners, and local social services networks – on matters of mutual interest.

10. **Showcasing the larger community:** Middlesex County provides venues to showcase what the community has to offer residents.

Goals 1 through 5 focus on building a consistent, unified approach to County communications, telling the overall story of the County, and building centralized, consistent communications channels that audiences can rely on for up-to-date news and information. Work plans associated with these goals work toward building a centralized corporate communications function and are provided in Section 5.1 Building a Strong Foundation for Corporate Communications.

Goals 6 through 10 focus on improving coordination and advancing continuous improvement for existing communications efforts and connecting communications across County departments and with external partners. Work plans associated with these goals are provided in Section 5.2 Strengthening Coordination and Continuous Improvement for Departmental Communications

3. Target Audiences

who does the County need to communicate with?

To fulfill the goals outlined in the previous section, the following target audiences were identified for Middlesex County communications.¹

Specific sub-audiences within each category – along with communications channels that can help the County reach them – are described below. Specific work plan initiatives to strengthen communications channels are provided in Section 6.0 Enhancing Communications Channels.

3.1. Residents

Residents are Middlesex County's primary customer group and a large source of the organization's tax revenues, whether directly from property owners, or indirectly through rents.

Residents also represent the greatest proportion of the County's current or prospective clients and are the individuals that the organization and Members of Council are accountable to during and between election cycles.

The following resident sub-audiences have been identified to provide greater segmentation and strategic use of resources and communications channels when communicating with different types of residents.

3.1.1. LONG-TIME RESIDENTS

During stakeholder consultations, participants indicated that Middlesex County is home to residents who have resided in the community for a long duration, and some families have called Middlesex County home for generations.

Long-time residents tend to be more aware of how to access services, and events that occur on a regular basis. They need to be notified of changes to programs or service delivery and new program offerings and events.

Longtime residents are more likely to be aware of year-over-year property tax changes and may be interested in rationale for tax increases and the ongoing value provided by the County.

Sample Communications Channels: County-wide mail-outs, middlesex.ca, corporate social media accounts (with connections to other County websites and social accounts), e-newsletters and email

subscription databases, County presence at local festivals and events, print and radio advertising, local media coverage.

3.1.2. NEW RESIDENTS

The population of Middlesex County is growing and welcoming new residents and families at a faster rate than in the past.

By 2026, Middlesex County is expected to grow to a population of 89,500. By 2046, different scenarios are forecasting growth to a population between 96,300 and 115,000. Over the next 25 years, Middlesex County will see greater rates of growth than the previous 25 years.

New residents may not be as familiar with County services and amenities as long-time residents, and the County will need to consider intentional, targeted approaches to reach new residents.

The County may share its destination marketing materials with this audience given that new residents may not be as aware of the attractions and events the County has to offer.

Sample Communications Channels: County-wide mail-outs, targeted mail-outs in new subdivisions, digital signage and posters in libraries, social media accounts, geographically targeted digital advertising, County booths at community festivals and events, advertising County programs and services in municipal recreational facilities, middlesex.ca and connections to other County websites and social media accounts, visitmiddlesex.ca and associated social media accounts (to increase awareness of things to do in the community).

3.1.3. COMMUTERS

Of the working age population (15 to 65 years), 73.5 per cent travel outside of their municipality for work. While most commuters do so as the driver of a vehicle, the County is encouraging increased ridership on public transit. Transit stops and buses provide opportunities the County can target for advertising of its programs and services to individuals travelling to work, school, health care or shopping.

Sample Communications Channels: Mobile signs or billboard rentals on County arterial roads and highways², radio advertising, advertising at bus shelters and on buses.

¹ Employees are another important audience for Middlesex County. Internal communications strategies are being explored by the County independently from the Communications Strategy project.

² Depending on local sign by-laws.

3. Target Audiences

3.1.4. CURRENT AND PROSPECTIVE CLIENTS IN SOCIAL SERVICES

Middlesex County operates in a complex service delivery environment, particularly in the field of social services.

The City of London is the provincially designated Service Manager as it relates to housing for the City of London and Middlesex County. The responsibilities related to homelessness are delivered in the County through contracted service agreements with Middlesex County.

Under the Child Care and Early Years Act, 2014, the City of London is identified as the Service System Manager for Child Care and Early Years for London-Middlesex. Middlesex County has a contract with the City of London to deliver childcare services in the geographic area of the County of Middlesex, excluding the geographic area of the City of London.

Sample Communications Channels: City of London, social service networks, cross-program promotion and support through integrated, wraparound partnerships with community partners.

3.1.5. CHILDREN AND YOUTH

Nearly one quarter, or 24 per cent, of Middlesex County's population is under 20 years of age. This group has a large stake in decisions that affect the future state of Middlesex County such as community planning, sustainability, and financial strategies.

Children and youth are also an important audience as current and prospective clients who may use library programs, EarlyON (child and family centres), and potentially transit to get to school and employment. Children are also an important consideration in social service delivery, given that 11.2 per cent of children live in low-income households.

Sample Communications Channels: Partnerships with local school boards, cross-program promotion (for example, digital signage and posters in libraries), peer-to-peer networks (for example, youth councils, emerging social media platforms), digital engagement platforms, partnerships with youth-related community organizations, library.middlesex.ca and associated social media accounts, EarlyON social media accounts.

3.1.6. COMMUNITY GROUPS AND VOLUNTEERS

Community groups and local volunteer networks are important partners in spreading news and information about County programs and services, and an important audience to engage in two-way conversations as leaders represent the views of a larger constituency.

Sample Communications Channels: Council networks, festival and event engagements, e-newsletters and email subscription databases, direct engagement.

3.2. Local Businesses

As commercial and industrial property taxpayers, local businesses represent an additional customer group for Middlesex County, with interests in business development and support services, infrastructure and utilities, and overall planning and economic development activities of municipal governments.

Business size is the key criteria for segmentation of this audience, as described below. Middlesex County may consider segmentation by sector.

In the near-term, pressures on local businesses during COVID-19 is an additional consideration when communicating, engaging, and supporting the local business community.

3.2.1. SMALL BUSINESSES AND ENTREPRENEURS

More than three quarters of business operations in the County have 10 or fewer employees, with nearly half run by individuals or families without employees.

Sample Communications Channels: investinmiddlesex.ca and associated social media accounts, corporate calling programs, partnerships with Community Futures Middlesex and other small business service organizations, networks through local chambers of commerce and business improvement associations.

² Depending on local sign by-laws.

3. Target Audiences

3.2.2. MID-TO-LARGE BUSINESSES

For mid-to-large businesses, key sectors in Middlesex County include agribusiness, manufacturing, and tourism.

Sample Communications Channels: investinmiddlesex.ca and associated social media accounts, corporate calling programs, agricultural sector partnerships through Middlesex Federation of Agriculture, local and regional tourism networks, networks through local chambers of commerce and business improvement associations.

3.3. External Audiences

External audiences play an important role in the success of Middlesex County.

For example, outside investment and development creates employment opportunities and a diversified tax base. Attracting young families and talent promotes the long-term sustainability of the municipality and a workforce for local business and industry. Destination marketing encourages visitors to support the local tourism industry. Other external audiences include City of London residents and provincial or federal funding agencies.

3.1. PROSPECTIVE INVESTMENT AND BUSINESSES

Strategic objectives within Middlesex County's recent Economic Development Strategy Update require communications and marketing with prospective investment and business, which includes liaison and communications with site selectors and real estate networks. In particular, the Strategy sets an objective to attract investment in technology-based manufacturing, food production and agricultural technology.

Sample Communications Channels: Business readiness communications such as land availability and servicing information, investinmiddlesex.ca and associated social media accounts, trade show participation, regional and provincial economic development partnerships, paid features in business publications, e-newsletters and email subscription databases.

3.3.2. PROSPECTIVE TALENT

Middlesex County's Economic Development Strategy Update also includes the need to "entice talented workers and entrepreneurs to locate to the County, leveraging the rural pace of life and nearby urban amenities".

In addition to promoting the local lifestyle, Middlesex County also promotes existing job opportunities with local employers.

Suggested Communications Channels: workinmiddlesex.ca and associated social media accounts, investinmiddlesex.ca and associated social media accounts, regional workforce development partnerships, partnerships with post-secondary institutions and trades programs, e-newsletters and email subscription databases.

3.3.3. PROSPECTIVE VISITORS

Middlesex County is a designated regional Destination Marketing Organization (DMO) and supports tourism development and promotion.

The County offers all season tourism opportunities that are popular with residents from the City of London and other cities in Southwestern Ontario.

Sample Communications Channels: visitmiddlesex.ca and associated social media accounts, handstotable.ca and associated social media accounts, regional and provincial tourism partnerships, paid advertising and features in tourism publications, maps and guides, paid advertising and earned media in London Free Press and other nearby urban media outlets, influencer marketing.

3.3.4. CITY OF LONDON RESIDENTS

In addition to being day tourists of Middlesex County attractions, City of London residents are direct customers of the Middlesex-London Paramedic Service (MLPS).

Sample Communications Channels: mlems.ca and associated social media accounts, direct liaison with local businesses and institutions (Public Access Defibrillator (PAD) program), radio and print advertising, earned media and media releases, MLPS presence at community festivals and events.

3. Target Audiences

3.3.5. FUNDING AGENCIES

Like municipalities across Ontario, Middlesex County actively seeks external funding opportunities to create new programs or alleviate pressures on the local property tax base.

Targeted, compelling communications to provincial and federal governments and other funding agencies is important to ensure the County is successful in its case for external funding.

Sample Communications Channels: Funding application processes, advocacy through local representatives, the Association of Municipalities of Ontario (AMO) and the Federation of Canadian Municipalities (FCM), local campaigns to raise community support.

3.4. Local Municipalities

In a complex government service delivery environment, residents are often unaware of how public services are delivered or who delivers them.

Partnerships with local municipalities are important to ensure residents and businesses can obtain the information and services they require while minimizing the need to navigate bureaucracies.

The following local municipalities are located within Middlesex County and are critical partners in County communications: Adelaide Metcalfe, LucanBiddulph, Middlesex Centre, Newbury, North Middlesex, Southwest Middlesex, Strathroy-Caradoc, and Thames Centre.

Sample Communications Channels: Elected officials on County Council, peer-to-peer administrative networks and working groups, advance notifications of upcoming County news, projects, and events, e-newsletters and email subscription databases.

3.5. Service Delivery Partners

Beyond partnerships with local area municipalities, there are other public and private agencies involved in delivering public services within Middlesex County.

These service delivery partners include the City of London and other public and private firms operating under third-party contracts with Middlesex County. Service delivery partners also include regulation agencies such as conservation authorities, utility companies and provincial ministries.

Sample Communications Channels: Formal contracts and correspondence, ongoing conversations / direct engagement at the administrative level.

3.6. Adjacent Communities

Senior administrators have indicated that adjacent communities are an additional audience for Middlesex County. Adjacent municipalities include the City of London, Municipality of Chatham-Kent, and the Counties of Lambton, Perth, Oxford, and Elgin.

Other adjacent communities include Chippewas of the Thames First Nation, Oneida Nation of the Thames, and Munsee-Delaware Nation. There may be additional Indigenous communities with an interest in County issues and may require a corporate framework for Indigenous consultation and engagement to facilitate listening and identification of issues of mutual interest.

Sample Communications Channels: Peer-to-peer staff networks, First Nations consultation and engagement, networking opportunities through administrative and elected local government organizations including, but not limited to: Ontario Good Roads Association (OGRA), Ontario Municipal Administrators' Association (OMMA), Rural Ontario Municipal Association (ROMA), e-newsletters and email subscription databases.

4. Message Framework

what does the County need to communicate?

In Phase 1 of the Communications Strategy, stakeholders were asked about the themes that drive the organization, and the messages Middlesex County would like to demonstrate with its target audiences.

Throughout the consultation process, stakeholders expressed that the County has achieved many results that serve as proof to the messages outlined below.

As demographics shift with new residents, and the local communications landscape continues to change, the County needs to be intentional about communicating its core messages with consistent reinforcement and demonstrated evidence.

The message framework described below is a reference for County Council, senior administrators, and County employees involved in communications activities. Wherever possible, the County's decisions, programs, and achievements should be framed as evidence of the messages stated below.³

The below framework is a starting point that Middlesex County can build on as further evidence of achievement grows and new opportunities to promote the County's achievements emerge.

4.1. Central Message

The following central message forms the basis for outgoing County communications. It is built on themes of innovation, value for money, lifestyle (including health, housing, safety, and wellbeing) and economic development.

It is consistent with both stakeholder feedback and foundational corporate plans like the 2021–2024 Strategic Plan, the Economic Development Strategy, and the Community Safety and Wellbeing Strategy.

"Middlesex County is an innovative, well-run organization offering high-value programs and services to the best community in which to live, visit, and do business in Southwestern Ontario".

³ It may not be possible to reinforce these messages in every outgoing communications. For example, highly operational communications such as public safety and service disruptions should avoid storytelling and take a direct approach.

4.2. Supporting Messages

The following supporting messages have been developed to support the central message.

Outgoing communications campaigns should be designed to communicate and provide evidence for one or more of the below supporting messages.

4.2.1. HIGH VALUE PROGRAMS AND SERVICES

- **Message:** "Middlesex County offers high-value programs and services that residents and businesses can trust".
- **Target audiences:** Residents, local businesses, City of London residents (for MLPS services).
- **Examples of evidence to prove the message:** Outcome-based good news stories from operating departments (examples include EMS response times, library program testimonials, Community Transportation Program ridership, affordable housing partnerships, customer testimonials, etc.).
- **Examples of opportunities to reinforce the message:** Customer satisfaction surveys and testimonials, service awards, related national campaigns (for example, Emergency Preparedness Week (EP Week), Canada Road Safety Week, Ontario Public Library Week).

4.2.2. BEST-IN-CLASS FINANCIAL MANAGEMENT

- **Message:** "Middlesex County is a well-run organization and a demonstrated leader in financial management".
- **Target audiences:** Residents, businesses, property owners, service delivery partners and local municipalities.
- **Examples of evidence to prove the message:** Third-party recognition (for example, Standard and Poor's (S&P) credit rating, awards through the Municipal Finance Officers' Association), favourable tax comparisons with other Ontario comparators, successful funding applications.
- **Examples of opportunities to reinforce the message:** Award announcements, funding announcements, budget engagement process, budget approval by Council.

4. Message Framework

4.2.3. LEADERSHIP AND INNOVATION

- **Message:** “Middlesex County is a leader in the field of municipal government and public sector service delivery”.
- **Target audiences:** Residents, businesses, prospective employees, local municipalities, service delivery partners, prospective businesses and investors.
- **Examples of evidence to prove the message:** Service modernization implementation results, third-party awards and recognition, successful funding applications, positive employee engagement results, health and safety policies, diversity and inclusion policies, employee testimonials.
- **Examples of opportunities to reinforce the message:** Employee recruitment postings, award announcements, days of significance and external campaigns (for example, Emergency Preparedness Week, Canada Road Safety Week, Bell Let’s Talk Day, Pride Month, Black History Month, National Day for Truth and Reconciliation).

4.2.4. EXCEPTIONAL PLACE TO DO BUSINESS

- **Message:** “Middlesex County offers competitive advantages and is committed to helping businesses locate, launch and grow in the community”.
- **Target audiences:** Existing and prospective businesses, entrepreneurs, site selectors, real estate networks.
- **Examples of evidence to prove the message:** Testimonials from existing businesses, business starts and growth statistics, land inventories and servicing data, incentive programs through Community Improvement Plans, labour force statistics, geographic information and transportation access, community attractiveness for prospective employees, available business development services.
- **Examples of opportunities to reinforce the message:** Corporate calling programs, trade show participation.

4.2.5. EXCEPTIONAL PLACE TO VISIT

- **Message:** “Middlesex County is a premiere four-season destination, with many options for local cuisine, culture, outdoor adventure, and shopping”.
- **Target audiences:** Prospective visitors.
- **Examples of evidence to prove the message:** Testimonials from visitors (for example, on TripAdvisor and other platforms), tourism businesses and attraction profiles, maps and guides that identify attractions.
- **Examples of opportunities to reinforce the message:** Industry publications, trade show participation, other destination marketing opportunities.

4.2.6. UNPARALLELED LIFESTYLE OPPORTUNITIES

- **Message:** “Middlesex County is a great place to call home, offering exceptional lifestyle, a wide variety of local attractions, and wonderful sense of community”.
- **Target audiences:** Residents (especially new residents and youth), prospective talent, prospective businesses.
- **Examples of evidence to prove the message:** Maps and guides that identify attractions, tourism businesses and attraction profiles.
- **Examples of opportunities to reinforce the message:** Staycation campaigns (particularly during international travel restrictions), “shop local” campaigns, pop-up booths at local events and festivals.

5. Advancing County Communications Goals

This section of the Report presents work plans that are specifically designed to advance Middlesex County's communications goals.

These work plans relate to building a foundation for strong corporate communications, and enhancing connections, coordination, and continuous improvement with departmental communications.

5.1. Building a Foundation for Strong Corporate Communications

Middlesex County does not currently have a dedicated corporate communications function. While there are employees supporting communications in various program areas, there is no designated accountability and insufficient resources allocated to overall coordination and unification of County communications.

The first five goals of Middlesex County's Communications Strategy require a dedicated corporate communications function to be successful.

The work plans outlined below are focused on addressing this issue by providing a starting point for a strong corporate communications function in Middlesex County. Associated resourcing recommendations are included in Section 8.0 Resourcing County Communications.

5.1.1. RESPONSIVE COMMUNICATIONS

Goal: Middlesex County issues timely, accurate, reliable, and relevant information on issues affecting the community such as Council decisions, program updates and service disruptions.

With increased use of digital media, there are increased expectations from residents, stakeholders, and Members of Council regarding responsive, real-time information from Middlesex County.

At present, Middlesex County has limited capacity to respond quickly, particularly when message development or responses to inquiries require a corporate position or coordination across program areas.

While employees involved in program communications are willing to assist, information-sharing, coordination, role clarity, and a shared message framework⁴ is required to ensure the organization can act instantaneously when urgent communications needs arise.

Year 1 Work Plan:

- Create a procedure for after-hours communications needs – recognizing the need to formalize on-call obligations, ensure appropriate work hours, and establish back-up

arrangements. Ensure after-hours expectations and procedures comply with Ontario's Working for Workers Act (Bill 27).

- Assign formal responsibility for preparing corporate positions, coordinating media responses, and supporting senior management to a designated junior communications resource (under the direction of the Legislative Services Manager) as described in Section 8.1 Staffing and Structure.
- Review job descriptions for all County employees involved in communications activities, ensuring all duties and expectations are formally included, particularly expectations for response times and after-hours obligations. Ensure compensation is commensurate with any job revisions.

Year 2 Work Plan:

- Develop communications service levels and products for Members of Council, to assist them as partners in disseminating accurate information about Middlesex County. Products include, but are not limited to, key messages for controversial issues, briefings, and media alerts. Further details are available in Section 7.0 Supporting County Council.

Year 3 Work Plan:

- Revise expectations for corporate communications employee(s) to attend Senior Management Team meetings to proactively identify and plan for communications issues.

Year 4+ Work Plan:

- N/A.

5.1.2. COUNTY AS THE CREDIBLE VOICE

Goal: Middlesex County is the official voice for its operations, and the primary source of information that residents turn to for reliable, credible information on County activities and decisions.

A significant challenge identified during the preparation of the Communications Strategy is that many of the County's audiences are obtaining news and information about the County's programs and services through secondary sources. As a result, some of the information may be inaccurate, biased, or dated.

Middlesex County can begin to strengthen its role as the primary information source by providing frequent content and strengthening channels to create easily identifiable places that audiences can turn to for credible, up-to-date information.

⁴ Provided in Section 4.0 Message Framework.

5. Advancing County Communications Goals

This process will also assist Members of Council and other partners in easily sharing County content throughout their networks.

Year 1 Work Plan:

- Redevelop the County's corporate website at middlesex.ca and build a content governance framework to ensure information is consistently presented and easy to navigate (see Section 6.2 Websites).
- Mandate attendance by corporate communications employee(s) at County Council meetings for the purposes of preparing a brief that describes Council decisions. Post to the County's website and distribute through social media accounts and email subscription databases.

Year 2 Work Plan:

- Identify local, regional, national, and global days of significance, and proactively coordinate a County response with the Warden, Members of Council, Chief Administrative Officer and relevant department heads.

Year 3 Work Plan:

- Ensure all external Middlesex County communications comply with standard Visual Identity Guidelines to ensure content is easily identifiable as credible, County-issued information (see Section 6.1 Visual Identity).

Year 4+ Work Plan:

- N/A.

5.1.3. PROACTIVE, INTEGRATED GOOD NEWS STORIES

Goal: Middlesex County proactively tells compelling, integrated stories that build a positive reputation and brand for the organization, consistent with its core messages.

Throughout stakeholder consultations, several participants expressed frustration that the accomplishments of Middlesex County are not well communicated and there is low awareness among County residents, businesses, partners, and other target audiences.

While some departments are resourced to communicate successes at an individual program or departmental level, there are currently no resources or framework dedicated to coordinating an overall narrative for Middlesex County.

Year 1 Work Plan:

- Leverage Section 3.0: Target Audiences and Section 4.0: Message Framework as the basis for developing County stories and strategically selecting communications channels.
- Assign a junior communications resource, under the direction of the Legislative Services Manager (see Section 8.1 Staffing and Structure), to collaborate across departments and ensure program messages are elevated to a corporate level narrative, where appropriate.

Year 2 Work Plan:

- Build an ongoing editorial calendar – in collaboration with all employees involved in communications activities – that includes anticipated announcements, events, program changes and major Council decisions. Leverage the calendar to provide tangible evidence of the County's core messages.⁵

Year 3 Work Plan:

- Proactively seek new opportunities to advance County messages through ongoing research of target publications and journalists and increasing corporate capacity for media pitches.
- Research and evaluate the potential of new County-owned communications channels, such as blogs, podcasts, or new social media channels, to advance the County's core messages with its target audiences.
- Encourage and provide tools and resources for administrative leaders to promote the County's work throughout their networks on personal communications channels such as LinkedIn.

Year 4+ Work Plan:

- Review the Use of Social Media Policy and investigate opportunities to encourage employees to share news and information about projects that they or their colleagues are leading.

⁵ Examples of days of significance include (but are not limited to): National Day for Truth and Reconciliation, Black History Month, Pride Month, Bell Let's Talk Day, Emergency Preparedness Week, and many others. Recommended responses may include a statement from the Warden on behalf of Council or examples of how the County is addressing the issue at an organizational level.

5. Advancing County Communications Goals

5.1.4. TRUST AND CONFIDENCE IN THE COUNTY

Goal: Middlesex County intentionally demonstrates high value for tax dollars and instills trust and confidence in its programs, services, and financial management practices.

Leaders in Middlesex County are proud of the range and quality of services the organization offers residents and indicated the County has a strong tradition of sound financial management.

Due to limited local media coverage and the County being somewhat removed from local decision-making, residents and local stakeholders are not always aware of the value that the County provides. As such, the County needs to develop an intentional approach to communicating the value it offers, including comparatively high service levels, comparatively low taxes, or third-party evidence of service innovation and accountability.

Year 1 Work Plan:

- Create an “achievement-focused” lens for all external County communications ensuring that, wherever possible, outgoing communications emphasize actual or anticipated results rather than organizational activities.

Year 2 Work Plan:

- Create communications plans for major projects – particularly those cited in the Strategic Plan – to ensure the County is intentionally demonstrating value and follow-through on its commitments.
- Create and implement a communications plan for the County's annual budget process that demonstrates high value programs and services and best-in-class financial management.

Year 3 Work Plan:

- Develop a procedure for reporting external awards or internal achievements as potential evidence of service, accountability, innovation, and value.

Year 4+ Work Plan:

- N/A.

5.1.5. TWO-WAY COMMUNICATIONS AND COMMUNITY ENGAGEMENT

Goal: Middlesex County encourages two-way communications and engagement with agencies, partners, community groups, businesses, and residents to ensure decisions, policies, programs, and services reflect the specific needs and desires of the community.

As Middlesex County increases communications regarding its decisions, programs, services, and value, the organization has expressed a desire to open more two-way communications with residents, businesses, and community organizations.

While this work has begun among individual program areas with surveys, pop-up booths and other engagements, there are currently no consistent corporate-wide standards, channels, or services to provide consistent, coordinated engagement experiences for the County's audiences.

Year 1 Work Plan:

- Offer formal public engagement training opportunities to employees involved in communications and marketing activities and project managers involved in major infrastructure projects and planning issues.

Year 2 Work Plan:

- Develop a regular public engagement campaign to gather public feedback in the annual budget development and approval process.
- Identify other regular corporate initiatives or decisions that require two-way engagement with the public.
- Develop an inventory of community festivals and events that can be leveraged for in-person, two-way communications with the public.

Year 3 Work Plan:

- Create a designated digital space – tied to the County's corporate website – where individuals can learn about upcoming decisions and projects across the County's service areas, and exercise opportunities to participate.
- Produce a standard County presence (for example, popup banners, brochures and/or promotional merchandise) that can be used to generate interest and attention at community events and festivals.
- Implement a regular customer service satisfaction survey to hear public feedback and identify continuous improvement opportunities.

Year 4+ Work Plan:

- N/A.

5. Advancing County Communications Goals

5.2. Strengthening Coordination and Continuous Improvement for Departmental Communications

While Middlesex County lacks resources and capacity for communications at a corporate level, it has resources and accountability assigned to communications for individual program areas such as: Economic Development, Tourism, Library, Transit, EarlyON programming, and Middlesex-London Paramedic Service.

Communications activities assigned to specific program areas are performing relatively well. The foundation for these activities has already been established but could be strengthened through increased coordination and continuous improvement. A dedicated corporate communications function could help to facilitate these connections.

5.2.1. PUBLIC SAFETY

Goal: Together with its partners, Middlesex County ensures residents, businesses, and visitors receive prompt, consistent, accurate, and ongoing public safety information during emergency events.

Middlesex County's role in emergency management is unique compared to single and lower tier municipal governments as the County is not the jurisdiction that provides the first tier of emergency response.

First response is designated to the local municipality where an emergency incident takes place, with the County assuming responsibilities only when the emergency crosses a municipal boundary or emergency management demands exceed local capacity.

Notwithstanding the County's secondary role, emergency communications remain an important part of the Communications Strategy, as there are times when Middlesex County must be prepared to provide public safety information during emergency situations and crisis events.

Year 1 Work Plan:

- Develop and regularly update an Emergency Communications Plan as an appendix to Middlesex County's Emergency Response Plan.
- Assign primary and secondary responsibility for supporting communications during emergency events. Ensure designated individuals are formally recognized as having on-call responsibilities, and designate back-up resources in the event of illness or vacation.

- Prepare toolkits, templates, and media distribution lists – and ensure all employees involved in emergency communications have access – to facilitate rapid dissemination of information during an emergency.

Year 2 Work Plan:

- Include communications professionals in emergency simulations and tabletop exercises. Since Middlesex County's role begins with monitoring and supporting incidents in local municipalities, invite local communications professionals to participate.

Year 3 Work Plan:

- Transfer Public Information Officer (PIO) responsibilities under the Emergency Management Act to a senior level communications employee (see Section 8.1 Staffing and Structure).

Year 4+ Work Plan:

- N/A.

5.2.2. MARKETING TO EXTERNAL AUDIENCES

Goal: Middlesex County attracts investment, talent, and visitors through compelling, evidence-based partnerships and marketing to external audiences.

For its size and resources, Middlesex County demonstrates strong performance when marketing to external audiences. It has established consistent communications channels tailored to target audiences including investment and development, local businesses, prospective talent, and visitors.

The function is resourced with two dedicated positions and a position in a supporting role, and communications are regular, consistent, and issued in both digital and traditional formats.

Two additional external audiences were raised during stakeholder consultations that the County may consider adding to its external marketing efforts. The first is provincial and federal agencies (for advocacy opportunities), and the second is prospective County employees.

Year 1 Work Plan:

- N/A.

⁶ For example, International Association for Public Participation (IAP2) or similar programs.

5. Advancing County Communications Goals

Year 2 Work Plan:

- Provide recommendations to Human Resources and the Senior Management Team on external recruitment campaigns and ongoing communications targeted at prospective County talent in high demand industries.

Year 3 Work Plan:

- Include responsibilities for government relations when a senior corporate communications position is developed (see Section 8.1 Staffing and Structure).
- Explore interest in a joint advocacy program with local municipalities or other service partners.

Year 4+ Work Plan:

- N/A.

- Ensure responsibilities for program-specific marketing and communications are formalized within the County's job descriptions. Positions should require background and training in marketing and communications, with incumbents offered development opportunities where necessary to meet position requirements.

Year 2 Work Plan:

- Identify and resolve service areas in high need of program marketing that have insufficient resources. Explore shared positions across departments as a potential solution.

Year 3 Work Plan:

- N/A.

Year 4+ Work Plan:

- N/A.

5.2.3. MARKETING-SPECIFIC COUNTY PROGRAMS AND SERVICES

Goal: Middlesex County issues targeted marketing to increase participation and use of County programs and services.

Some of Middlesex County's service areas require targeted marketing to niche audiences to increase participation in their programs. Examples include increasing ridership during the transit pilot project, increasing uptake on public access defibrillators, outreach to families with children under five years for EarlyON programming, and increasing participation in library services.

Middlesex County has either formally or informally designated responsibility for program-specific marketing. To continue to build this function within County departments, it is recommended that the County formalize responsibilities where required, offer training and development, and build an internal support and coordination network.

Year 1 Work Plan:

- Provide the communications goals, core messages, and target audiences identified in this Report to departmental employees involved in communications to address requests for an overall corporate framework for their activities.
- Develop an internal Middlesex County communications working group to provide regular opportunities for employees in communications and marketing roles to share information, discuss challenges, build shared editorial calendars, and coordinate use of shared communications channels.

5.2.4. COORDINATION WITH PARTNERS

Goal: Middlesex County communications are coordinated with partners – including local municipalities, funding partners, and local social services networks – on matters of mutual interest.

In complex multi-jurisdictional service delivery environments, there is seldom widespread understanding of “who does what” across local audiences. Where audiences are shared, it makes sense for Middlesex County to coordinate its communications with service delivery partners.

Local municipalities are significant partners in delivering public services within Middlesex County. All local municipalities in Middlesex County were engaged during the development of the Communications Strategy.

During the consultation process, municipal partners expressed interest in ongoing information-sharing, training and development, joint advocacy opportunities, joint procurement of external communications platforms and services, and collaborating on back-up arrangements when communications professionals are unavailable.

5. Advancing County Communications Goals

Year 1 Work Plan:

- Confirm local municipalities' interest in creating a Communications Working Group comprised of municipal communications professionals. Develop Terms of Reference and a meeting schedule if interest exists.
- Develop a Communications Partnership Policy that identifies organizations permitted to participate in a reciprocal information posting on websites, social media accounts, and other communications channels. Identify limits on information-sharing to protect the County's brand and reputation.
- Designate corporate responsibility for ensuring compliance with communications and promotions provisions within funding agreements.

Year 2 Work Plan:

- Building on partnership success in the redevelopment of municipal websites, seek additional opportunities in joint procurement, such as mobile applications and media monitoring services.
- Explore interest in mutual service level agreements with local municipalities to ensure back-up coverage for communications services.
- Explore interest in shared communications services with municipalities that do not have designated communications resources.

Year 3 Work Plan:

- Connect with City of London communications professionals to assess interest in ongoing collaboration and information-sharing opportunities.

Year 4+ Work Plan:

- N/A.

5.2.5. SHOWCASING THE LARGER COMMUNITY

Goal: Middlesex County provides venues to showcase what the community has to offer residents.

Middlesex County is experiencing higher rates of growth than in the past, and this growth is projected to continue for at least 25 years.

This is resulting in an influx of new residents who may not be aware of all that Middlesex County has to offer. With travel restrictions associated with the global COVID-19 pandemic, there are opportunities to position the County's destination marketing to its residents or showcase new attractions or businesses to longstanding residents.

Year 1 Work Plan:

- Where relevant to local audiences (particularly new residents), share content on visitmiddlesex.ca to corporate social media accounts.

Year 2 Work Plan:

- Collaborate with Economic Development and Tourism employees to create content and identify channels to communicate Middlesex County attractions to local audiences.

Year 3 Work Plan:

- Develop a community calendar on the corporate website with guidelines and procedures that allow partners and community organizations to share information about local events.

Year 4+ Work Plan:

N/A.

6. Enhancing Communications Channels

Based on Middlesex County's communications goals, target audiences, and core messages, the development of the Communications Strategy included a review of the County's existing communications channels.

This review included:

- Visual identity.
- Websites.
- Social media accounts.
- E-newsletters.
- Print collateral and digital signage.
- Earned media and media relations policies and procedures.
- Paid media (advertising).
- Emerging channels, such as mobile applications, blogs, podcasts, and new social media platforms.

Work plans to strengthen existing channels, and potential new channels for consideration, are provided below. Key performance indicators that align with the County's communications goals are also provided.

6.1. Visual Identity

Standard Visual Identity Guidelines – consistently applied across all County print and digital collateral – are one of the biggest opportunities to connect the County's activities and create a brand that is clearly identifiable by target audiences.

Middlesex County lacks consistent rules and guidelines governing how the County's logo is used, and consistency on the look and feel of collateral, corporately and across the County's service areas.

Through its website redevelopment process, Middlesex County is identifying fonts and colours – these standards should be used as a starting point for Visual Identity Guidelines across all County communications.

6.1.1. VISUAL IDENTITY WORK PLAN

Year 1 Work Plan:

- Develop Visual Identity Guidelines for using the Middlesex County logo.

Year 2 Work Plan:

- Develop a brand manual for Middlesex County (using existing logo and message framework) that specifies brand colours, fonts, logo placement, etc.

Year 3 Work Plan:

- Conduct a brand review or audit.
- Initiate a procurement to create a list of Vendors of Record for creative services by all departments. Ensure Vendors of Record are aware of County Visual Identity Guidelines.

Year 4+ Work Plan:

- Pending results of the brand review, determine the need to procure a creative services agency to develop a rebrand for Middlesex County.
- Monitor corporate-wide expenditures on external creative services such as graphic design, photography and videography and assess a business case for internal staff resources.

6.1.2. VISUAL IDENTITY KEY PERFORMANCE INDICATORS

- Corporate compliance with Visual Identity Guidelines.
- Brand recognition and awareness.

6. Enhancing Communications Channels

6.2. Websites

In most Canadian municipalities, digital communications have – or are quickly overtaking – traditional, analog channels as the primary vehicle for customers to access information, news, and services.

Municipal websites are of critical importance to digital communications as the place where customers turn for information of interest and the aim of all social media posts, digital communications, and online news sources is to drive traffic to websites. Websites need to be accessible, up-to-date, easy to navigate, and organized from the perspective of target audiences.

Middlesex County operates seven websites. Target audiences and current / recommended content associated with each of these websites are provided below.

6.2.1. CORPORATE WEBSITE (MIDDLESEX.CA)

The goal of the corporate website is to act as the official voice for Middlesex County for all digital communications, providing accurate, unbiased, up-to-date information on Council decisions, meetings, news, service disruptions and public safety information.

The corporate website is also the primary information channel for service areas that do not rely on program marketing and do not have dedicated websites. The corporate website provides a gateway for other websites operated by the County.

Primary audiences for the corporate website include residents, businesses, and prospective County employees.

The existing corporate website is currently not meeting these functions for the following reasons:

- Information is out-of-date or inconsistent across pages.
- Information is organized according to municipal departments, which is often not intuitive to target audiences.
- Organization of the homepage is cluttered with multiple menus, tiles and subscription options that do not align.
- While there are accountabilities for functionality and for individual pages, no one in the County is responsible for the overall content management and governance.
- Overall appearance is dated.

The County is in the process of working with a third-party provider to redevelop the corporate website. Staff have indicated that the recently redeveloped local municipal websites serve as a template for this work – this would help to resolve the navigation and clutter issues cited above.

6.2.2. EXTERNAL MARKETING WEBSITES

There are four County websites targeted at external audiences:

- Economic Development website (investinmiddlesex.ca) – This website promotes Middlesex County as a great place to invest, providing information and data including available land parcels, business parks, and incentive programs. Target audiences include prospective businesses, investors, developers, site selectors, and real estate agents.
- Talent attraction website (workinmiddlesex.ca) – This website connects local employers with job seekers and provides resources to aspiring entrepreneurs. Target audiences include prospective employees and entrepreneurs. The website is a partnership with Employment Ontario, Community Employment Choices, and Middlesex Workforce Development Partnership.
- Tourism website (visitmiddlesex.ca) – This website profiles local shops, restaurants, attractions, accommodations, and trip planning features. The target audience is prospective visitors with an aim to marketing and supporting the local tourism industry.
- Local producers project website (handstotable.ca) – This website promotes local producers and restaurateurs, managed in partnerships with Middlesex Federation of Agriculture, Middlesex-London Food Policy Council (MLFPC), Tourism Sarnia-Lambton Economic Partnership, Lambton Federation of Agriculture, and the Government of Ontario. The target audience is prospective visitors.

All the external marketing websites have been recently developed or redeveloped and do not have the navigation, organization, and functionality issues in the current corporate website. The Economic Development and Tourism department has assigned responsibility for content governance, content creation, posting, and performance of these websites.

Greater internal collaboration across communications employees will help to identify opportunities to share content of interest to other website audiences. For example, content that demonstrates innovation and good value for tax dollars – like awards and recognition, and tourism attractions – may also be of interest to local audiences.

6. Enhancing Communications Channels

6.2.3. PROGRAM MARKETING WEBSITES

Some Middlesex County departments require targeted communications to specific audiences to support promotion and marketing of programs and services.

Websites with this objective include:

- Middlesex Public Library (library.middlesex.ca) – This website provides information about library programs and services and links to the library catalogue, digital collections, and online courses. Target audiences are current and prospective library users and program participants including families, youth, and senior citizens. Middlesex County's EarlyON program relies on the library website for its programs and services for children aged 0 to 5 years and their families. Middlesex library is in the process of redeveloping its website with a vendor that specializes in library content management.
- Middlesex-London Paramedic Service (mlems.ca) – This website provides public safety and program information as well as content about the service and the paramedic profession. Target audiences include residents and businesses in Middlesex County and London, and individuals with an interest in pursuing a career in paramedicine.

6.2.4. COUNTY WEBSITES – WORK PLAN

While contracts are in place to redevelop or maintain the County's websites, and specific recommendations are outside of the scope of the Communications Strategy project, the following considerations are presented to ensure website redevelopment and maintenance aligns with the County's communications goals.

Year 1 Work Plan:

- Complete redevelopment of corporate website (middlesex.ca) with the following improvements:
 - Improve appearance and navigation, leveraging recently completed local municipal websites as a template.
 - Arrange menus and content organization by customer interests, which may not align with current departmental structures.
 - Create a "news" section, with content organized within the following categories: statements, media releases and service updates.

- Create increased capacity for digital service delivery and workflow management.
- Create increased capacity for customer satisfaction feedback to use for continuous improvement of website organization and functionality.

- Create a content governance framework that specifies authorities, accountabilities, and processes in posting to the corporate website.
- Complete redevelopment of library website (library.middlesex.ca) with the following improvements:
 - Integrate content for the Middlesex EarlyON program, with ease of access and use for the Program Manager.
- Initiate redevelopment of MiddlesexLondon Paramedic Service website.
- Collaborate on consistent framework for the collection of website analytics across all Middlesex County websites.

Year 2 Work Plan:

- Complete redevelopment of MiddlesexLondon Paramedic Service website.
- Collect analytics across all County websites according to the framework developed in year one, using 2023 as a baseline year.

Year 3 Work Plan:

- Consolidate website analytics reporting into a centralized reporting system.

Year 4+ Work Plan:

- Monitor growth of community transportation project (public transit) and assess the need for a dedicated website.

6.2.5. WEBSITE KEY PERFORMANCE INDICATORS

- Increase in the average monthly or annual visits and unique visitors.
- Increase in the number of completed online service transactions.
- Average time on pages.
- Bounce rate (proportion of visitors who visit one page and leave).

6. Enhancing Communications Channels

6.3. Social Media Accounts

Middlesex County operates 27 social media accounts across five platforms. These accounts are described below, along with work plan initiatives to better connect and strengthen this channel.

6.3.1. FACEBOOK

There are six corporately-approved Facebook accounts for Middlesex County:

- Middlesex County Corporate Account (@CountyMiddlesex).
- Middlesex County Library (@MiddlesexCountyLibrary).
- Middlesex-London Paramedic Service (@MLPS911).
- Visit Middlesex (@visitMiddlesex).
- Invest in Middlesex (@investinmiddlesex).
- Middlesex EarlyON (@EarlyONMiddlesex).
- Visual identity enhancements– including brand guidelines and a centralized list of preferred vendors for creative services – will help to improve the quality and consistency of posts across the County's platforms.

The County should also work to grow the following on its corporate account through cross promotion on other accounts and promoting corporate social media platforms on other channels. Regular, consistent posts aimed at target audiences will also increase Facebook followers.

6.3.2. TWITTER

There are six corporately-approved Twitter accounts for Middlesex County:

- Middlesex County Corporate Account (@CountyMiddlesex).
- Middlesex County Library (@MXCountyLibrary).
- Middlesex-London Paramedic Service (@MLPS911).
- Visit Middlesex (@visitmiddlesex).
- Invest in Middlesex (@investinmiddlesex).
- Middlesex County Roads (@roadsmiddlesex).

It should be noted that the Middlesex County Roads account does not contain consistent, frequent posts and followers cannot rely on this account for up-to-date news, information, and notification of service disruptions.

6.3.3. INSTAGRAM

There are five corporately-approved Instagram accounts for Middlesex County:

- Middlesex County Corporate Account (@middlesexcounty).
- Middlesex County Library (@mxcountylibrary).
- Visit Middlesex County (@visitmiddlesex).
- Middlesex-London Paramedic Service (@MLPS911).
- Middlesex EarlyON (@middlesexearlyon).

As a primarily visual platform, consistent Visual Identity Guidelines are particularly important for the County's Instagram accounts.

The accounts should avoid text-heavy posts and leverage unique features of the platform such as carousels and stories. Instagram is a particularly good platform to acknowledge days of significance and how the County is advancing important causes.

6.3.4. LINKEDIN

There are four corporately-approved LinkedIn accounts for Middlesex County:

- Middlesex County Corporate Account.
- Invest in Middlesex – two accounts.
- Middlesex-London Paramedic Service Headquarters.
- While the corporate LinkedIn account is populated with information about Middlesex County, there are no posts or jobs available on the account. This is the same scenario for the Middlesex-London Paramedic Service account.
- For the Invest in Middlesex LinkedIn presence, the organization may consolidate the two accounts – 1 personal and 1 company – that are currently in use.

6. Enhancing Communications Channels

6.3.5. YOUTUBE

There are six corporately-approved YouTube channels for Middlesex County:

- Middlesex County Corporate Account.
- Middlesex County Library.
- Visit Middlesex.
- Invest in Middlesex.
- MiddlesexLondon Paramedic Service.
- Middlesex EarlyON.

It is anticipated that interest in the corporate YouTube channel will continue to grow as Council meetings are offered virtually. This provides an opportunity for the County to post video content that demonstrates value for money such as budget engagement videos, awards presentations, transit promotional videos and other corporate content that can also be posted across social media platforms.

Content on the MiddlesexLondon Paramedic Service account seems to be intended for internal audiences, and the service may consider restricting public access.

- Consistent Middlesex County “voice” as professional, yet fun and engaging.
- Rules for sharing and re-posting community content.
- Customer service standards for responding to comments.
- Standard code of conduct policy for community posts and consequences for violation.
- Analytics and reporting, including effectiveness in driving website traffic.

- Discontinue Middlesex County Roads twitter account and merge future content with the corporate Middlesex County account.
- Ensure all corporately-approved social media accounts are sufficiently resourced and assess the need for further consolidation of accounts.
- Reserve content on Middlesex-London Paramedic Service YouTube channel to internal audiences only for training purposes and change privacy settings accordingly.
- Set up corporate accounts on emerging platforms (such as Instagram, Snapchat, TikTok, and others) using the @middlesexcounty handle. Reserve for potential future County use and protect against misuse by non-County actors.

6.3.6. COUNTY SOCIAL MEDIA WORK PLAN

Year 1 Work Plan:

- Update Corporate Use of Social Media Policy to emphasize collaboration and connection across the County's social media accounts; include centralized approval for new accounts; update with appropriate contacts.
- Transition corporate ownership of the personal Use of Social Media Policy to Human Resources, alongside other disciplinary or code of conduct-oriented policies.
- Create guidelines for social media management across all platforms for use by Middlesex County content creators. Guidelines should include:
 - Posts should be prepared with the primary goal of driving traffic to a Middlesex County website(s).
 - Consistency in usernames and handles.
 - Recommended frequency of postings across platforms.
 - Use of images, videos, and other visual identity considerations.

Year 2 Work Plan:

- Procure a social media management tool/software to manage corporate accounts and pre-populate posts scheduled according to the organization's shared editorial calendar. Ensure the preferred tool becomes the corporate standard for County social media accounts.
- Hire a professional photographer to capture local attractions and events across all four seasons.
- Create a shared image bank for use by approved social media content creators across the corporation.
- Create an internal shared posting calendar to provide approved social media content creators greater opportunity to connect content.
- Position the corporate LinkedIn account as a primary communications channel for prospective County employees, with regular content on job postings, corporate achievements, and evidence of Middlesex County as a great place to work.
- Position the Middlesex-London Paramedic Service LinkedIn

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account as a primary communications channel for prospective employees and paramedics with regular content on job postings and promotional content. Also leverage the channel to reach out to County and London businesses regarding the Public Access Defibrillator program.

Year 3 Work Plan:

- Integrate response to customer service requests received on social media accounts into workflow management processes as part of a corporate customer service policy.
- Create a handbook for organizational leaders to encourage content sharing on personal accounts, particularly LinkedIn.
- Monitor growth of the Community Transportation Pilot Project and assess the need for dedicated transit social media accounts.

Year 4+ Work Plan:

- N/A.

6.3.7. SOCIAL MEDIA KEY PERFORMANCE INDICATORS

- Average monthly posts.
- Year-over-year growth in followers and subscribers.
- Growth in vanity metrics such as reach, impressions and engagement.
- Growth in the number of website visits originated through social media platforms.

6.4. E-Newsletters and Email Databases

Some of the County's service areas create digital newsletters and maintain email subscriber lists.

- Middlesex Library issues a monthly digital newsletter to a subscriber list of approximately 350 accounts.
- EarlyON administrators issue email communications to a subscriber list of approximately 500 email accounts.
- The Economic Development and Tourism team administers an email database of over 2,000 email accounts.

Subscribers can opt into various types of e-newsletters according to

the content that is most relevant to their interests and needs.

6.4.1. E-NEWSLETTERS WORK PLAN

Year 1 Work Plan:

- Expand/consolidate subscriber options to allow audiences to choose from a range of County news, information, programs, and services.
- Update Middlesex County's Protection of Privacy and Confidentiality of Information Policy to include record-keeping of email databases.
- Collect and record express consent from subscribers to receive information and keep records consistent with Canada's Anti-Spam Legislation (CASL) and the Municipal Freedom of Information and Protection of Personal Privacy Act (MFIPPA). Identify and resolve potential risks involved in current management of email databases.
- Provide training for all communications employees involved in the preparation and distribution of e-newsletters.

Year 2 Work Plan:

- Consider procuring an email marketing platform or services on a corporate-wide basis to manage County e-newsletters across departments.

Year 3 Work Plan:

- Grow the County's subscription database through booths and pop-up displays at community events.

Year 4+ Work Plan:

- N/A.

6.4.2. E-NEWSLETTERS PERFORMANCE MEASURES

- Number of subscribers.
- Growth in the number of website visits originating from e-newsletters.

6. Enhancing Communications Channels

6.5. Print Collateral and Digital Signage

Several County service areas leverage print collateral for their communications and marketing needs. The Middlesex Library offers brochures for new cardholders and posters in its library branches.

EarlyON administrators also offer flyers and brochures, produced with assistance from local graphic designers. There are also periodic mail-outs to County residents, for example, EarlyON distributed an “Open for Business” mail-out when programs re-opened for in-person attendance.

The Economic Development and Tourism team leverages both print materials and branded merchandise. Examples include the Tourism Map, Investors Guide, Culinary Guide, and Trails Map. The team has a pop-up booth, signage, and promotional merchandise to support on-site participation at markets and events. A tourism rack is also available at County library sites through a partnership with the Middlesex Library.

Middlesex-London Paramedic Service prepares print collateral for service information and public education campaigns, for example, emergency preparedness information cards.

Middlesex County issued its first annual Warden’s “Year-in-Review” Report as a County-wide mail-out in January 2022. This publication is anticipated to continue in future years.

Digital signage is currently available in library branches, and the Middlesex Library leverages the signs to promote its programs, services, and events.

Other service areas have expressed interest in developing internal partnerships to share the use of this channel.

6.5.1. PRINT COLLATERAL AND DIGITAL SIGNAGE WORK PLAN

Year 1 Work Plan:

- Working with communications employees in operating departments, prepare a quarterly schedule of County-wide mail-outs and seek opportunities for coordination and postage cost reduction.
- Prepare a menu of suggested stories that align with the Strategic Plan and message framework for the Warden’s consideration in the annual Warden’s Report.

Year 2 Work Plan:

- Ensure all County print collateral adheres to standard Visual Identity Guidelines.
- Create an inventory of public facilities with opportunities to post and display print collateral.

Year 3 Work Plan:

- Create a corporate-wide procedure that governs the use and prioritization of digital signage opportunities.

Year 4+ Work Plan:

- Consider expanding digital signage to other public-facing County facilities.

6.5.2. PRINT COLLATERAL AND DIGITAL SIGNAGE KEY PERFORMANCE INDICATORS

- Increase in relevant webpage visits following mail-outs or significant print campaigns.
- Savings realized through joint mail-outs or other collaborative marketing opportunities.

6.6. Earned Media (Media and Public Relations)

The County leverages local media outlets to communicate information about Council decisions, programs, and services. Corporate news releases are issued to local media lists on a periodic basis.

Middlesex-London Paramedic Service provides information and coordination with local media representatives, particularly for paramedic-related emergency incidents. The Economic Development and Tourism team uses news releases to promote events and for other occasions such as awards and new programs.

Greater coordination across the County’s earned media activities was cited as an opportunity to improve the County’s communications during employee consultations.

Organization of news stories is confusing, with “news” including meeting updates, job opportunities, brochures, media releases, statements, and service updates.

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Within media releases, media liaison often falls to a department head and there is no centralized resource responsible for County news coordination, response fact-checking, story pitching, and logging and managing media interactions.

6.6.1. EARNED MEDIA WORK PLAN

Year 1 Work Plan:

- Create a Media Relations Policy with centralized accountability for media interaction, prescribed response timelines, departmental fact-checking processes, and approval authorities.
- During corporate website redevelopment, create a “news” section of the website that clearly identifies and labels information under the following headings: “media releases”, “service updates”, and “public statements”. Transfer information regarding meeting updates to the Council section of the website, and job opportunities to the careers section of the website.
- Build standard corporate templates for media releases, service updates and public statements.
- Conduct a comprehensive review of media distribution lists to ensure all prospective outlets are included and contacts are up-to-date.

Year 2 Work Plan:

- Work with communications employees in operating departments and the Senior Management Team to prepare a rolling editorial calendar that pre-populates known announcements or events such as budget approval, project updates, service changes, community events, and days of significance. Update the editorial calendar as new communications opportunities and needs arise.
- Invest in a media monitoring service to assess how the County and its comparators are portrayed and assess news of relevance to County priorities. Review keywords on a quarterly basis.
- Create a list of approved County spokespeople based on topic areas. The list should include both staff (CAO and department heads) and Council (Warden and Committee Chairs).

Year 3 Work Plan:

- Create increased capacity for proactive media relations, with support for researching publications, topics of interest, journalist bios, and creating compelling pitches on behalf of Middlesex County.
- Build an ongoing media relations training program for all County spokespeople.

Year 4+ Work Plan:

- N/A.

6.6.2. EARNED MEDIA KEY PERFORMANCE INDICATORS

- Proportion of County media releases and media pitches that result in media coverage.
- Tone of articles covering County issues and decisions.
- Alignment between media outlets covering County issues and the County’s target audiences.
- Average County response time for media inquiries.

6.7. Paid Media (Advertising)

County service areas pay for advertising in both traditional and digital formats. For example, both Middlesex Library and EarlyON leverage digital advertising on Facebook and Instagram, and Middlesex Library uses advertising spots on local radio stations. Economic Development and Tourism employees leverage a variety of paid advertising opportunities on traditional and digital channels.

While advertising is common practice for several service areas, there is no consistent, corporate-wide tracking for these expenses, and understanding the total value of current advertising was not feasible during the Communications Strategy project.

6.7.1. DIGITAL ADVERTISING

Digital advertising is often less costly than traditional forms of advertising and its effectiveness during communications campaigns is easier to track.

The first type of digital advertising is through online news publications. This is like advertising in print newspapers, except ads appear on the outlet’s online platform. Effectiveness of ads can be measured by clicks (provided by the outlet) or County website analytics.

Social media platforms also offer digital advertising opportunities for the County. There are several formats for ads that can be targeted based on audience age, interests, geographic location, and other criteria.

6. Enhancing Communications Channels

While not widely used in the public sector, some organizations establish partnerships with online influencers who have a large following within a target audience or demographic. While influencer partnerships can be effective at growing audiences and brand awareness, municipalities should proceed with caution as there have been concerns with transparent use of public sector funds.

6.7.2. TRADITIONAL ADVERTISING

Advertising through traditional channels provides opportunities to reach audiences that are not frequently online.

There are media outlets within the County that offer advertising. Print outlets include the Middlesex Banner, Dorchester Signpost and Strathroy Age Dispatch, and radio outlets include myFM radio in Strathroy.

Nearby in London, there are outlets that reach Middlesex County audiences that may be strategic for paid advertising including the London Free Press and radio stations such as CJBX Pure Country 93, CBCL Radio One, CHR Radio Western CIQM Virgin Radio, CKLO Classic Rock, CBBL CBC Music, CJBC ICI Premiere, CHJX Faith FM, CFPL Global News Radio 980, CIXX the X (Fanshawe College), and CJBK 1280 News Talk Radio. Nearby First Nations outlets, such as The Eagle FM – Oneida Radio, may also reach target audiences.

The County's decision to incur advertising expenses should be based on reach and circulation of outlets, and alignment with the County's target audiences.

Where communications are not time sensitive, and depending on regulations within sign by-laws, the County may consider advertising through mobile sign rentals and billboards on high traffic routes.

6.7.3. PAID MEDIA WORK PLAN

Year 1 Work Plan:

- N/A.

Year 2 Work Plan:

- Collect circulation data from local newspapers and radio stations to ensure alignment with target audiences and best value for Middlesex County advertising dollars. Share findings with all employees involved in communications activities.
- Create consistent, dedicated cost centres for corporate and departmental advertising expenses to allow for monitoring and tracking on an organization-wide basis.

Year 3 Work Plan:

- Continue to investigate and pursue news outlets and publications that reach target external audiences such as prospective employees, prospective visitors, target industries, site selectors and real estate agents.
- Assess corporate-wide advertising expenses and investigate opportunities for savings through bulk discounts and media buying.

Year 4+ Work Plan:

- N/A.

6.7.4. PAID MEDIA KEY PERFORMANCE INDICATORS

- Growth in the number of website visits originating from paid digital platforms.
- Reach/circulation of traditional publications and alignment with target audiences.

6.8. Emerging Channels

Once the County has strengthened its existing communications channels, it may explore additional channels on new or emerging platforms.

Given resources and staff time associated with new or expanded communications channels and products, any decision to launch a new channel should be based on evidence that the County's core messages will reach one or more of its target audiences.

In preliminary discussions with Members of Council and local municipal representatives, there is interest in exploring a mobile application to reach residents. This channel has already been implemented in Thames Centre, and use continues to grow in the municipality.

It should be noted that a mobile application should go beyond communicating to providing service transactions, and its use should be integrated in a comprehensive Customer Service Strategy (including digital service delivery) for Middlesex County and should align with digital self-serve options on the new corporate website.

In time, Middlesex County may consider additional channels, such as blogs, podcasts, and other social media platforms such as TikTok, Snapchat, or other emerging channels.

6. Enhancing Communications Channels

6.8.1. EMERGING CHANNELS WORK PLAN

Year 1 Work Plan:

- Learn from local municipalities regarding their experience in implementing mobile applications as a communications tool.
- Identify opportunities to integrate digital service delivery in a mobile application.

Year 2 Work Plan:

- Explore interest in the joint procurement of municipal mobile application services with local municipalities.

Year 3 Work Plan:

- Research and evaluate the potential of new County-owned communications channels – such as blogs, podcasts, or new social media platforms – to advance the County’s core messages with its target audiences.

Year 4+ Work Plan:

- N/A.

6.8.2. EMERGING CHANNELS KEY PERFORMANCE INDICATORS

- Mobile applications: growth in number of users, downloads, and service transactions.

7. Supporting County Council

Members of Council are important partners in communicating information, events, and achievements from Middlesex County.

As mayors and elected representatives of local municipalities, they provide important connections to the County's service delivery partners and are a critical conduit to reach residents and businesses in the communities in which they reside.

A sample of County Councillors, including the Warden and Past Warden, were engaged during the development of this Communications Strategy.

Much of their feedback is addressed throughout this Strategy, including:

- Avoiding a communications void through responsive, reliable, consistent information on the County's communications channels.
- Greater emphasis on communicating the overall story of Middlesex County while continuing to market individual programs and services.
- Leveraging informal networks and "word of mouth", for example, through community organizations, events and festivals.
- Encourage two-way communications with residents, businesses, and other stakeholders.

Some of the feedback related to the need to support County Councillors as communications partners, leverage the vast networks of County Councillors, and acknowledge that constituents look to the elected representatives for real-time information on issues that matter to them.

The work plan initiatives below are intended to provide clarity and support for Members of Council.

7.1. Supporting Council Work Plan

Year 1 Work Plan:

- Develop a "levels of service" document for Council that specifies communications support to be provided by the organization, including:
 - Notification of substantive media requests.
 - Key messages and planned tactics for controversial issues.
 - Notifications of "no response" to communications issues with a rationale (for examples, issue under litigation, issue

under the jurisdiction of a separate agency, etc.).

- Products and channels dedicated to Council news and decisions (for example, Council meeting briefs, Warden's Report, Council section on website, etc.).
- Policies and procedures for County sharing of content on Councillors' social media accounts.
- Recommendations to support Councillors' use of social media based on elections legislation.
- Guidelines and reminders for Council when speaking on County issues (for example, in-camera matters, official spokespeople, streamlined handling of media requests, etc.).

Year 2 Work Plan:

- Create a dedicated feedback channel for Councillors to report County communications concerns and suggestions. Report all feedback and how the administration is following up in quarterly reports to Council.

Year 3 Work Plan:

- Continue to monitor communications needs for County Council and consider adding additional Council-specific communications channels such as quarterly or twice annual ward-based newsletters.

Year 4+ Work Plan:

- Continue to monitor communications needs for County Council and consider allocating dedicated support, if necessary.

7.2. Supporting Council – Performance Measures

- Councillor overall satisfaction rates with County communications.
- Council engagement with County communications (for example, commenting or sharing social media posts, promoting e-newsletter subscriptions, etc.).
- Councillor satisfaction with internal communications and level of service provided to elected officials.

8. Resourcing County Communications

Middlesex County has limited existing staff and financial resources to strengthen its corporate communications channels, promote its key messages, and advance its communications goals.

From a staffing standpoint, few positions involved with communications require background and expertise in the communications field and some do not contain formal responsibilities. There are also limited budget allocations for external communications support.

Given that there are limited existing resources to enhance County communications, some net new resources are necessary. Recognizing the resource constraints for municipal governments, work plans provided in this Report seek to minimize requests for new resources, focusing on areas of greatest need and phasing in resources over time.

The following resourcing recommendations are provided to ensure Middlesex County has the resources to undertake the work plans identified in this Report and are intended for consideration during annual budget development processes. The resourcing recommendations are phased in immediate, short-term, medium-term, and long-term timelines, and are aligned with the timelines and workloads contained throughout the Communications Strategy.

8.1. Staffing and Structure

There are few employees within Middlesex County who are formally assigned responsibilities for communications within the organizational structure, and even fewer whose communications responsibilities comprise more than half of their roles.

The research phase found six positions with some communications accountabilities, only two of which had communications and marketing as a primary focus. Three positions held informal responsibilities for communications activities.

In the short-term, recognizing constraints associated with new positions, it is recommended that the County focus its efforts on securing positions that will be dedicated to strengthening its centralized corporate communications services, with some capacity to provide leadership for departmental communications employees and limited support and advisory services to departments without dedicated communications support.

For individual service areas with assigned responsibility, communications and marketing services perform relatively well, particularly where positions require formal background and training.

Communications needs within service areas should continue to be monitored and assessed to determine if net new resources are necessary. At the same time, there should be immediate attention to

improving capacity through greater interdepartmental coordination and training opportunities.

Year 1 Resourcing Recommendations:

- On-board a junior communications resource, reporting to the Legislative Services Manager, with responsibility for:
 - Supporting the CAO and Senior Management Team with corporate communications services.
 - Chairing and coordinating regular meetings with County employees involved in departmental coordination.
 - Building relationships with communications employees in local area municipalities.
 - Assisting department heads without dedicated communications resources.
 - Working with the Legislative Services Manager to implement the Year 1 and Year 2 work plans within this Report.
- Promote interdepartmental resource sharing, with opportunities identified through regular meetings of communications employees.
- Offer training and development for all employees involved in County communications, with emphasis on social media best practices, public engagement principles, and municipal communications conferences.

Year 2 Resourcing Recommendations:

- Monitor operational communications resources and determine if staffing levels within operating departments are sufficient and consistent with comparable municipalities.
- Determine if there is interest in shared communications services with partners who do not have dedicated resources, such as internal departments and local municipalities. Develop a business case and negotiate cost-sharing agreements for a new position(s) if interest exists.

Year 3 Resourcing Recommendations:

- Assess potential growth in communications needs and consider a new senior communications resource. Realign the junior communications resource and any other newly appointed corporate communications positions to report to this individual.

8. Resourcing County Communications

Year 4+ Resourcing Recommendations:

- Assess organization-wide expenses for external creative and graphic design services and determine whether in-house services would deliver better value for money.
- Continue to explore interest in shared specialized communications services (for example, graphic design, photography, media relations, social media management, after-hours services) with local municipalities, with staff resources provided by the County and cost-shared by partners.

8.2. Non-Salary Financial Resources

Middlesex County does not have clearly identifiable line items for communications, marketing, promotion, or advertising – beyond financial allocations for positions with communications and marketing responsibilities and contract costs for County websites.

Middlesex County incurs communications-related expenses, as program areas are involved in developing print collateral and mail-outs, as well as paid digital, print, and radio advertising. It is probable that these expenses are incurred within project budgets or other operational line items.

It is recommended that tracking processes be implemented for communications expenses across the organization to improve line-of-sight for expenditures on a corporate-wide basis.

When senior management has a clear sense of organization-wide expenses, they will be better able to assess whether internal partnerships or integration is possible within the budget, prior to requesting new resources.

Notwithstanding opportunities to leverage existing resources, Middlesex County is a relatively lean organization (from a communications perspective) and, if the organization is striving to becoming a leader in municipal communications, net new resources will be required. The recommendations below are provided to phase these investments in over time.

Year 1 Resourcing Recommendations:

- Develop standard operational budget cost centres to track communications, marketing, promotion, and advertising on an organization-wide basis, improving line-of-sight and accountability for senior management, and as a starting point for identifying efficiencies.
- Track postage costs for mail-out of County print collateral.
- Track organization-wide expenditures for creative services (graphic design, videography, photography) and assess opportunities for enhanced outcomes or cost efficiencies.
- Include an ongoing financial allocation for preparation and distribution of communications products and publications, such as the Warden's Report.
- Allocate funds for a one-time investment for professional photography services (summer and fall Middlesex County photos).

Year 2 Resourcing Recommendations:

- Allocate an ongoing financial investment of \$8,000 for a social media management tool, shared by content creators across the organization.
- Allocate an ongoing financial investment of \$15,000 for media monitoring services.
- Allocate funds for a one-time investment for professional photography services (winter and spring Middlesex County photos).

Year 3 Resourcing Recommendations:

- Allocate a \$30,000 one-time investment for a brand audit as recommended in Section 6.1.1 Visual Identity Work Plan.

Year 4+ Resourcing Recommendations:

- Further investments require monitoring and due diligence based on outcomes during years 1 through 3 of implementation.

9. Acknowledgments

The completion of this Communications Strategy was made possible by the leadership and guidance of Middlesex County and its service delivery partners.

Many thanks to the Legislative Services Manager and Chief Administrative Officer for overall direction during project management.

Thank you to the Senior Management Team for identifying operational communications needs and service arrangements specific to Middlesex County. These perspectives helped to ensure balance between the need for strategic, corporate storytelling and the day-to-day operational needs of departments and specific program areas within the Communications Strategy.

Thank you to employees involved in departmental communications activities including Economic Development and Tourism, Middlesex County Library, Middlesex-London Paramedic Service, EarlyON Program Manager, and the Community Transportation Pilot Project. Understanding challenges and opportunities from the perspectives of employees was a critical part of the process and contributed to the development of work plans in this Report.

Thank you to Members of Council, including the Warden, Past Warden, and representatives from communities with an increasing digital presence, for providing perspectives from elected officials during the development of the Communications Strategy.

Thank you to the Chief Administrative Officers and their designates from local municipalities in Middlesex County. The collaborative approach and willingness to work together on communications activities will add value to residents, businesses, and other shared audiences as the Communications Strategy moves to implementation.





Boulevard Strategy Group was pleased to work with Middlesex County to prepare this Communications Strategy.

boulevardstrategy.com

middlesex.ca

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London, Ontario N6A 2P1

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Committee of the Whole

Meeting Date: April 26, 2022

Submitted by: Brent Kerwin, Strathmere Lodge Administrator

Subject: Strathmere Lodge Census Report for March 2022

ACTIVITY

	Regular Stay		Short Stay
	Current month	Year to date	Current month
Number of Move-Ins	7	14	0
Number of Deaths	3	12	-
Number of Move-Outs			
- to community	0	0	0
- to other Homes	0	0	0
- to hospital	0	0	0
Number of Residents at Month End	158		0
Approved occupancy numbers	159		1

REGULAR STAY WAITING LIST

Current 187 [89 private]

Previous month 177 [82 private]

Same month last year 152 [61 private]

OCCUPANCY

Regular Stay Program

As at month end, one (1) resident in a private room is paying the basic rate.

Occupancy	Current month	Year to date
All beds [Minimum required for full funding = 97%] No funding penalties resulting from pandemic, per Ministry	98.19%	97.17%
Preferred Accommodation [Maximum allowed = 60%]	53.20%	Mar. 2022 – 52.76% Mar. 2021 – 54.23%

Short Stay [Respite] Program

[Minimum required = 50%; no penalties resulting from pandemic, per Ministry]

Number of days, year to date: **90**

Number of days used, year to date: **0**

Percentage used, year to date: **0%**

Number of clients served, year to date: **0 for 0 stays**



Committee of Whole

Meeting Date: *April 26, 2022*

Submitted by: *Jessica P. Ngai, Director of Human Resources*

SUBJECT: **BENEFIT RENEWAL FOR APRIL 2022 TO MARCH 2023**

BACKGROUND:

The County's employee benefit program is provided through RWAM Insurance Administrators. This benefit program covers all full-time employees working at the County with the exception of Middlesex London Paramedics Service employees, and includes extended health, dental, group life and long-term disability.

Our annual benefit year is from April 1 to March 31. Over the course of the last benefit year there was 0.3% decrease in our benefit costs. For the current benefit year, our costs will increase by 9.1%.

ANALYSIS:

Our overall benefit renewal cost for the current year of 9.1% equates to an actual dollar increase of \$10,787.33 per month. This total cost change is a result of the following changes in each specific policy area:

- **EHC:** decrease of \$1,919.89 per month
- **Dental:** decrease of \$1,374.64 per month
- **Pooled Benefit:**
 - **Life:** increase of \$272.86 per month
 - **AD&D:** no change
 - **Dependent Life:** increase of \$121.72 per month
 - **LTD:** increase of \$7,887.38 per month

The County moved to an Administrative Services Only (ASO) plan for dental coverage. This arrangement maintains a reserve that RWAM uses to pay dental claims, and there is a requirement to maintain a reserve, which represents 7% of claims. If there is an excess of premium payment over expenses, the County maintains ownership of the excess (under a normal insurance arrangement the insurer keeps any excess as profit). As of December 31, 2021, the ASO plan for our dental coverage has a surplus reserve of \$209,368.86, which has increased from the previous year by \$21,882.96.

Our largest increase is in the long-term disability rates which was at \$3.67 per \$100 of benefit) for last year but have risen to \$6.146 per \$100 of benefit this year. The long-term

disability benefit is a pooled benefit meaning the rates are not entirely specific to the risk for the Middlesex County group as it is pooled with the block of business for all the carriers.

FINANCIAL IMPLICATIONS:

The overall cost of our monthly premiums for this benefit year, inclusive of the 8% Ontario Sales Tax, will be \$164,033.55.

RECOMMENDATION:

That County Council receive this benefit renewal report for April 2022 to March 2023 for information.

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister
777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre
777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



234-2022-1674

April 6, 2022

Dear Head of Council:

For the past two years, you, your council colleagues and municipal staff have been at the forefront of the response to COVID in Ontario. I deeply appreciate your continued collaboration with the province and your inspiring dedication.

With key public health and health system indicators continuing to remain stable or improve, Ontario is cautiously and gradually easing public health and workplace safety measures with [all remaining measures, directives and orders to end by April 27, 2022](#).

Today I am writing to inform you of the status of the emergency orders that were led by my ministry and made in early 2020 under the *Emergency Management and Civil Protection Act*, and later continued under the *Reopening Ontario Act, 2020*, to help municipalities address some of the challenges brought on by the pandemic.

The Work Deployment Measures for Municipalities Order will end on April 27, 2022

Since April 16, 2020, [O. Reg. 157/20](#), Work Deployment Measures for Municipalities (order) provided municipalities with the flexibility to deploy certain staff to where they were needed most in response to COVID-19 pressures.

The order was a temporary measure and, in line with the province's lifting of public health measures, it will end on April 27, 2022.

Any deployments your municipality has made using the authority in the order will need to end by April 27, 2022. If your municipality is relying on the order to deploy staff, it is important to work collaboratively and in good faith with your bargaining agents to develop staffing plans beyond April 27, 2022.

The Patios Order will end on April 27, 2022

[O. Reg. 345/20](#), Patios, eliminated Planning Act requirements for notice and public meetings and removed the ability to appeal when municipalities passed temporary use by-laws for new or expanded restaurant and bar patios. This allowed municipalities to pass or amend these by-laws quickly to address local circumstances and needs as they evolved.

The order was a temporary measure and, in line with the province's lifting of public health measures, will end on April 27, 2022.

As the order will end on April 27, 2022, your municipality may wish to consider making any necessary changes to temporary use by-laws for restaurant and bar patios prior to this date. Changes were made as part of Bill 13, the *Supporting People and Businesses Act, 2021* in December 2021 to help streamline the planning system and provide municipal councils broader authority to allow more planning decisions to be made by committees of council or staff. Municipalities can now delegate decisions dealing with minor amendments to zoning by-laws, such as temporary use by-laws, should they choose to (and subject to having appropriate official plan policies in place).

Temporary Health or Residential Facilities

[O. Reg 141/20](#) came into effect on April 9, 2020. It has exempted temporary shelters and health facilities, established to respond to the effects of the pandemic, from the requirement to obtain a building permit or a change of use permit under the Building Code Act, from complying with the technical requirements of the Building Code and with certain by-laws and approvals under the Planning Act, subject to certain conditions related to protecting public health and safety.

This order will also end on April 27, 2022. I understand that some of these temporary facilities are still in use to respond to the effects of the pandemic. I intend to make amendments to the Building Code that would continue to exempt these facilities from the need for a building permit and compliance with the Building Code on a temporary basis, while ensuring they continue to be regularly inspected. Your municipality may wish to consider if any new temporary use or zoning by-laws or amendments to existing temporary use or zoning by-laws may be needed before the order ends on April 27, 2022.

There may be other emergency orders that are ending and may impact your municipality. For the latest information, please visit the government's page on [COVID-19 emergency information](#).

If your municipality has any questions about any of the changes outlined above, we encourage your staff to contact [your local Municipal Services Office](#).

Thank you again for your continued support in protecting the health and well-being of Ontarians while delivering the services they depend upon.

Sincerely,



Steve Clark
Minister of Municipal Affairs and Housing

C: Chief Administrative Officers
Municipal Clerks
Kate Manson Smith, Deputy Minister of Municipal Affairs and Housing
Brian Rosborough, Executive Director, Association of Municipalities of Ontario

MIDDLESEX-LONDON BOARD OF HEALTH

Meeting Update

BOARD OF HEALTH MEETING – March 17, 2022 - 7 p.m.

Please note: This document contains draft versions of motions only from this meeting. Significant discussion on many items is not captured here but will be available in the approved minutes that will be published after the meeting of the following month.

[Complete Agenda Package](#)

Approved: [February 16, 2022 - Special Meeting of the Board of Health](#)
[February 17, 2022 - Board of Health meeting](#)
[March 3, 2022 - Special Meeting of the Board of Health](#)
[March 7, 2022 - Special Meeting of the Board of Health](#)

Received: [February 17, 2022 - Governance Committee meeting](#)
[March 3, 2022 - Finance and Facilities Committee meeting](#)

Reports	Reports Received and Approved by the Board of Health
Finance and Facilities Committee Meeting Summary from March 3, 2022 (Report No. 11-22)	<p>It was moved by Mr. Michael Steele, seconded by Ms. Aina DeViet, that the Board of Health:</p> <ol style="list-style-type: none"> 1) Approve the 2022 Proposed Budget in the gross amount of \$65,310,006 as illustrated in the attached Appendix A – Budget Summary; 2) Forward Report No. 05-22FFC and Appendix A – Budget Summary to the City of London and the County of Middlesex for information; and 3) Direct staff to submit the 2022 Proposed Budget in the various formats required by the different funding agencies and stakeholders. <p style="text-align: right;">Carried</p>
Implementation of the Intervention for Health Enhancement and Living (iHEAL) (Report No. 12-22)	<p>It was moved by Ms. Maureen Cassidy, seconded by Ms. Kelly Elliott, that the Board of Health receive Report No. 12-22 re: Implementation of the Intervention for Health Enhancement and Living” for information.</p> <p style="text-align: right;">Carried</p>
Healthy Living Strategic Review (Report No. 13-22)	<p>It was moved by Mr. Steele, seconded by Ms. Cassidy, that the Board of Health receive Report No. 13-22 re: “Healthy Living Strategic Review” for information.</p> <p style="text-align: right;">Carried</p>

Public Sector Salary Disclosure Act: 2021 Record of Employees' Salaries and Benefits (Report No. 14-22)	<p>It was moved by Ms. Mariam Hamou, seconded by Ms. DeViet, <i>that the Board of Health receive Report No. 14-22 re: "Public Sector Salary Disclosure Act – 2021 Record of Employees' Salaries and Benefits" for information.</i></p> <p>Carried</p>
Health Unit General Insurance Policy Renewal (Report No. 15-22)	<p>It was moved by Mr. John Brennan, seconded by Ms. Cassidy, <i>that the Board of Health approve the renewal of the Health Unit's General Insurance Policy as outlined in Report No. 15-22 re: "Health Unit General Insurance Policy Renewal"</i></p> <p>Carried</p>
Diversity and Inclusion Assessment: MLHU Employment Systems Review Update (Report No. 16-22)	<p>It was moved by Ms. Cassidy, seconded by Ms. Elliott, <i>that the Board of Health:</i></p> <ol style="list-style-type: none"> 1) <i>Receive Report No. 16-22 re: "Diversity and Inclusion Assessment: MLHU Employment Systems Review Update" for information; and</i> 2) <i>Endorse the prioritization of recommendations within the Employment Systems Review for implementation at the Middlesex-London Health Unit.</i> <p>Carried</p>
Verbal COVID-19 Disease Spread and Vaccine Campaign Update	<p>It was moved by Ms. DeViet, seconded by Ms. Elliott, <i>that the Board of Health receive verbal report "COVID-19 Disease Spread and Vaccine Campaign update for information,</i></p> <p>Carried</p>
Acting Medical Officer of Health Activity Report for February (Report No. 17-22)	<p>It was moved by Ms. Cassidy, seconded by Ms. Elliott, <i>that the Board of Health receive Report No. 17-22 re: "Acting Medical Officer of Health Activity Report for February" for information.</i></p> <p>Carried</p>
Chief Executive Officer Activity Report for February (Report No. 18-22)	<p>It was moved by Ms. Cassidy, seconded by Ms. DeViet, <i>that the Board of Health receive Report No. 18-22 re: "Chief Executive Officer Activity Report for February" for information.</i></p> <p>Carried</p>
March 2022 Correspondence	<p>It was moved by Mr. Steele, seconded by Ms. Hamou, <i>that the Board of Health endorse item a) of correspondence.</i></p> <p>Carried</p>

March 29, 2022

Hon. Stephen Lecce
Minister of Education
5th Floor, 438 University Avenue
Toronto, ON M7A 2A5
minister.edu@ontario.ca

Dear Minister Lecce,

At its 4th Meeting of the 2022 Board held on Monday, March 28, 2022 and in accordance with Ontario Regulation 412/00, the London District Catholic School Board of Trustees reviewed the attached report and recommendations regarding trustee distribution for the upcoming 2022 municipal and school board election.

The following recommendations were approved at the meeting.

On the motion of J. Jevnikar and S. Cruz that the Board of Trustees approve the following resolutions for the 2022 Municipal Election:

1. That the London District Catholic School Board's electoral population for the 2022 Election is 98,977;
2. That there are no low population areas for the 2022 Election;
3. That the lead municipalities for the 2022 Election are the City of St. Thomas (Elgin); the Municipality of Strathroy-Caradoc (Middlesex); the City of Woodstock (Oxford); and the City of London;
4. That the number of trustee members to be elected in the 2022 Election, in accordance with the Education Act, is eight (8);
5. That the eight trustee members shall represent each of the areas of distribution as follows: Elgin County; Middlesex County; Oxford County; and City of London Wards 1 and 14; Wards 2, 3 and 4; Wards 5, 6 and 7; Wards 8, 9 and 10; and Wards 11, 12 and 13.

Sincerely,



Vince Romeo
Director of Education and Secretary

/ld

Encl.

- c. M. Fisher, Director of Education, Thames Valley District School Board
J. Picard, Director of Education, Conseil Scolaire Catholique Providence
M. Bertrand, Director of Education, Conseil Scolaire Viamonde
Municipal School Board Election Clerks:
- County of Middlesex
 - County of Elgin
 - County of Oxford
 - City of London
 - City of St. Thomas
 - City of Woodstock

Report to the Board of Trustees



Trustee Determination and Distribution Report, Municipal Election 2022

Prepared By: Vince Romeo, Director of Education

Public: ☐

Confidential: ☐

Budget Implications: ☐

Core Priority:

- Community & Catholicity ☐
- Student Achievement and Well-Being ☐
- Global Learning & Global Competencies ☐
- Stewardship of Resources ☒

Meeting Date: March 28, 2022

Report Number: E.4.(h).22.

Action: ☒

Information: ☐

Follow Up Item: ☐

Prev. Report #: *Prev Num*

Recommendation(s):

That the Board of Trustees approve the following resolutions for the 2022 Municipal Election:

1. That the London District Catholic School Board's electoral population for the 2022 Election is 98,977;
2. That there are no low population areas for the 2022 Election;
3. That the lead municipalities for the 2022 Election are the City of St. Thomas (Elgin); the Municipality of Strathroy-Caradoc (Middlesex); the City of Woodstock (Oxford); and the City of London;
4. That the number of trustee members to be elected in the 2022 Election, in accordance with the Education Act, is eight (8);
5. That the eight trustee members shall represent each of the areas of distribution as follows: Elgin County; Middlesex County; Oxford County; and City of London Wards 1 and 14; Wards 2, 3 and 4; Wards 5, 6 and 7; Wards 8, 9 and 10; and Wards 11, 12 and 13.

Background and Purpose:

Regulation 412/00 of the *Education Act* requires school boards to determine the number and distribution of members to be elected, by resolution before March 31st in an election year. School boards shall submit their Trustee Determination and Distribution Report to the Minister of Education, municipalities, and secretary of co-terminus boards by April 3rd.

Report to the Board of Trustees

Discussion:

1. Population of Electoral Groups

The Municipal Property Assessment Corporation (MPAC) provides school boards with the Population of Electoral Groups (PEG) Report summarizing the Catholic school electoral population within a board's jurisdiction. The PEG Report identifies the number of eligible voters in each of municipality within the jurisdiction of the Board and is based on year-end assessment data for the current tax year as of January 1st of the election year. **The Electoral Report identifies 98,977 eligible English Separate School electors.**

2. Low Population Areas

School boards are required to determine whether or not any areas within its jurisdiction are to be designated as low population areas. Designating low population areas affects only the distribution calculation and does not affect the total number of trustees determined for the board. Since the current distribution of trustees is based on county representation, it is determined that low population areas do not apply.

3. Lead Municipality

The Board is required to identify for each of the counties, Elgin, Middlesex, Oxford and the City of London, the municipality with the largest electoral population for the purpose of identifying the school board election clerk responsible for running the election. Based on the municipality with the largest population, the lead municipalities are St. Thomas (Elgin), Strathroy-Caradoc (Middlesex), Woodstock (Oxford), and London.

4. Trustee Determination

The *Education Act* sets the number of trustees for the Board at eight (8) members. With an electoral population of 98,977, the scheduled number of trustee members is eight (8):

Total Population of Electoral Group O. Reg. 412/00, Table 2.	Number of Members
45,000 to 59,999 persons	7
60,000 to 99,999 persons	8
100,000 to 149,999 persons	9

5. Trustee Distribution

School boards are responsible for determining the *geographic allocation* of its members across the jurisdiction, within each ward or municipality, based on a quotient formula provided in the regulations. The trustee member distribution for the Board will consist of one (1) trustee representing each of the counties of Elgin, Middlesex, and Oxford and five (5) trustees representing the City of London.

Report to the Board of Trustees

Implications for the LDCSB:

As required by the regulations, the LDCSB's Trustee Determination and Distribution Report for the 2022 Municipal Election shall be approved as presented.

Appendices:

Population of Electoral Groups Report, MPAC, February 2022

Population of Electoral Groups Report

School Board ID: 38 - LONDON DISTRICT CATHOLIC SCHOOL BOARD

Summary Total

County/Mun	English Public	French Public	English Separate	French Separate	Prot-Sep	Other	Total
3202	0	0	786	0	0	0	786
3204	0	0	2,201	0	0	0	2,201
3211	0	0	704	0	0	0	704
3218	0	0	1,579	0	0	0	1,579
3227	0	0	834	0	0	0	834
3238	0	0	314	0	0	0	314
3242	0	0	5,342	0	0	0	5,342
3245	0	0	525	0	0	0	525
3401	0	0	351	0	0	0	351
3408	0	0	580	0	0	0	580
3411	0	0	486	0	0	0	486
3418	0	0	1,273	0	0	0	1,273
3421	0	0	4,529	0	0	0	4,529
3424	0	0	427	0	0	0	427
3429	0	0	352	0	0	0	352
3434	0	0	929	0	0	0	929
3902	0	0	27	0	0	0	27
3906	0	0	554	0	0	0	554
3916	0	0	4,079	0	0	0	4,079
3926	0	0	1,671	0	0	0	1,671
3936	0	0	66,401	0	0	0	66,401
3939	0	0	2,709	0	0	0	2,709
3946	0	0	558	0	0	0	558
3954	0	0	1,015	0	0	0	1,015
3958	0	0	751	0	0	0	751
Total	0	0	98,977	0	0	0	98,977

Population of Electoral Groups Report

School Board ID: 38 - LONDON DISTRICT CATHOLIC SCHOOL BOARD

Summary Total

School Board - Grand Totals

School Board ID	English Public	French Public	English Separate	French Separate	Prot-Sep	Other	Total
38	0	0	98,977	0	0	0	98,977
Total	0	0	98,977	0	0	0	98,977

March 31, 2022

Good Afternoon,

On March 30, 2022, the government released its [More Homes for Everyone Plan](#), that proposes targeted policies and initiatives for the immediate term to address market speculation, protect homebuyers and increase housing supply.

Details about the range of measures in the government's plan can be found in the news release here: [Ontario is Making It Easier to Buy a Home | Ontario Newsroom](#).

The More Homes for Everyone Plan is informed by a three-part consultation with industry, municipalities and the public. This includes the Rural Housing Roundtable and the first ever Ontario-Municipal Housing Summit, letters to all 444 municipalities asking for their feedback, and follow-up meetings with the leaders of municipal organizations. On behalf of the ministry, thank you for being part of our consultations and sharing your valuable input.

The government also introduced [Bill 109 - the More Homes for Everyone Act, 2022](#), and is seeking feedback on the changes proposed under the legislation and on other initiatives, through a series of housing related public consultations. This includes seeking input on how to support gentle density for [multi-generational and missing middle housing](#), as well as addressing [housing needs in rural and northern communities](#). These and other related consultations can be found through the [Environmental Registry of Ontario and the Ontario Regulatory Registry](#).

The government committed to prioritizing implementation of the [Housing Affordability Task Force's recommendations](#) over the next four years, with a housing supply action plan every year, starting in 2022-23. To facilitate this, the government plans to establish a Housing Supply Working Group, that would engage with municipal and federal governments, partner ministries, industry, and associations to monitor progress and support improvements to its annual housing supply action plans.

Ontario looks forward to continued collaboration with municipalities to address the housing crisis and hear your ideas and advice on the More Homes for Everyone Plan.

Sincerely,



Kate Manson-Smith

Deputy Minister

- c. Joshua Paul, Assistant Deputy Minister – Housing Division
Sean Fraser, Assistant Deputy Minister – Planning and Growth Division
Caspar Hall, Assistant Deputy Minister – Local Government Division



THE GROWTH OF LONDON OUTSIDE LONDON

THE INCREASING SHARE OF HOUSING CONSTRUCTION
OCCURRING OUTSIDE OF THE CITY LIMITS

MARCH 2022



**Smart Prosperity
Institute**

Acknowledgements

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About Smart Prosperity Institute

Smart Prosperity Institute is a national research network and policy think tank based at the University of Ottawa. We deliver world-class research and work with public and private partners – all to advance practical policies and market solutions for a stronger, cleaner economy.

About the London Development Institute (LDI)

LDI is a member-based organization representing most large land developers in the London area. LDI has been the leading voice on development issues in our City for more than 40 years. Our goal, working with our partners in local government and the community, is to build a better London.

About the London Home Builders' Association (LHBA)

The London Home Builders' Association provides a forum for its members to share information and experience; promote ethical building and business practices; be the voice of the residential construction industry in London; and work towards the betterment of our community.

THE GROWTH OF LONDON OUTSIDE LONDON

Executive summary

The Growth of London Outside of London tells a data-driven story in two parts:

1. The London area's population is rapidly growing due, in part, to an increased number of families moving in from the Greater Toronto Area.
2. Increasingly, the family-sized homes being built to support a growing number of families are being built outside of the municipal boundaries of the City of London.

Using preliminary 2021 Census data, along with components of population growth data from Statistics Canada and housing completions data from the Canada Housing and Mortgage Corporation (CMHC), we show that new housing development to support the London area's growing population is increasingly happening outside of the municipal boundaries of the City of London.

Key facts and figures

1. The metro London area (which includes much of Elgin and Middlesex Counties) is the fourth fastest-growing metro in Canada, behind only three communities in British Columbia.
2. In the past five years, the City of London's population growth, while rapid, lags that of Lucan Biddulph, Strathroy-Caradoc and St. Thomas.
3. In the past five years, Elgin-Middlesex has seen 18,000 people, on net, move here from other parts of Canada, with much of that growth coming from former residents of the Greater Toronto Area.
4. In the past five years, single-detached home construction was up 10% in the City of London, relative to the previous five years. In the rest of Elgin-Middlesex outside of London, it is up 80%.
5. In 2021, 56% of all single-detached homes built in Elgin-Middlesex were built outside of the City of London. Ten years ago, only 30% were.
6. Over the past five years, over half of all single-detached homes and a whopping 96% of semi-detached homes were built outside of the City of London.
7. Other forms of housing are also increasingly being built outside of the City of London. In the last five years, the number of Elgin-Middlesex row units built outside London was 738, up from 116 the previous five years. Additionally, 396 apartment units were built outside London in the last five years, after only 19 were built in the previous five years.

The London area has attracted families of all ages, from both inside and outside of Canada, looking for housing that meets their needs. Increasingly, the housing being built to support that population is being built outside of the City's municipal boundaries. The growth of the communities around London, while bringing many benefits, could put stress on London's municipal tax base, as residents outside of the City will use the City's infrastructure to shop and work in London but not pay property taxes to the City.

THE GROWTH OF LONDON OUTSIDE LONDON

Ten key points from this report

1. The London area is growing in population, and an increasing proportion of that growth is occurring outside of the boundaries of the City of London. Newly released Census data reveals that from 2012 to 2016, 89% of Elgin-Middlesex's population growth occurred in the City of London, but from 2017 to 2021, this proportion dropped to 76%.
2. In absolute terms, the population of Elgin-Middlesex outside of London grew by 12,333 persons in the last five years, after growing by only 2,272 in the previous five.
3. This shift to increased population growth occurring outside of the city limits will stress London's municipal tax base, as residents outside of the City will use the City's infrastructure to shop and work in London but not pay property taxes to the City.
4. Both the area within London and outside of London are experiencing a population boom. The population boom is due to increased immigration, the boom in international students, and families moving in from other parts of Canada.
5. The GTA, along with Windsor, Hamilton, and Kitchener-Cambridge-Waterloo, are the primary sources of families moving to the London area from other parts of Canada.
6. The largest cohort of families moving to Elgin-Middlesex are comprised of adults in their 30s with young children; however, a substantial number of families of adults between the ages of 40-70 are also making their way to the region.
7. These families are increasingly locating outside of the City of London, as the rate of housing construction is rising faster outside of the City than within. Census data reveals that the number of new dwelling units rose by 7.5% outside the City of London, but only 6.2% within it over the past five years. The fastest growth in dwelling units occurred north and west of the City in Lucan Biddulph, Strathroy-Caradoc, and Middlesex Centre.
8. Homebuilding occurring outside of the City is a relatively recent trend. From 2012-16, the number of dwelling units rose by 4.4% within the City, but only 3.7% in the rest of Elgin-Middlesex.
9. CMHC data provides additional context on this growth by showing that over the past five years, less than half the single-detached homes built in Elgin-Middlesex were built in the City of London, and only 4% of all semi-detached homes.
10. All forms of housing are increasingly being built outside of the City of London. In the last five years, 8% of all completed apartment units in Elgin-Middlesex were built outside of London, up from 1% the previous five years. Similarly, 23% of all row housing was built outside of London from 2017-21, up from just 8% in 2012-16.

THE GROWTH OF LONDON OUTSIDE LONDON

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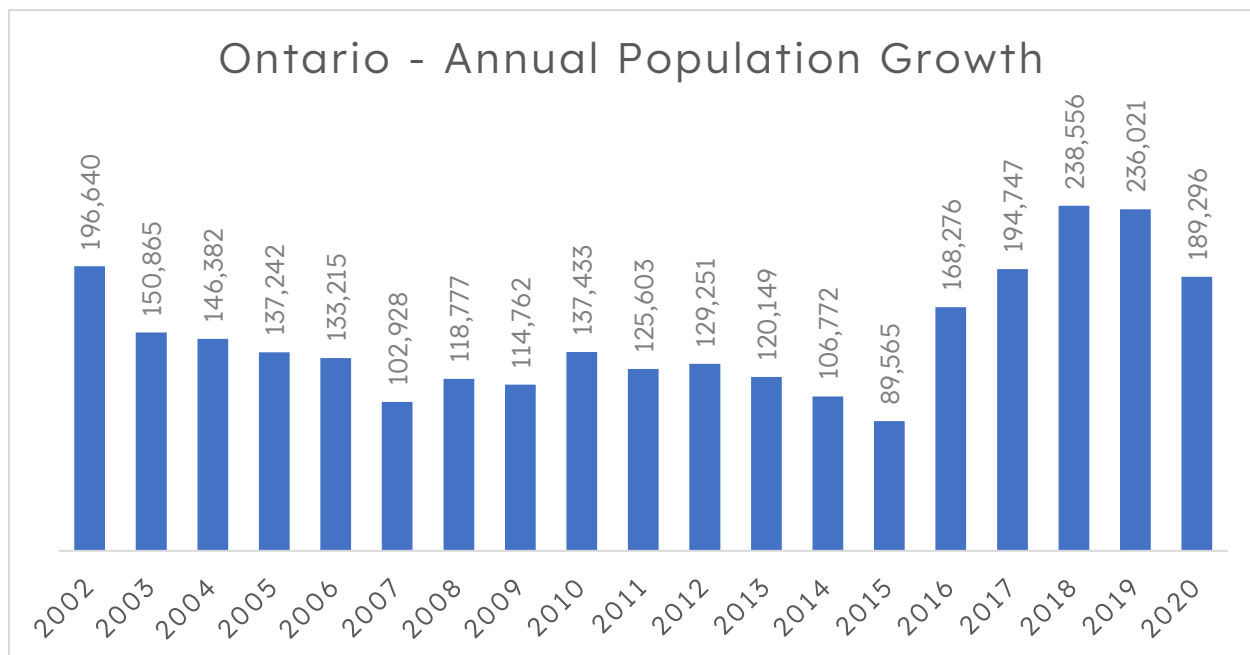
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Introduction: The London Area is one of the fastest-growing regions of the country, though much of the growth is happening outside of the City

The London metro area, which includes the City of London and much of Elgin and Middlesex counties,¹ experienced the fastest population growth of any metro in Ontario (and fastest of any Canadian metro outside of British Columbia) from 2016 to 2021, according to preliminary Census data released by Statistics Canada in February 2022.² Ontario's growth has been remarkably rapid in recent years due to increased immigration and an international student boom. The London area has seen increases in immigration and international enrollment at Western and Fanshawe, with those students often staying after graduation and eventually gaining permanent residency.

This rapid population growth is not just confined to London. Ontario is experiencing rapid population growth, as shown by Figure 1. Ontario's population had been consistently growing by around 120,000 persons per year from 2007 to 2014. By 2018, Ontario added nearly 240,000 residents, twice as much as the previous average.

Figure 1: Ontario's Net Population Growth Per Year, 2001-2020.³



¹ The London Census Metropolitan Area contains Adelaide-Metcalf, London, Middlesex Centre, Strathroy-Caradoc and Thames Centre from Middlesex County as well as Central Elgin, St. Thomas, and Southwold from Elgin County.

² <https://globalnews.ca/news/8606476/kelowna-fastest-growing-city-Census/#:~:text=A%2B-,Kelowna%20is%20the%20fastest%20growing%20Census%20Metropolitan%20Area%20in%20Canada,14%20per%20cent%20from%202016.>

³ Source: Moffatt (2021a). Note: Population is measured as of July 1 each year. 2020 figure reflects change in population between July 1, 2019 and July 1, 2020.

Like much of Ontario, the Greater Toronto Area (GTA) also experienced rapid population growth from increased immigration, the international student boom, and Canadians from other provinces moving in after the oil price crash in 2015. However, the construction of new homes in the GTA did not keep up with this population growth, as outlined in the Smart Prosperity Report *Forecast for Failure*.⁴ This shortage of housing in the GTA caused Toronto area families to move across Southern Ontario to find housing that met their needs. These families included high numbers of couples with young children and expectant parents, along with mid-career and older Ontarians cashing out of their smaller Toronto-area properties looking for homes that better suited their lifestyles.

The Elgin-Middlesex area supported these new residents from the GTA and the increase in immigration and international students due to an increase in the rate of housing completions of all forms. Despite the City of London being the economic engine of Elgin-Middlesex, the Census reveals that the growth rate in dwelling units is rising faster outside of the City than within. Additional data from the CMHC reveals that over half of all single-detached homes and a whopping 96% of semi-detached homes built in Elgin-Middlesex in the last five years were built outside of the City of London. The fastest growth occurred in communities west and north of London, including Lucan Biddulph, Strathroy-Caradoc, and Middlesex Centre.

Using preliminary Census 2021 data, along with components of population growth data from Statistics Canada and housing completions data from the Canada Mortgage and Housing Corporation (CMHC), we provide evidence of the following two trends:

Trend 1: The London area's population is experiencing rapid growth, in part due to an increased number of families moving in from the Greater Toronto Area.

Trend 2: Increasingly, the family-sized homes being built to support a growing number of families are being built outside of the municipal boundaries of the City of London.

The piece's conclusion discusses how these two trends put pressure on the City of London's infrastructure. Residents living outside of the City will drive to the City for shopping and employment but not pay property taxes to the City of London.

⁴ Moffatt and Atiq (2022)

Trend 1: The London area is experiencing rapid population growth due to an increased number of families moving in from the Greater Toronto Area.

On February 9, 2022, Statistics Canada released preliminary population and housing data, at a local level, from the 2021 Census. Specifically, the data release included the number of people living in a particular location on May 11, 2021, and the number of dwelling units, including every type of housing, from single-detached homes to apartment units to basement suites.⁵ The Census numbers, while vital, are an imperfect estimate, particularly of population. The Census will typically underestimate the average centre's population by 4%, as some Canadians fail to respond to the Census questionnaire. Furthermore, because the data is collected in May, when the population of a community with high numbers of college and university students is lowest, as those students may be elsewhere during the summer. Despite being one of those college and university towns susceptible to this undercount, the Census found that the City of London was one of the fastest-growing communities in Canada between 2016 and 2021. However, it found that three other local communities grew even faster.

Census data reveals rapid population growth in Lucan Biddulph, Strathroy-Caradoc, and St. Thomas

Figure 2 provides population estimates for every municipality in Elgin and Middlesex County, except for reserves. It shows that while three-quarters of net new residents of Elgin-Middlesex moved to the City of London (38,502 of 50,835), it did not experience the fastest growth rate in the region. While the City of London's 10% growth rate was one of the fastest in Canada, it was less than half of Lucan Biddulph's 20.85%. Additionally, Strathroy-Caradoc grew at 14.4%, while St. Thomas grew slightly faster than the City of London (10.1% vs. 10.03%).

⁵ The Census defines a dwelling unit as "a structurally separate set of living premises with a private entrance either outside the building or from a common hall, lobby, vestibule or stairway inside the building. The entrance must be one that can be used without passing through anyone else's living quarters."

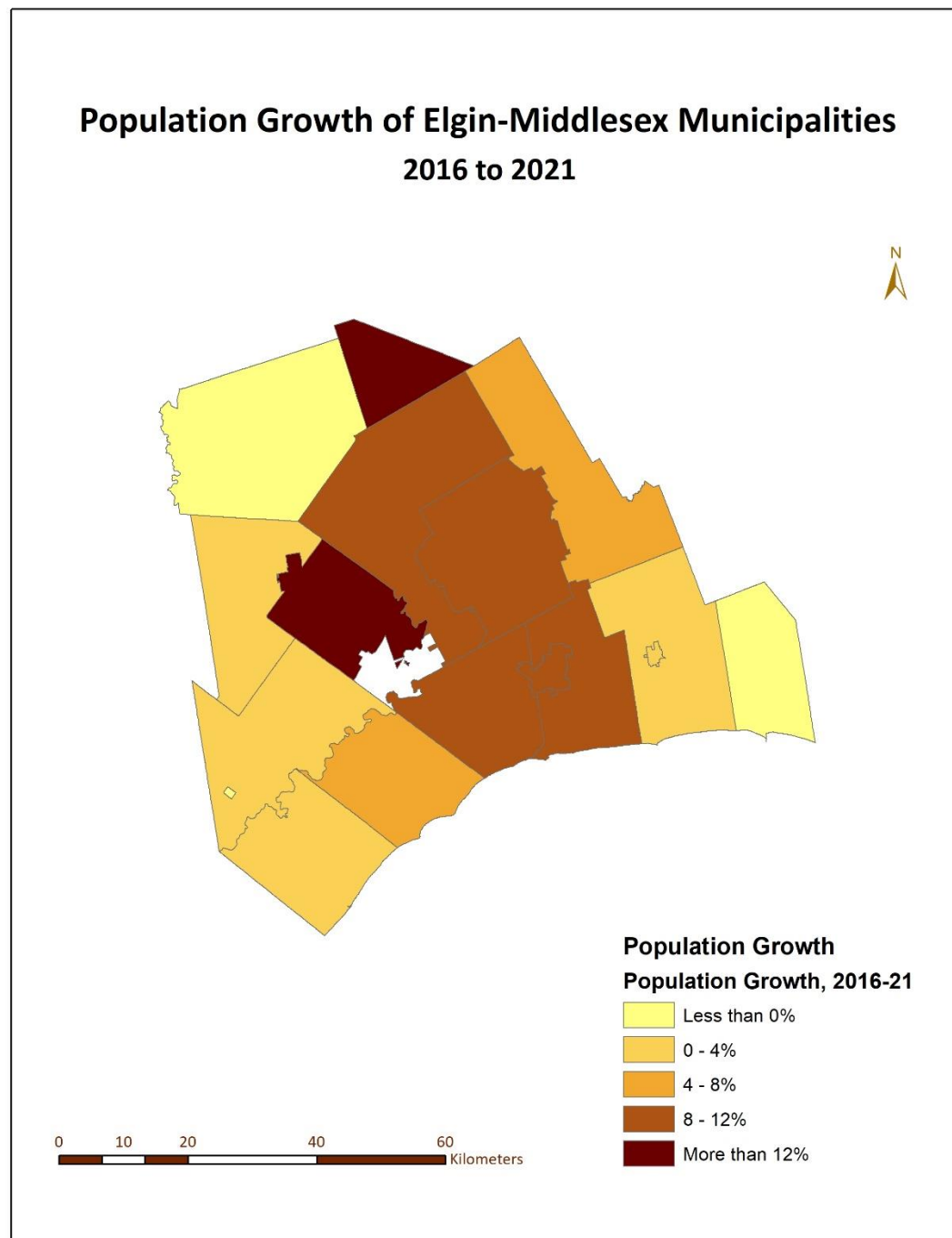
Figure 2: Population Growth of Elgin-Middlesex Municipalities, Ranked by Largest Percentage Growth Between 2016 and 2021.⁶

Community	2016 Pop	2021 Pop	Change	Growth in %
Lucan Biddulph	4,700	5,680	980	20.85%
Strathroy-Caradoc	20,867	23,871	3,004	14.40%
St. Thomas	38,909	42,840	3,931	10.10%
London	383,822	422,324	38,502	10.03%
Southwold	4,421	4,851	430	9.73%
Middlesex Centre	17,262	18,928	1,666	9.65%
Central Elgin	12,607	13,746	1,139	9.03%
Dutton/Dunwich	3,866	4,152	286	7.40%
Thames Centre	13,191	13,980	789	5.98%
Southwest Middlesex	5,723	5,893	170	2.97%
Aylmer	7,492	7,699	207	2.76%
West Elgin	4,995	5,060	65	1.30%
Adelaide-Metcalf	2,990	3,011	21	0.70%
Malahide	9,292	9,308	16	0.17%
North Middlesex	6,352	6,307	-45	-0.71%
Bayham	7,396	7,096	-300	-4.06%
Newbury	466	440	-26	-5.58%
TOTAL	544,351	595,186	50,835	9.34%

In Figure 2, we saw that eight municipalities in Elgin-Middlesex grew by less than 3%. The map in Figure 3 reveals that these municipalities tend to be further away from the City of London, either well to the southwest or to the east of the City of London. The two fastest-growing communities, Lucan Biddulph and Strathroy-Caradoc are north and west of the City, respectively.

⁶ Source: Census of Population (2016, 2021). Note: Population numbers for 2021 are as of May 11, 2021; population numbers for 2016 are as of May 10, 2016.

Figure 3: Map of Population Growth of Elgin-Middlesex Municipalities by Percentage Growth Between 2016 and 2021.⁷



⁷ Source: Census of Population (2016, 2021). Note: Population numbers for 2021 are as of May 11, 2021; population numbers for 2016 are as of May 10, 2016.

Due to the slower-growing communities further from the City of London, the City's population growth rate still exceeded that of the rest of Elgin-Middlesex, as shown by Figure 4.

Figure 4: Population Growth of Elgin-Middlesex Municipalities, the City of London vs. Rest of Elgin Middlesex, Between 2016 and 2021.⁸

Community	2016 Pop	2021 Pop	Change	Growth in %
Outside London	160,529	172,862	12,333	7.68%
City of London	383,822	422,324	38,502	10.03%

Middlesex-London's rapid population growth from 2016 to 2021 was a new phenomenon. If we rewind to the previous five years, we see more modest population growth. In Figure 5, we see that no Elgin-Middlesex municipality experienced a population growth rate of over 10% from 2011 to 2016, and 8 of 17 municipalities experienced a population *decline*. As with 2016 to 2021, Lucan Biddulph was the fastest-growing municipality from 2011 to 2016. However, its 8.34% five-year growth rate from 2011 to 2016 would have only been the eighth-highest in Elgin-Middlesex had it occurred from 2016 to 2021.

Figure 5: Population Growth of Elgin-Middlesex Municipalities, Ranked by Largest Percentage Growth Between 2011 and 2016.⁹

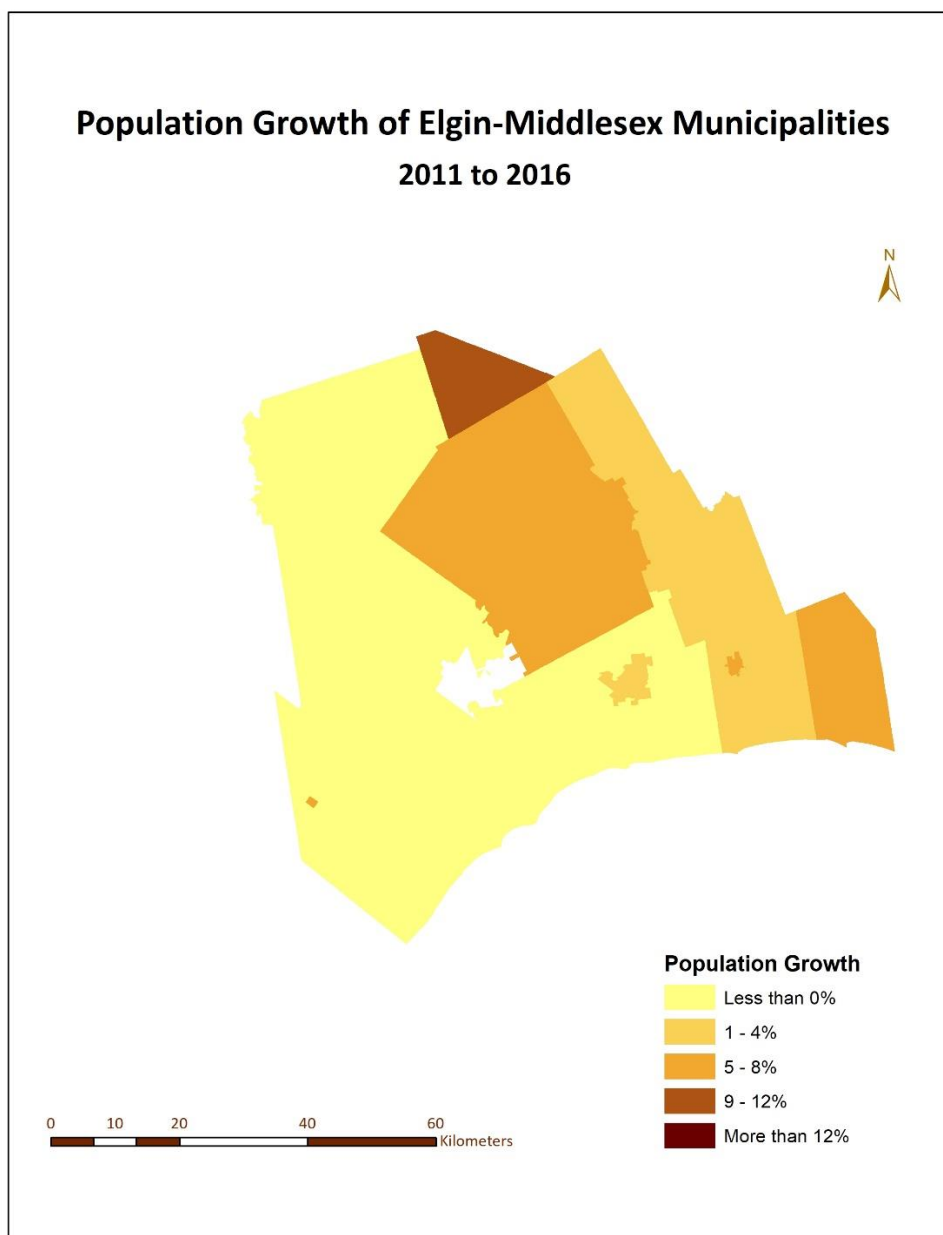
Community	2011 Pop	2016 Pop	Change	Growth in %
Lucan Biddulph	4,338	4,700	362	8.34%
Bayham	6,989	7,396	407	5.82%
London	366,151	383,822	17,671	4.83%
Aylmer	7,151	7,492	341	4.77%
Middlesex Centre	16,487	17,262	775	4.70%
Newbury	447	466	19	4.25%
St. Thomas	37,905	38,909	1,004	2.65%
Malahide	9,146	9,292	146	1.60%
Thames Centre	13,000	13,191	191	1.47%
Dutton/Dunwich	3,876	3,866	-10	-0.26%
Strathroy-Caradoc	20,978	20,867	-111	-0.53%
Central Elgin	12,743	12,607	-136	-1.07%
Adelaide-Metcalf	3,028	2,990	-38	-1.25%
Southwold	4,494	4,421	-73	-1.62%
Southwest Middlesex	5,860	5,723	-137	-2.34%
West Elgin	5,157	4,995	-162	-3.14%
North Middlesex	6,658	6,352	-306	-4.60%
TOTAL	524,408	544,351	19,943	3.80%

⁸ Source: Census of Population (2016, 2021). Note: Population numbers for 2021 are as of May 11, 2021; population numbers for 2016 are as of May 10, 2016.

⁹ Source: Census of Population (2016, 2021). Note: Population numbers for 2021 are as of May 11, 2021; population numbers for 2016 are as of May 10, 2016.

Figure 6 provides a map of each municipality's 2011-16 population growth rate, using the same legend as the Figure 3 map. It reveals the much slower growth across the region during 2011-16, though Aylmer stands out as growing faster in 2011-16 than in 2016-21.

Figure 6: Map of Population Growth of Elgin-Middlesex Municipalities by Percentage Growth Between 2011 and 2016.¹⁰



¹⁰ Source: Census of Population (2016, 2021). Note: Population numbers for 2021 are as of May 11, 2021; population numbers for 2016 are as of May 10, 2016.

Between 2011 and 2016, the population growth rate of the City of London was over three times higher than that of the rest of Elgin-Middlesex, as shown by Figure 7.

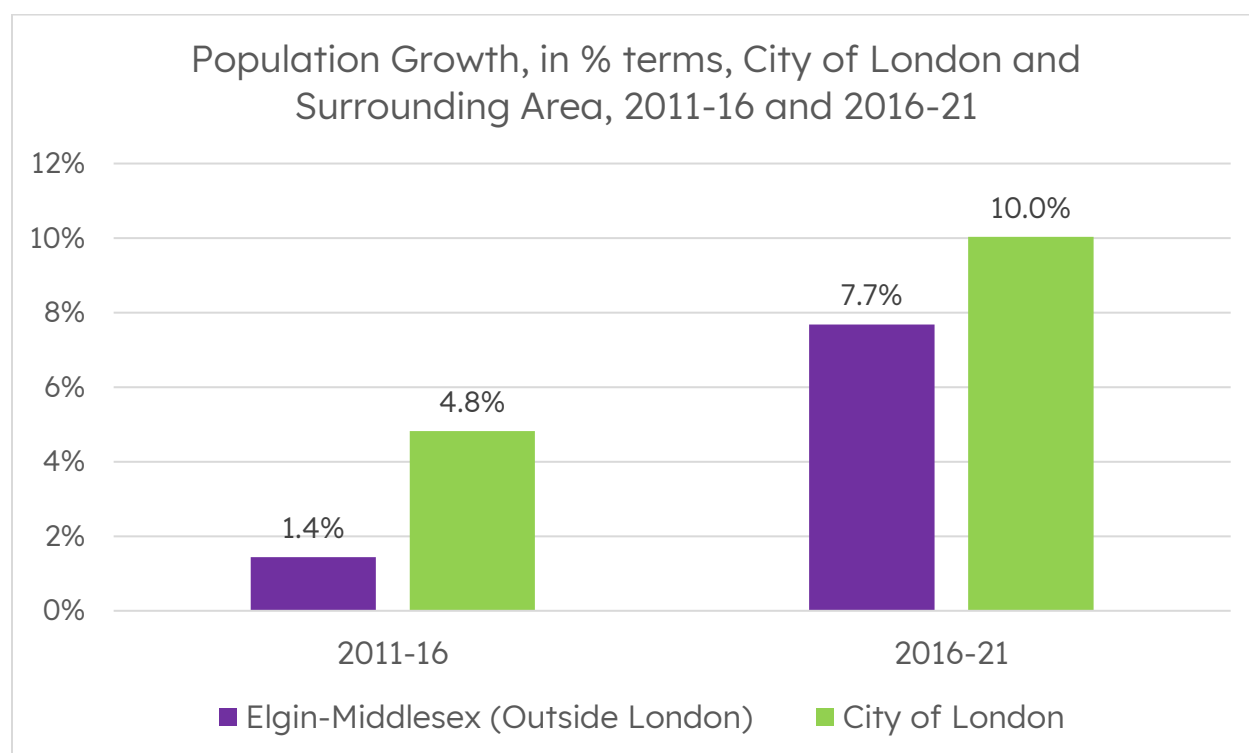
Figure 7: Population Growth of Elgin-Middlesex Municipalities, the City of London vs. the Rest of Elgin Middlesex, Between 2011 and 2016.¹¹

Community	2011 Pop	2016 Pop	Change	Growth in %
Outside London	158,257	160,529	2,272	1.44%
City of London	366,151	383,822	17,671	4.83%

City of London's population is still growing faster than the rest of Elgin-Middlesex, but the gap is closing

Comparing the two five-year periods shows that both the City of London and the surrounding region's population grew faster in 2016-21 than 2011-16, as shown by Figure 8.

Figure 8: Population Growth of Elgin-Middlesex Municipalities, the City of London vs. the Rest of Elgin Middlesex, Between 2011-16 and 2016-21.¹²



¹¹ Source: Census of Population (2011, 2016). Note: Population numbers for 2016 are as of May 10, 2016; population numbers for 2011 are as of May 10, 2011.

¹² Source: Census of Population (2011, 2016, 2021). Population numbers for 2021 are as of May 11, 2021; population numbers for 2016 are as of May 10, 2016; population numbers for 2011 are as of May 10, 2011.

Figure 8 can tell us by how much the population is growing, but it cannot tell us why. To better understand the underlying dynamics of population growth, we need to know where the new residents are coming from.

London area is growing due to a combination of an increase in the number of international students, immigration, and an influx of families from other parts of Canada

The analysis from the previous section raises the question, “Where did all the new residents of Elgin-Middlesex come from?” To answer this question, we divide population growth into the following four categories:

1. “Natural” – The difference between the number of people born and the number of people who died during a given period.
2. Net Immigration – The number of new immigrants to the region minus the number of people who emigrate to another country.¹³
3. Non-Permanent Residents. Immigrants to the region are classified as permanent residents; however, many citizens of other countries move to the region without gaining permanent residency. These include temporary foreign workers and international students. Many of these individuals eventually become permanent residents, so they should be considered *pre-permanent* residents.
4. Within Canada. The within Canada figure is the net number of individuals who move to Elgin-Middlesex from other parts of Canada, including other parts of Ontario.

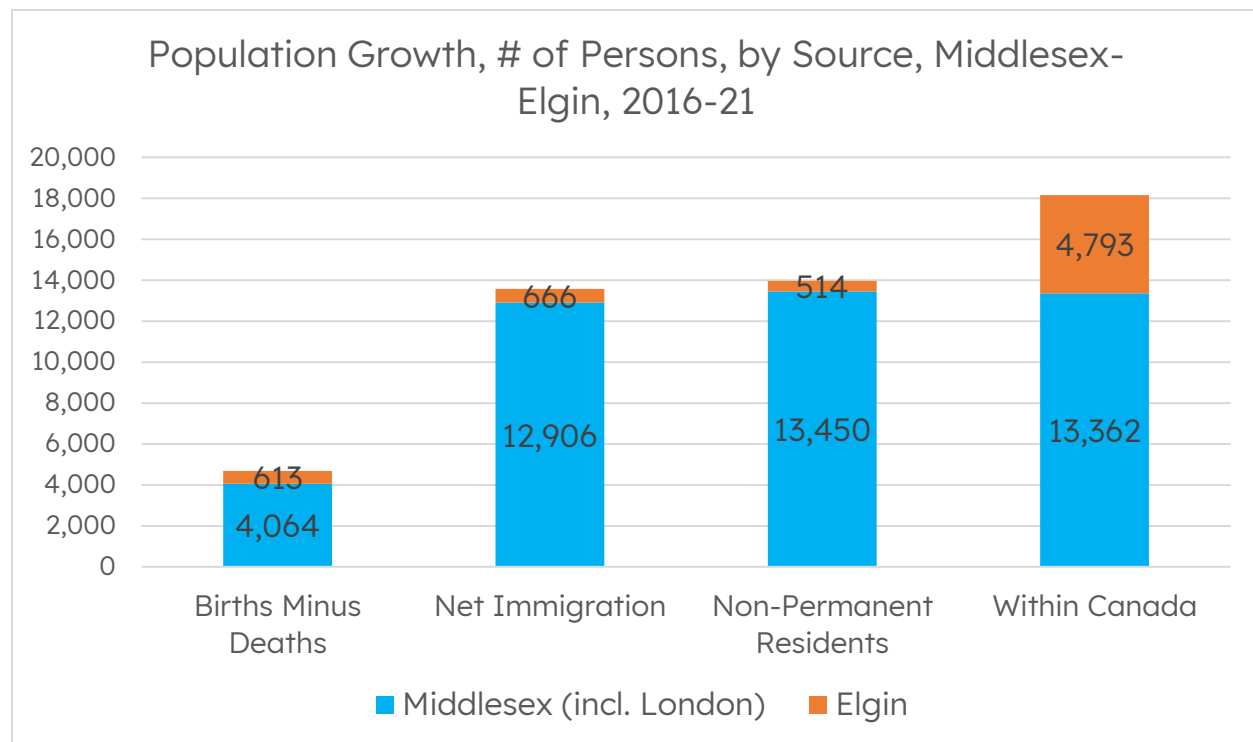
Unfortunately, the February 2022 Census data release did not contain information on the components of population growth. Statistics Canada does have information on these trends, but it is at the Census division¹⁴ rather than the municipal level. Elgin County and Middlesex County (including London) are two of Ontario’s 49 Census divisions, so we can use those as our geographic units.

Figure 9 provides data on population growth, regarding the number of persons, for Elgin-Middlesex from 2016-21 for our four categories. While net migration from within Canada was the largest of the four groups, no one category accounted for most of the growth.

¹³ The full calculation for *net immigration* is net new immigrants minus new emigrants plus returning emigrants minus temporary emigration.

¹⁴ In Ontario, a Census Division is typically a regional municipality, a county, or, in northern Ontario, a district.

Figure 9: Population Growth by Source, for Middlesex-Elgin, from 2016 to 2021.¹⁵



Over 90% of Elgin-Middlesex’s net population growth came from people moving into the region, either from within or outside Canada, with just over 9% coming from the number of births exceeding the number of deaths.¹⁶ For each of the three migration-based sources, population growth picked up after 2015, but the underlying dynamics differ considerably.

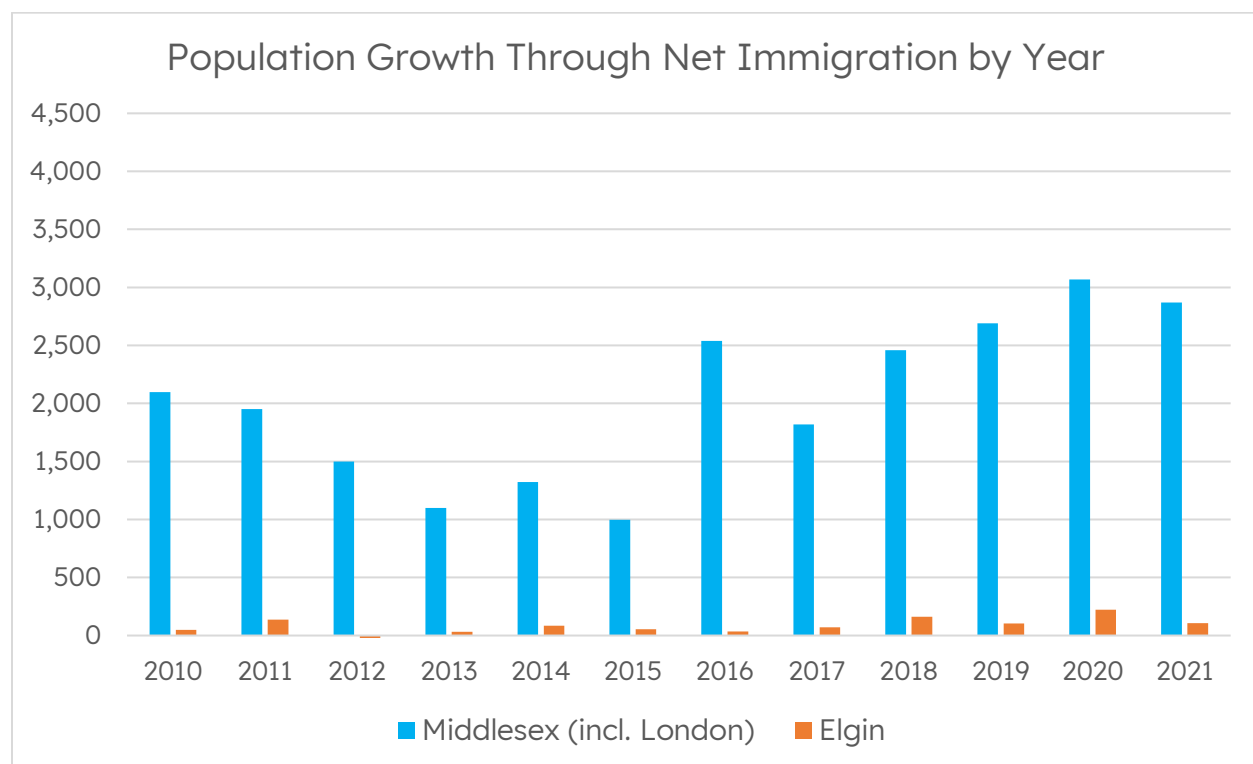
¹⁵ Source: Statistics Canada, Table: 17-10-0140-01. Note: Population is measured as of July 1 each year. 2016-21 figure reflects change in population between July 1, 2016 and July 1, 2021.

¹⁶ And many of those births came from families that newly arrived in the region.

Immigration to Elgin-Middlesex rose after 2015, partly due to changes in federal policy and partly due to changing economic conditions

Elgin-Middlesex, particularly London, is becoming a prime destination for international talent. Figure 10 provides data on the net number of immigrants moving to Elgin-Middlesex by year. The number of net new immigrants settling in Elgin is modest but rising, while Middlesex (including London) attracts more than 2,000 new immigrants each year. Three factors can explain this rise.¹⁷ The first is the steady rise in immigration across Canada due to changes in federal policies, including immigration targets and the introduction of the Express Entry system in 2015. The second is that Ontario's share of new immigrants to Canada rose after 2015 due, in part, to the oil price crash that occurred that summer. The third factor is the rise in the number of international students in Elgin-Middlesex in recent years. While the students themselves are not considered immigrants (as they are not permanent residents), they can apply for permanent residency after graduation, as explained in the next section.

Figure 10: Population Growth through Net Immigration, for Middlesex and Elgin, by Year, from 2010 to 2021.¹⁸



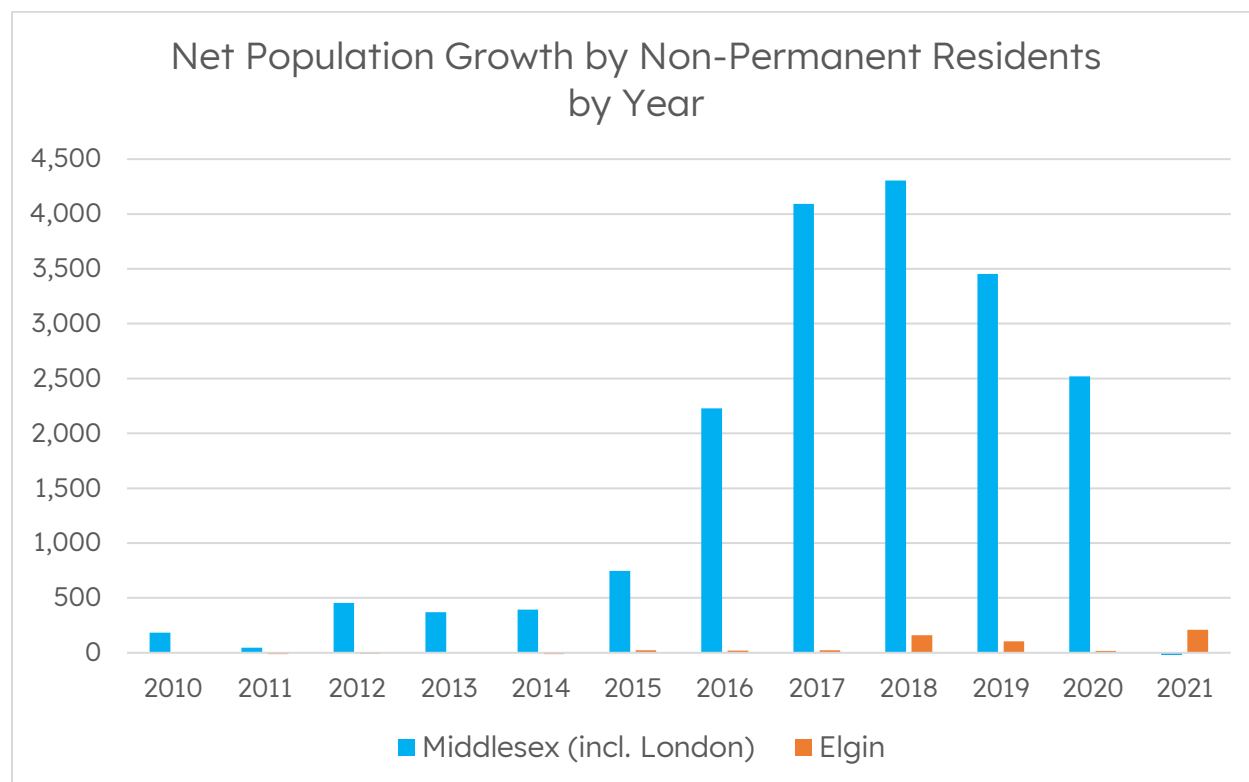
¹⁷ For additional information see <https://mikepmoffatt.medium.com/ontarians-on-the-move-2022-edition-745547b486f7>

¹⁸ Source: Statistics Canada, Table: 17-10-0140-01. Note: Population is measured as of July 1 each year. 2021 figure reflects change in population between July 1, 2020 and July 1, 2021.

London experienced an international student boom before the pandemic

Since 2015, Middlesex has experienced a dramatic increase in the number of residents under the statistical classification of *non-permanent residents*. In 2015, Middlesex added just over 700 net non-permanent residents to its population. The following year, the number tripled to 2,200, then nearly doubled the next year to 4,100; a nearly six-fold increase in two years. Those numbers would increase again in 2018, as shown by Figure 11.

Figure 11: Net Population Growth by Non-Permanent Residents, for Middlesex and Elgin, by Year, from 2010 to 2021.¹⁹



It is important to note that *non-permanent residents* is a statistical classification, not a description of how long they plan to stay in the region. Statistics Canada defines the group as follows²⁰:

Non-permanent residents (NPRs) are persons who have been legally granted the right to live in Canada on a temporary basis under the authority of a temporary resident permit, along with members of their family living with them... Non-permanent residents include foreign workers, foreign students, the humanitarian population and other temporary residents. The humanitarian population includes refugee claimants and temporary residents who are allowed to remain in

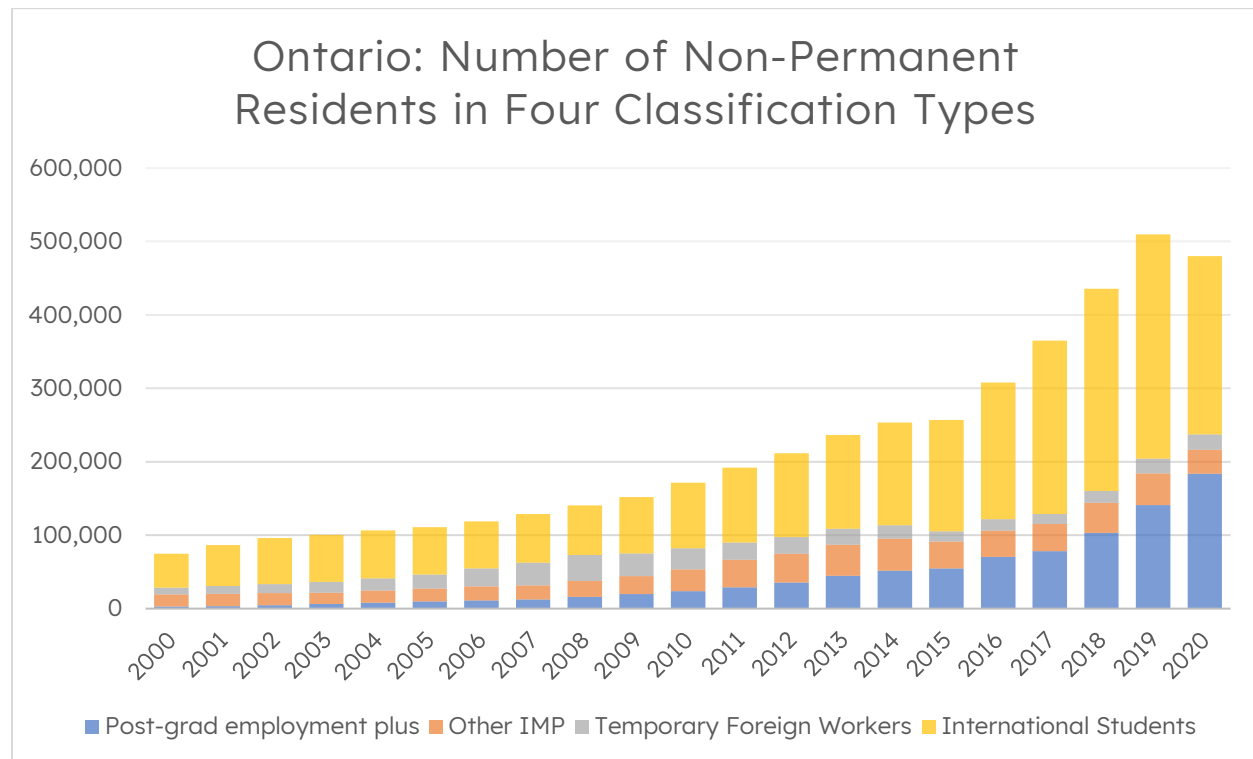
¹⁹ Source: Statistics Canada, Table: 17-10-0140-01. Note: Population is measured as of July 1 each year. 2021 figure reflects change in population between July 1, 2020 and July 1, 2021.

²⁰ Government of Canada (2021)

Canada on humanitarian grounds and are not categorized as either foreign workers or foreign students.

The NPR classification covers several categories, from refugee claimants to temporary foreign workers. However, as shown by Figure 12, the vast majority of both the absolute number and the growth in the number of non-permanent residents in Ontario is from international students, international graduates of Canadian institutions staying in Canada under the Post-Graduation Work Permit Program (PGWPP), and their families.

Figure 12: The Number of Non-Permanent Residents in Ontario, by Classification Type and Year²¹



The report *One Million New Ontarians*²² explains the federal policy reforms that led to Ontario's booming international student population:

The increase in the number of international students can be traced back to a series of policy reforms instituted by the federal government. In 2008, the federal government introduced the Canada Experience Class, allowing international students who have graduated from a Canadian post-secondary institution and gained enough Canadian work experience to apply for permanent residency without leaving the country. In 2013, reforms were instituted that allowed international post-secondary graduates to stay up to three years in Canada, rather than 1-2 under the PGWPP.²³ And finally, a 2014 reform allowed international students to work up to 20

²¹ Source: Moffatt (2021a). Note: Population is measured as of July 1 each year. 2020 figure reflects change in population between July 1, 2019 and July 1, 2020.

²² Moffatt (2022)

²³ Tamburri (2013).

hours a week off-campus during school terms and full-time during breaks without applying for a separate work permit.²⁴ These changes, along with the introduction of the Express Entry system for immigration in 2015 and policy changes in the United Kingdom and the United States, making those markets less attractive for international students, created an international student boom in Canada.²⁵

Given that London is one of Canada's leading centres for higher education, it should not come as a surprise that so much international talent has decided to study in London. And many of them will stay after graduation and eventually become permanent residents of Canada. That was an explicit goal of many of the federal reforms; when announcing the 2008 reforms, then Minister of Citizenship and Immigration, Diane Finley stated that the reforms "will help create a pool of individuals who, with work experience, will find it easier to apply to immigrate to Canada... our ability to retain international graduates with Canadian qualifications, work experience and familiarity with Canadian society, will help increase our competitiveness and benefit Canada as a whole."²⁶

The international student boom has brought a cohort of ambitious, talented young people from across the world who have decided to settle in London. And while the population of international students has declined slightly during the pandemic, the Ontario Ministry of Finance projects that their populations will resume growing once the pandemic is over.²⁷ The presence of these international graduates from London institutions aids in the region's economic competitiveness, so long as enough housing is built to allow them to stay and prosper.

The international student boom was not isolated to London but occurred across southern Ontario. As Ontario's population grew faster than housing completions²⁸, Ontario families moved from one community to another to find housing solutions that met their needs, with many making their way to the Elgin-Middlesex area.

²⁴ Government of Canada (2014).

²⁵ For additional background on changes governing international students, see Moffatt and Atiq (2022).

²⁶ Government of Canada (2008)

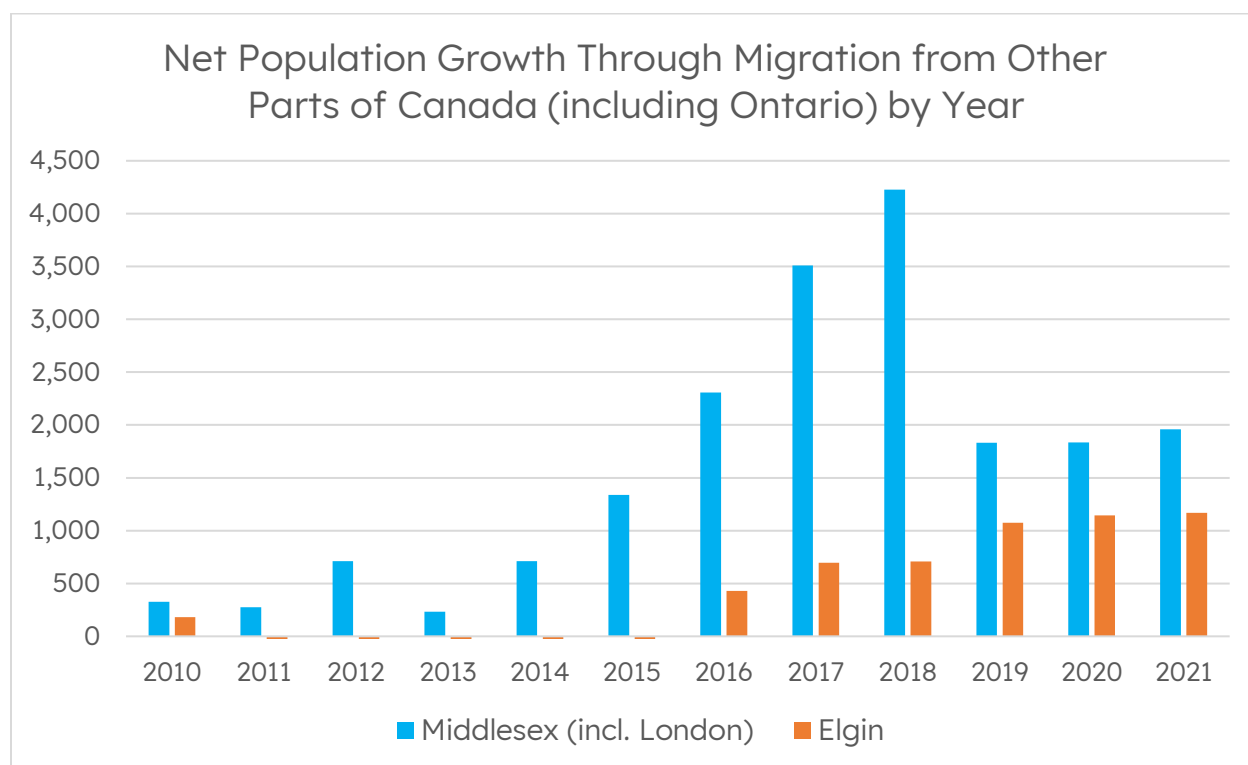
²⁷ Ontario Ministry of Finance (2021)

²⁸ See Moffatt (2021a)

Elgin-Middlesex is experiencing an influx of new families moving in from other parts of Canada

Of our four components of population growth, the largest between 2016 and 2021 was net migration from within Canada, including other parts of Ontario. Note that this is a *net* figure, so it includes both people from other parts of Canada moving to Elgin-Middlesex and those moving out of Elgin-Middlesex to other parts of Canada. Both Elgin and Middlesex have experienced high and increasing numbers of net new residents moving in from other parts of Canada, as shown by Figure 13.

Figure 13: Net Population Growth through Migration from Other Parts of Canada (including Ontario), for Middlesex and Elgin, by Year, from 2010 to 2021.²⁹



The Statistics Canada table used in Figure 13 can tell us how many people, on net, moved into Elgin-Middlesex from other parts of Canada. Unfortunately, it cannot tell us if the change was due to more people moving in or fewer people moving out. It also cannot tell us where people are moving to or from. However, data from a different Statistics Canada series can help fill those gaps.

²⁹ Source: Statistics Canada, Table: 17-10-0140-01. Note: Population is measured as of July 1 each year. 2021 figure reflects change in population between July 1, 2020 and July 1, 2021.

New Elgin-Middlesex residents from other parts of Canada primarily coming from the GTA

Unlike the *Components of population change by Census Division* data series we used in the previous few sections, the data series *Interprovincial and intraprovincial migrants, by Census metropolitan area and Census agglomeration of origin and destination*, contains information on population flows from one Canadian community to another. It does, however, suffer from two shortcomings:

1. There is only four-years worth of data, from 2016-17 to 2019-20.
2. The data is at a metro (*Census metropolitan area and Census agglomeration*) level, so we cannot divide our analysis into Elgin and Middlesex. While data for London CMA gives us a strong picture of what is happening in Elgin-Middlesex, it, unfortunately, excludes several municipalities in Elgin and Middlesex.

Figure 14 provides a list of Elgin-Middlesex communities that are (and are not) a part of London CMA. While most of the fastest growing communities in Elgin-Middlesex, including the City of London, are part of London CMA (also known as metro London), it does exclude the rapidly expanding municipality of Lucan Biddulph.

Figure 14: Geographic Boundaries of London CMA (Metro London).

	Middlesex County	Elgin County
In London CMA	Adelaide-Metcalf London Middlesex Centre Strathroy-Caradoc Thames Centre	Central Elgin St. Thomas Southwold
Not in London CMA	Lucan Biddulph Newbury North Middlesex Southwest Middlesex	Aylmer Bayham Dutton/Dunwich Malahide West Elgin

However, since London CMA does include the vast majority of Elgin-Middlesex residents, it can provide insights into who is moving into Elgin-Middlesex and who is leaving the region.

Figure 15 contains four years' worth of origin and destination data for every community that saw more than 1,000 residents leave and move to London CMA between July 1, 2016, and June 30, 2020. During that period, 65,603 people moved to London CMA from other parts of Canada, and 51,239 persons left London CMA to move to other parts of Canada, for a net population gain of 14,364 persons.

Figure 15: Number of Interprovincial and Intraprovincial Migrants to London CMA and from London CMA, from 2017 to 2020.³⁰

Metro Area	To London CMA	From London CMA	Difference
Toronto (CMA), Ontario	19,059	11,221	7,838
Rest of Canada (including urban Ontario)	15,361	12,358	3,003
Rural Ontario (outside of CMA/CA)	11,610	11,490	120
Kitchener - Cambridge - Waterloo (CMA), Ontario	3,261	2,728	533
Hamilton (CMA), Ontario	2,495	1,790	705
Windsor (CMA), Ontario	2,171	1,429	742
Chatham-Kent (CA), Ontario	1,613	1,401	212
Sarnia (CA), Ontario	1,520	1,403	117
Woodstock (CA), Ontario	1,351	1,134	217
Ottawa - Gatineau (CMA), Ontario/Quebec	1,348	1,947	-599
Calgary (CMA), Alberta	1,287	913	374
St. Catharines - Niagara (CMA), Ontario	1,219	834	385
Vancouver (CMA), British Columbia	1,179	1,233	-54
Edmonton (CMA), Alberta	1,115	704	411
Montréal (CMA), Quebec	1,014	654	360
Total	65,603	51,239	14,364

As shown by Figure 15, Toronto CMA (which includes not just the City of Toronto but Mississauga, Brampton, Markham, and other Greater Toronto Area communities) accounted for more than half of London CMA's net within-Canada population growth for those four years. London gained, on net, residents from most communities across Ontario, including Hamilton and Kitchener-Cambridge-Waterloo, with the notable exception of Ottawa.

In each of the four years where data is available, metro London gained more population than it lost from the rest of Canada. As shown in Figure 16, the number arriving in metro London has risen over the past four years (outside of a blip in 2019), as has the number of residents leaving metro London. Migration patterns to and from Toronto CMA experience similar patterns, as shown by Figure 17, with both the number of people moving from Toronto and the number of people moving to Toronto increasing over time, outside of a blip in 2019.

³⁰ Source: Statistics Canada, Table: 17-10-0141-01. Note: Population is measured as of July 1 each year. 2016-20 figure reflects change in population between July 1, 2016 and June 30, 2020.

Figure 16: Number of Interprovincial and Intraprovincial Migrants to London CMA and from London CMA, by Year, from 2016 to 2020.³¹

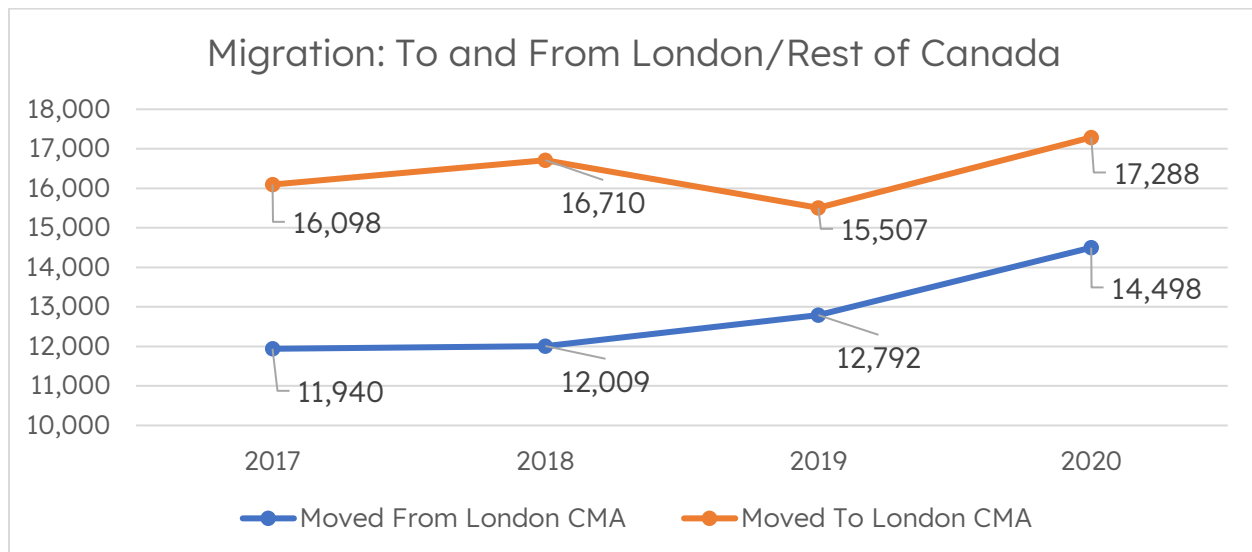
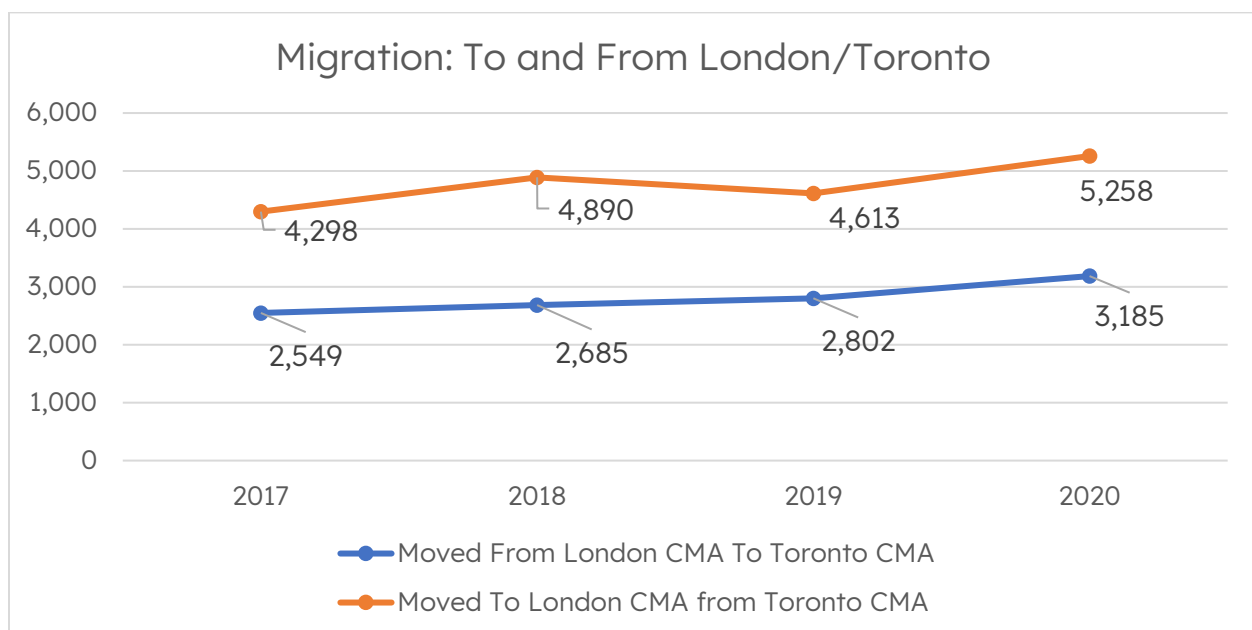


Figure 17: Number of Migrants from London CMA to Toronto CMA and Number of Migrants from Toronto CMA to London CMA, by Year, from 2016 to 2020.³²



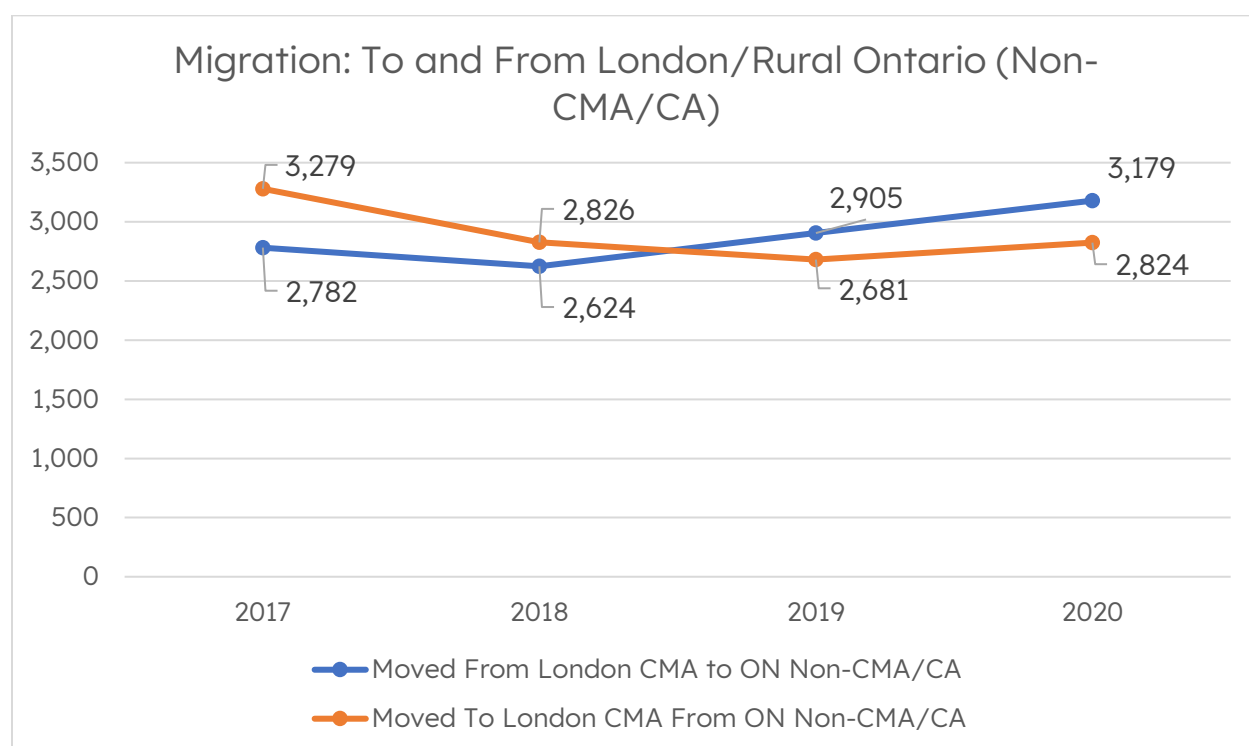
³¹ Source: Statistics Canada, Table: 17-10-0141-01. Note: Population is measured as of July 1 each year. 2020 figure reflects change in population between July 1, 2019 and July 1, 2020.

³² Source: Statistics Canada, Table: 17-10-0141-01. Note: Population is measured as of July 1 each year. 2020 figure reflects change in population between July 1, 2019 and July 1, 2020.

Much of the origin-destination pair data show similar dynamics to Figures 16 and 17, with both an increase in the number of people moving to London CMA and an increase in the number of people moving from London CMA. A notable and important exception is the data for *Area outside Census metropolitan areas and Census agglomerations, Ontario*. This area includes any community in the province which does not belong to a metro area, including communities such as Lucan Biddulph, as shown in Figure 14. These include many smaller communities scattered across the province.

As with the data series for Toronto CMA, we see an increased number of people moving out of metro London to live in smaller communities, as shown by Figure 18. Unlike our other series, we have seen a substantial decline in the number of people moving from these smaller communities into London. In 2017, metro London was gaining population, on net, at the expense of smaller centres. The trend had reversed by 2019, and now London is losing population, on net, to smaller communities across Ontario.

Figure 18: Number of Migrants from London CMA to non-CA/CMA Ontario and Number of Migrants from non-CA/CMA Ontario to London CMA, by Year, from 2016 to 2020.³³



The data in this section can tell us how many people are moving to metro London from the rest of Canada, but it cannot inform us of who they are or what motivates them to move to the area. However, another data set can provide some insights into those questions.

³³ Source: Statistics Canada, Table: 17-10-0141-01. Note: Population is measured as of July 1 each year. 2020 figure reflects change in population between July 1, 2019 and July 1, 2020.

Ontarians moving to Elgin-Middlesex a combination of families of all ages, along with retirees

The data series on migration from origin to destination used in the previous series only gives us raw numbers of people. It would be helpful to know more about the types of people moving to (and from) the London area, but the series does not provide that information. There is currently little publicly available data on who is moving to London, such as their income levels or occupations. However, the composition of population growth series by Census division does contain migration data by age for people moving to Elgin and Middlesex from other parts of Ontario. This information provides insights into why Ontarians may be moving to Elgin-Middlesex.

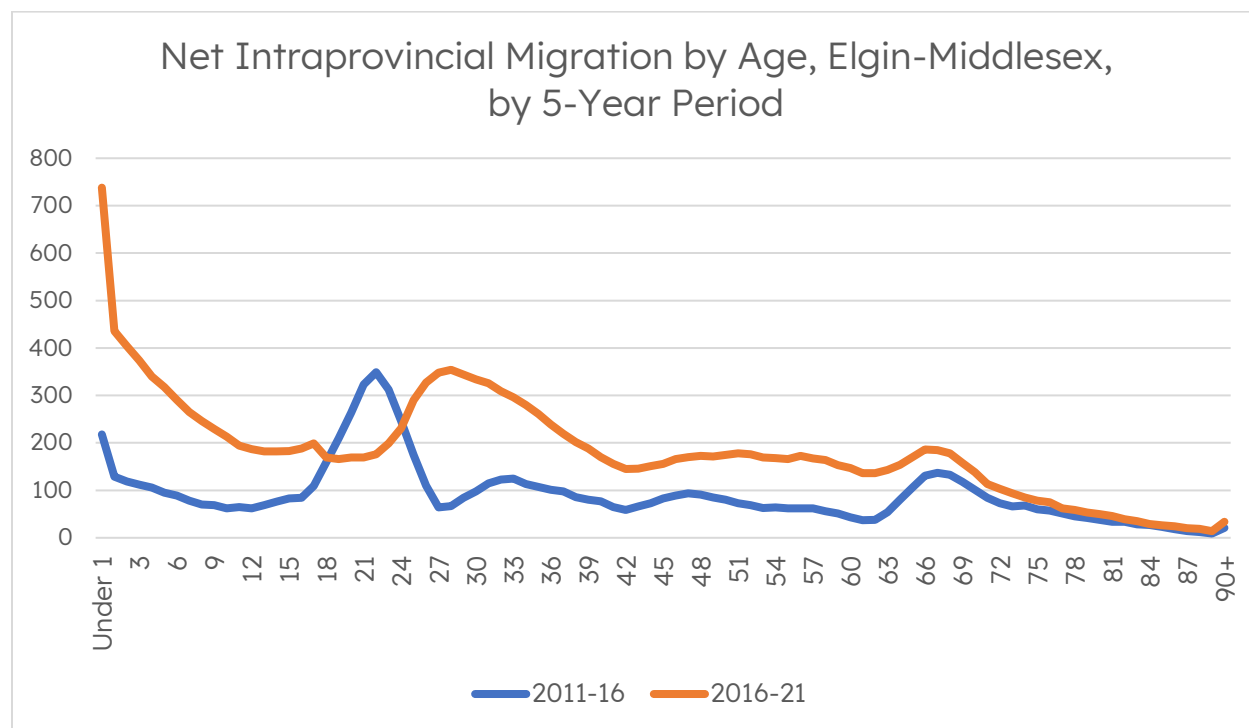
Figure 19 provides net intraprovincial (within province) migration data, by age, for Elgin-Middlesex, for the 2011-16 and 2016-21 periods. We see that in both periods, for every single age, Elgin-Middlesex adds more people than it loses (as indicated by the positive values in the series). The age range of people moving in has evolved. From 2011-16, the most prominent groups moving to London were those in their mid-to-late 60s and individuals in their late teens and early 20s. Given the high number of students both Fanshawe College and Western University attract from across the province, this should not come as a surprise.

However, the migration data from 2016-21 paints a substantially different picture. By far, the largest group moving to Elgin-Middlesex are children under the age of five, along with adults between the ages of 26 and 35. In other words, pre-school-aged children and their parents. Having been priced out of family-friendly housing in the GTA, these families are moving across Ontario to find housing that they can afford and meets their needs, in a process known as *drive until you qualify*³⁴. Since 2015, the Elgin-Middlesex region has become a prime destination for these families.

However, we should not lose sight of the high numbers of mid-and late-career professionals moving into the region. Between 2011 and 2016, Elgin-Middlesex gained, on net, 1,373 individuals between the ages of 40 and 59 from the rest of the province. From 2016 to 2021, this number had more than doubled, to 3,140. Their housing and infrastructure needs differ from young families, so it is essential to recognize that there isn't a single 'type' of person moving to the region, but rather a spectrum of families with different wants and income levels.

³⁴ As explained by CMHC (2019), "The expression drive until you qualify has become popular in recent years. It refers to the response households have had to rising home prices. Because of rising prices, many households can't afford to buy homes in the urban, central sectors of their cities. Households therefore drive further and further... until they find housing they can afford (and a mortgage they can qualify for)."

Figure 19: Net Intraprovincial Migration by Age, Elgin-Middlesex, by 5-Year Period, 2011-16 and 2016-21.³⁵



Every household moving to Elgin-Middlesex needs a place to call home. A rapidly expanding population requires an increase in the supply of housing. The recent Census release provides data on the amount of housing in each community. Not surprisingly, Elgin-Middlesex's population is growing fastest in the communities where housing is being built.

³⁵ Source: Statistics Canada, Table: 17-10-0140-01. Note: Population is measured as of July 1 each year. 2016-21 figure reflects change in population between July 1, 2016 and July 1, 2021.

Trend 2: Increasingly, the family-sized homes being built to support a growing number of families are being built outside of the municipal boundaries of the City of London.

The preliminary 2021 Census data, released in February 2021, revealed that while the City of London's population has grown rapidly over the last five years, Lucan Biddulph, Strathroy-Caradoc, and St. Thomas are growing faster, in percentage terms. Not surprisingly, these communities are also experiencing faster rises in the number of dwellings.

Census data reveals the number of dwelling units in Lucan Biddulph, Strathroy-Caradoc, and Middlesex Centre up by over 10% in the last five years

The February Census numbers contained information on the number of dwelling units in each community, which can then be compared to the data in previous Censuses to provide insights into how the housing stock is evolving. Statistics Canada's definition of "dwelling unit" is broad and contains many different housing forms.

A "dwelling unit" is defined as a structurally separate set of living premises with a private entrance either outside the building or from a common hall, lobby, vestibule or stairway inside the building.

The entrance must be one that can be used without passing through anyone else's living quarters.

A dwelling unit includes everything from homes to apartment units to basement suites. As such, the numbers are just a raw count of the number of units, so a new single-detached home or the addition of a basement suite to an existing single-detached home both increase the number of dwelling units in a community by one.

Although London's number of dwelling units rose by over 6% between 2016 and 2021, that was only the eighth highest in Elgin-Middlesex. Lucan Biddulph's number of dwelling units rose by over 18% during that period, as shown by Figure 20. In total, the number of units rose by 15,664 between 2016 and 2021, with 10,851, or 69% of that increase occurring in the City of London.

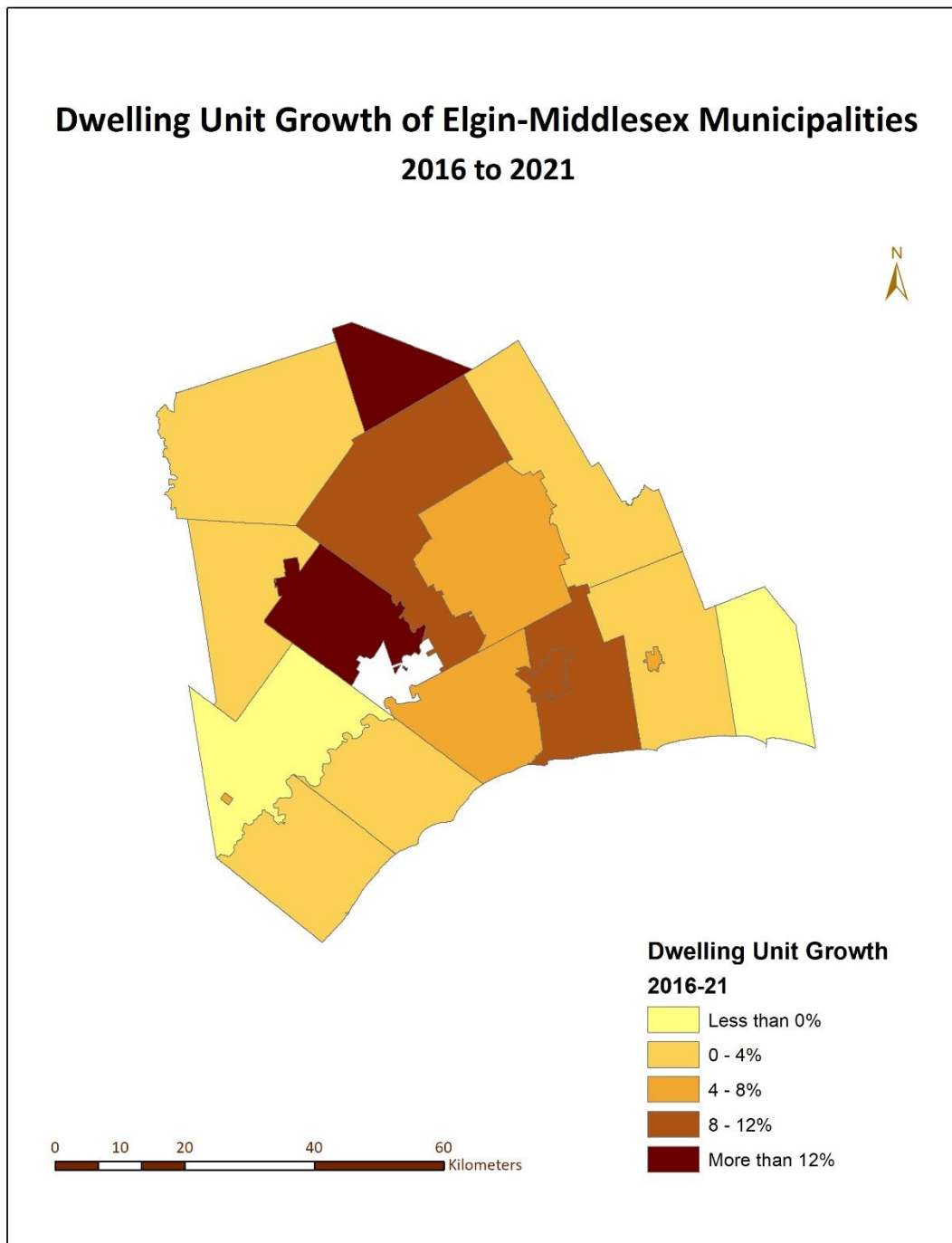
Figure 20: Growth in the Number of Dwelling Units in Elgin-Middlesex Municipalities, Ranked by Largest Percentage Growth Between 2016 and 2021.³⁶

Community	2016 # DU	2021 # DU	Change	Growth in %
Lucan Biddulph	1,837	2,172	335	18.24%
Strathroy-Caradoc	8,455	9,695	1,240	14.67%
Middlesex Centre	6,139	6,845	706	11.50%
Central Elgin	5,324	5,845	521	9.79%
St. Thomas	17,114	18,596	1,482	8.66%
Dutton/Dunwich	1,556	1,677	121	7.78%
Southwold	1,655	1,760	105	6.34%
London	175,558	186,409	10,851	6.18%
Newbury	184	195	11	5.98%
Aylmer	3,031	3,177	146	4.82%
North Middlesex	2,399	2,481	82	3.42%
Thames Centre	5,162	5,316	154	2.98%
Adelaide-Metcalf	1,045	1,056	11	1.05%
Malahide	3,155	3,178	23	0.73%
West Elgin	2,221	2,221	0	0.00%
Southwest Middlesex	2,505	2,503	-2	-0.08%
Bayham	2,557	2,435	-122	-4.77%
TOTAL	239,897	255,561	15,664	6.53%

The percentage growth figures from Figure 20 are mapped out in Figure 21. Note the high levels of growth occurring north, south, and west of the City of London.

³⁶ Source: Census of Population (2016, 2021). Note: Dwelling unit numbers for 2021 are as of May 11, 2021; dwelling unit numbers for 2016 are as of May 10, 2016.

Figure 21: Map of Dwelling Unit Growth of Elgin-Middlesex Municipalities by Percentage Growth Between 2016 and 2021.³⁷



³⁷ Source: Census of Population (2016, 2021). Note: Population numbers for 2021 are as of May 11, 2021; population numbers for 2016 are as of May 10, 2016.

Overall, in the last five years, the percentage growth in dwelling units in Elgin-Middlesex has been faster outside of the City of London than within it, as shown by Figure 22.

Figure 22: Growth in the Number of Dwelling Units in Elgin-Middlesex Municipalities, the City of London vs. Rest of Elgin-Middlesex, from 2016 to 2021.³⁸

Community	2016 # DU	2021 # DU	Change	Growth in %
Outside London	64,339	69,152	4,813	7.48%
London	175,558	186,409	10,851	6.18%

The five years before 2016 saw slower population growth rates and, not surprisingly, slower growth rates in housing units. Between 2011 and 2016, London's number of housing units grew by 4.39%, the fifth-highest in Elgin-Middlesex, as shown by Figure 23. The net number of dwelling units increased by 9,705 overall, with 7,383, or 76% of that increase occurring in the City of London.

Figure 23: Growth in the Number of Dwelling Units in Elgin-Middlesex Municipalities, Ranked by Largest Percentage Growth Between 2011 and 2016.³⁹

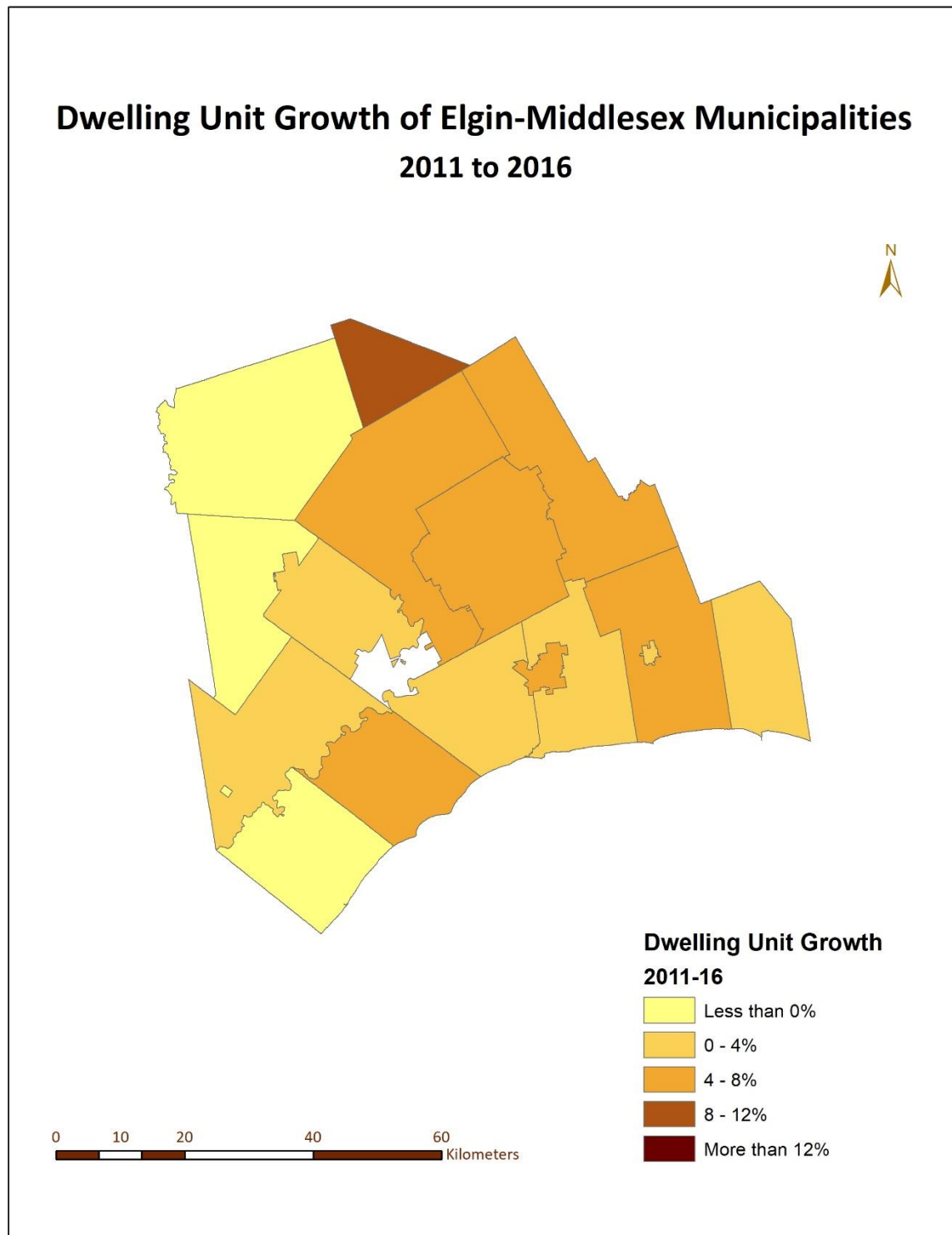
Community	2011 # DU	2016 # DU	Change	Growth in %
Lucan Biddulph	1,653	1,837	184	11.13%
Thames Centre	4,836	5,162	326	6.74%
Middlesex Centre	5,808	6,139	331	5.70%
Malahide	3,007	3,155	148	4.92%
London	168,175	175,558	7,383	4.39%
St. Thomas	16,398	17,114	716	4.37%
Dutton/Dunwich	1,495	1,556	61	4.08%
Aylmer	2,917	3,031	114	3.91%
Strathroy-Caradoc	8,162	8,455	293	3.59%
Bayham	2,481	2,557	76	3.06%
Central Elgin	5,174	5,324	150	2.90%
Southwest Middlesex	2,470	2,505	35	1.42%
Southwold	1,643	1,655	12	0.73%
West Elgin	2,233	2,221	-12	-0.54%
Adelaide-Metcalf	1,064	1,045	-19	-1.79%
North Middlesex	2,483	2,399	-84	-3.38%
Newbury	193	184	-9	-4.66%
TOTAL	230,192	239,897	9,705	4.22%

Using the same index as the previous map, a map of this growth illustrates the slower overall growth in the number of housing units, though Lucan Biddulph still stands out for its overall high housing growth rate. (See Figure 24)

³⁸ Source: Census of Population (2016, 2021). Note: Dwelling unit numbers for 2021 are as of May 11, 2021; dwelling unit numbers for 2016 are as of May 10, 2016.

³⁹ Source: Census of Population (2016, 2021). Note: Dwelling unit numbers for 2021 are as of May 11, 2021; dwelling unit numbers for 2016 are as of May 10, 2016.

Figure 24: Map of Population Growth of Elgin-Middlesex Municipalities by Percentage Growth Between 2011 and 2016.⁴⁰



Unlike the last five years, between 2011 and 2016, the number of Elgin-Middlesex dwelling units grew faster inside the City of London than outside, as shown by Figure 25.

Figure 25: Growth in the Number of Dwelling Units in Elgin-Middlesex Municipalities, the City of London vs. Rest of Elgin Middlesex, from 2011 to 2016.⁴¹

Community	2011 # DU	2016 # DU	Change	Growth in %
Outside London	62,017	64,339	2,322	3.74%
City of London	168,175	175,558	7,383	4.39%

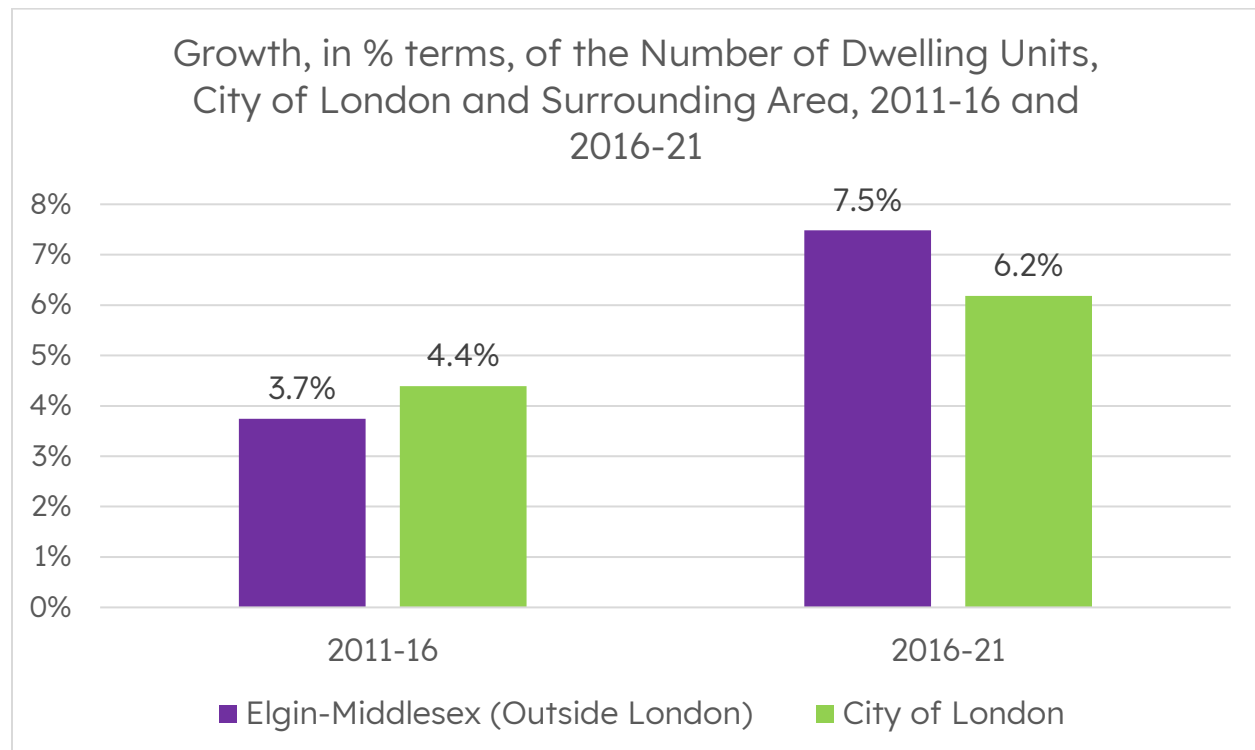
Number of new dwellings rising faster outside City of London than within

The trend for Elgin-Middlesex dwelling unit growth to increasingly occur outside of the municipal boundaries of the City of London is best illustrated through a side-by-side comparison. Figure 26 provides percentage growth figures for 2011-16 and 2016-21 for the City of London and Elgin-Middlesex outside of the City. While the City's growth rate did increase, rising from 4.4% to 6.2%, from 2011-16 to 2016-21, the rest of Elgin-Middlesex saw their growth rate double, from 3.7% to 7.5%, as shown by Figure 26.

⁴⁰ Source: Census of Population (2016, 2021). Note: Population numbers for 2021 are as of May 11, 2021; population numbers for 2016 are as of May 10, 2016.

⁴¹ Source: Census of Population (2016, 2021). Note: Dwelling unit numbers for 2021 are as of May 11, 2021; dwelling unit numbers for 2016 are as of May 10, 2016.

Figure 26: Growth in the Number of Dwelling Units in Elgin-Middlesex Municipalities, the City of London vs. Rest of Elgin-Middlesex, Between 2011-16 and 2016-21.⁴²



Given the different groups moving to Elgin-Middlesex, it would be helpful to know what types of housing these new dwelling units are and where they are built. Unfortunately, the February Census release does not contain this information. However, housing completions data from the CMHC can provide insights into what is being built and where.

⁴² Source: Census of Population (2011, 2016, 2021). Dwelling unit numbers for 2021 are as of May 11, 2021; dwelling unit numbers for 2016 are as of May 10, 2016; dwelling unit numbers for 2011 are as of May 10, 2011.

CMHC housing numbers show the boom in housing completions occurring outside of the City of London.

To understand what types of dwelling units are being built both inside and outside of the City of London, we can turn to data on housing completions by type. The CMHC was gracious enough to give the authors of this report housing completions data from 2011 to 2021 at a municipal level. This data differs in the four following important ways that make the numbers not directly comparable to the dwelling unit figures in the previous section:

1. The CMHC data is by calendar year, whereas the dwelling unit numbers are as of May 2011, 2016, and 2021.
2. The housing completion numbers are the gross number of completions and do not account for demolitions, which reduce the number of units in a community.
3. The completions data does not include conversions of existing homes, such as adding basement suits.
4. The CMHC data are unavailable for Newbury, Southwest Middlesex, and West Elgin. These constitute approximately 7% of the number of dwelling units outside Elgin-Middlesex.

The CMHC data on completions is divided into the four housing forms, which include both ownership as well as purpose-built rentals:

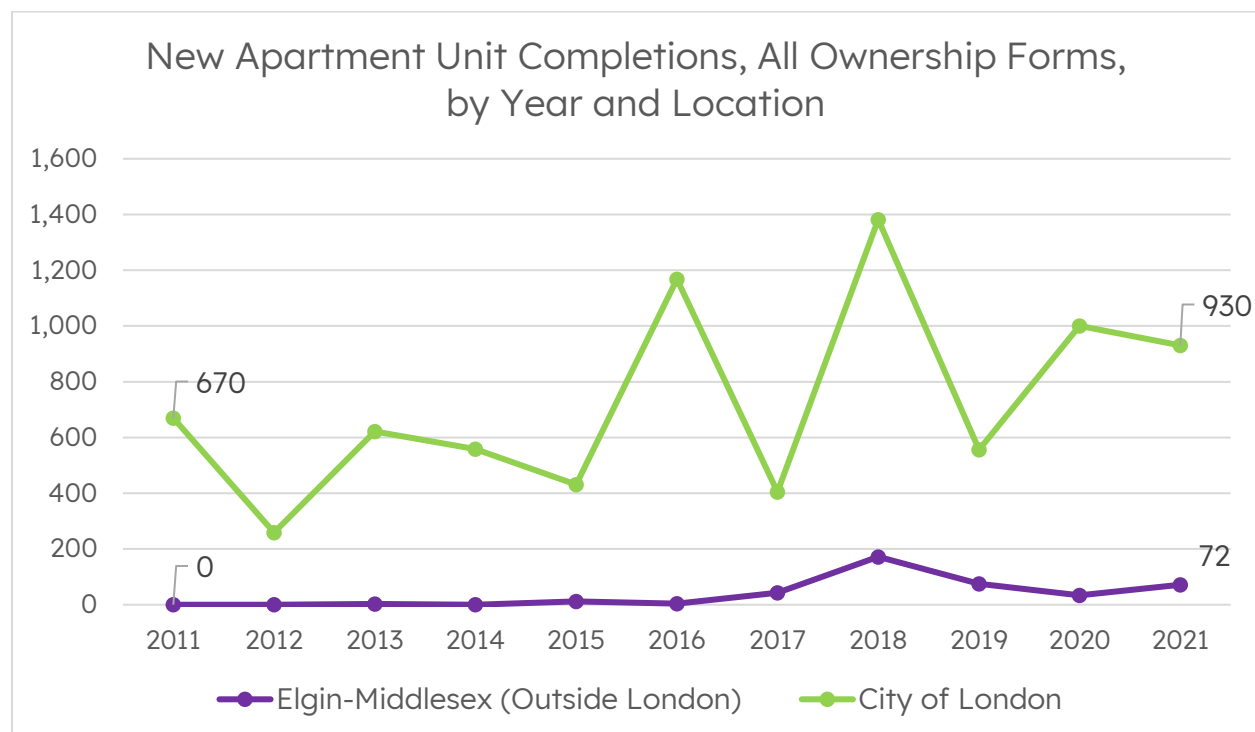
- Apartment units
- Row housing
- Semi-detached
- Single-detached

The CMHC data reveal that the proportion of every housing form being built outside of the City of London is increasing. Even apartment units and row housing, which traditionally have almost exclusively been built within the City, are being built in growing numbers outside London's municipal boundaries.

The majority of new Elgin-Middlesex apartments and row housing are still being built in the City of London, though the gap is narrowing

Apartments are typically contained in larger centres, and the London area is no exception. As shown by Figure 29, not a single apartment unit was completed in Elgin-Middlesex outside of the City of London between 2011 and 2014. In recent years, the number of apartment units built both within and outside the City of London has grown, in part to meet the needs of the rising numbers of international students and young professionals moving to the Elgin-Middlesex region.

Figure 29: New Apartment Unit Completions, by Year, from 2011 to 2021 for the City of London and Elgin-Middlesex excluding the City of London.⁴³



⁴³ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2021 are from January 1, 2021 to December 31, 2021.

Figure 30 contains the apartment unit completion data, at a community level, for the two five-year periods of 2012-16 and 2017-21. In the former period, only 19 apartment units were built in Elgin-Middlesex outside of the City of London, split between Strathroy-Caradoc and St. Thomas. Over the last five years, this number has increased to 396, an almost 2000% increase, with units completed in Aylmer, Lucan Biddulph, and Central Elgin. The vast majority of new Elgin-Middlesex apartment units are still being completed within the City of London, with completions up 41% in the City in the last five years, relative to the previous four.

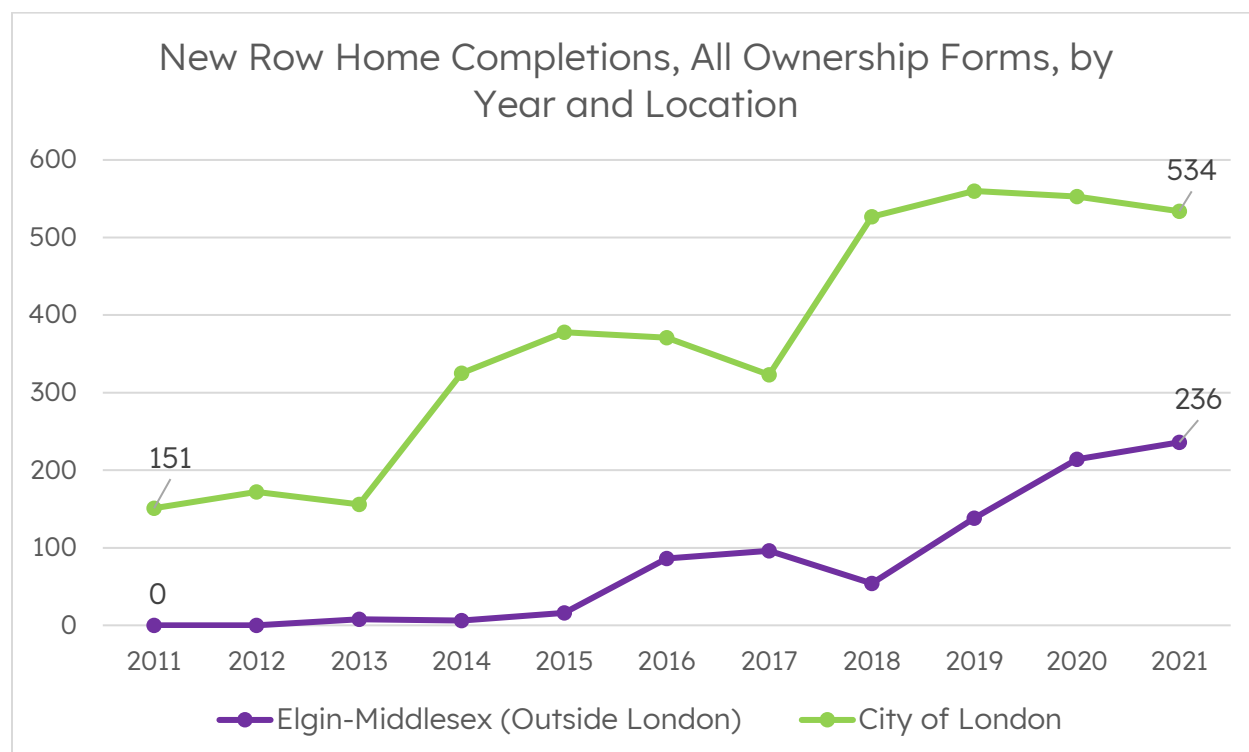
Figure 30: New Apartment Unit Completions, by Year, from 2012-16 and 2017-21, by Elgin-Middlesex Community.⁴⁴

Community	2012-16	2017-21	Change	Growth in %
Strathroy-Caradoc	12	156	144	1200%
St. Thomas	7	132	125	1786%
Aylmer	0	76	76	
Lucan Biddulph	0	23	23	
Central Elgin	0	9	9	
Adelaide-Metcalf	0	0	0	
Bayham	0	0	0	
Dutton/Dunwich	0	0	0	
Malahide	0	0	0	
Middlesex Centre	0	0	0	
North Middlesex	0	0	0	
Southwold	0	0	0	
Thames Centre	0	0	0	
Elgin-Middlesex (Outside London) - Total	19	396	377	1984%
City of London	3,038	4,273	1,235	41%
TOTAL Elgin-Middlesex	3,057	4,669	1,612	53%

Row housing shows similar trends, with negligible levels of row housing being built outside of the City of London from 2011 to 2014, as shown by Figure 29. Only 14 row homes were built outside of the City in those four years, and 804 within; less than 2% of all row homes were built outside of London. In 2021 alone, of the 770 row homes built in Elgin-Middlesex, 236, or 31%, were built outside of the City of London.

⁴⁴ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2017-2021 are from January 1, 2017 to December 31, 2021.

Figure 29: New Row Home Completions, by Year, from 2011 to 2021 for the City of London and Elgin-Middlesex excluding the City of London.⁴⁵



The distribution of these units is more diverse than apartments, with row housing being built in five non-London Elgin-Middlesex communities in 2011-16 (St. Thomas, Middlesex Centre, Strathroy Caradoc, Lucan Biddulph and North Middlesex) and six in 2016-21 (previous five plus Central Elgin). Both inside and outside London, row housing completions are booming, having more than doubled in 2017-21 relative to 2012-16. This increase in completions includes a 78% increase in the City of London, with their completions rising from 1,402 in 2012-16 to 2,497 in 2017-21, as shown by Figure 30.

⁴⁵ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2021 are from January 1, 2021 to December 31, 2021.

Figure 30: New Row Home Completions, by Year, from 2012-16 and 2017-21, by Elgin-Middlesex Community.⁴⁶

Community	2012-16	2017-21	Change	Growth in %
St. Thomas	48	278	230	479%
Middlesex Centre	18	258	240	1333%
Strathroy Caradoc	28	185	157	561%
Lucan Biddulph	14	10	-4	-29%
Central Elgin	0	4	4	
North Middlesex	8	3	-5	-63%
Adelaide-Metcalf	0	0	0	
Aylmer	0	0	0	
Bayham	0	0	0	
Dutton/Dunwich	0	0	0	
Malahide	0	0	0	
Southwold	0	0	0	
Thames Centre	0	0	0	
Elgin-Middlesex (Outside London) - Total	116	738	622	536%
City of London	1,402	2,497	1,095	78%
TOTAL Elgin-Middlesex	1,518	3,235	1,717	113%

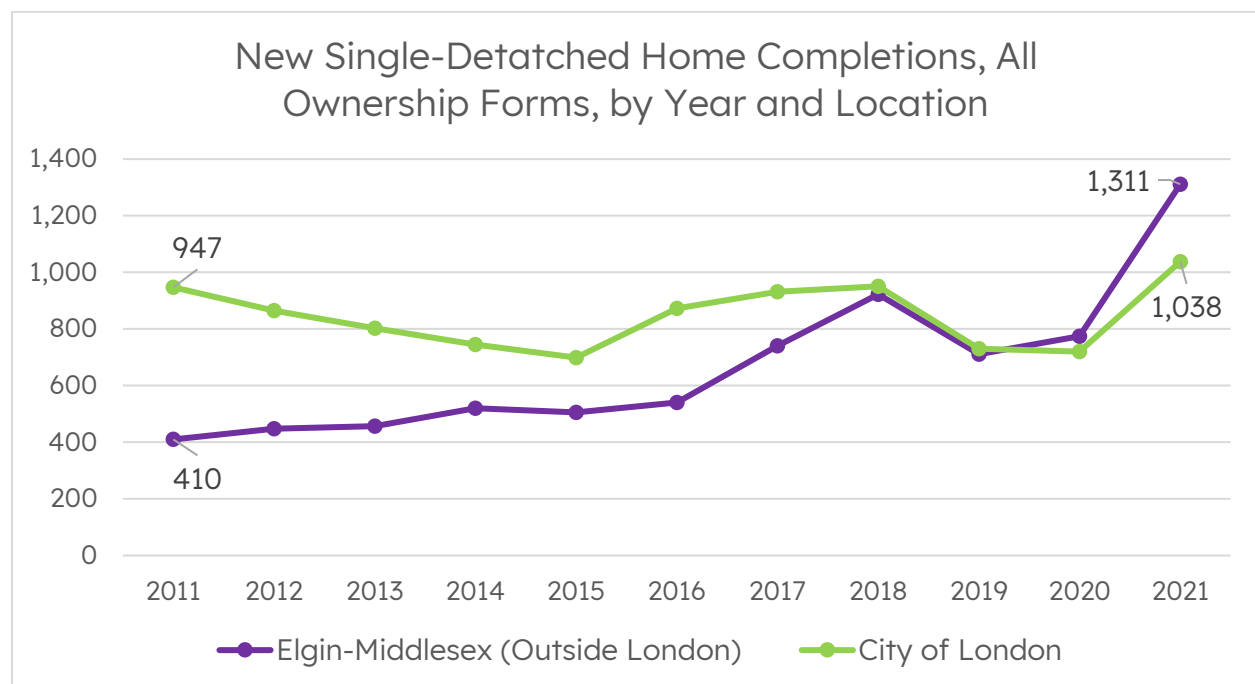
Unlike apartment units and row housing, single-detached and semi-detached homes have historically been built both inside and outside of the City of London. But as with apartments and row homes, the proportion of new houses being completed outside of the City is on the rise.

⁴⁶ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2017-2021 are from January 1, 2017 to December 31, 2021.

More than half of all new single-detached homes and almost all new semi-detached homes in Elgin-Middlesex being built outside of the City of London

Until 2017, more Elgin-Middlesex single-detached homes were being built within the City of London than outside. For example, in 2011, 947 of 1357 single-detached homes built in Elgin-Middlesex were built in the City of London, a ratio of 70% (see Figure 31). Since 2016, however, the number of single-detached homes built outside the City has increased substantially, while the number built in London stayed relatively flat until 2021. By 2018, the number of single-detached homes built inside and outside of London was in a virtual tie. By 2021, 56% of single-detached homes (1311 of 2349) completed in Elgin-Middlesex were built outside the City.

Figure 31: New Single-Detached Home Completions, by Year, from 2011 to 2021 for the City of London and Elgin-Middlesex excluding the City of London.⁴⁷



⁴⁷ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2021 are from January 1, 2021 to December 31, 2021.

The community-level breakdown provides insights into where these new single-family homes are being built (see Figure 32). In 2017-21, more Elgin-Middlesex single-family homes were being completed outside of the City of London than within, with the City's completions up only 10 percent over 2012-16, while the rest of Elgin-Middlesex saw their completions rise by 80%. Other than North Middlesex and Bayham, which saw a decline in single-detached completions, every community in Elgin-Middlesex, with available data, saw their single-detached housing completions rise faster in percentage terms than the City of London.

The City of London had 385 more single-detached housing completions in 2017-21 relative to 2012-16 (4,370 vs. 3,985). Despite London's size, this was not the largest absolute increase, as Middlesex Centre and Strathroy Caradoc saw their completions rise by over 400 between the two periods (416 and 456 respectively).

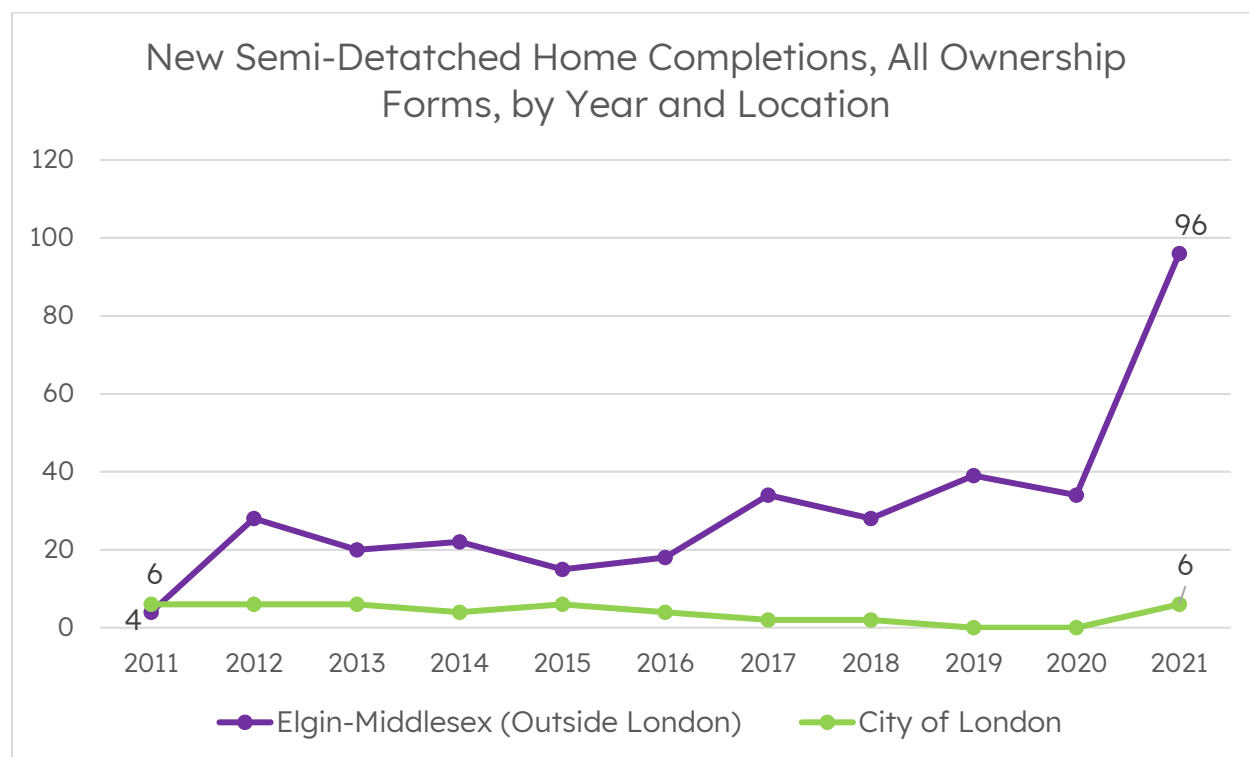
Figure 32: New Single-Detached Home Completions, by Year, from 2012-16 and 2017-21, by Elgin-Middlesex Community.⁴⁸

Community	2012-16	2017-21	Change	Growth in %
Middlesex Centre	818	1,244	426	52%
Strathroy Caradoc	386	842	456	118%
St. Thomas	592	832	240	41%
Central Elgin	197	547	350	178%
Thames Centre	198	367	169	85%
Lucan Biddulph	79	192	113	143%
Southwold	24	159	135	563%
Malahide	36	118	82	228%
Dutton/Dunwich	37	43	6	16%
Adelaide-Metcalf	14	32	18	129%
Aylmer	18	31	13	72%
North Middlesex	29	26	-3	-10%
Bayham	43	25	-18	-42%
Elgin-Middlesex (Outside London) - Total	2,471	4,458	1,987	80%
City of London	3,985	4,370	385	10%
TOTAL Elgin-Middlesex	6,456	8,828	2,372	37%

That 56% of all single-detached homes completed in Elgin-Middlesex in 2021 were built outside of London is eye-opening, it pales in comparison to semi-detached homes, where a whopping 94% of all Elgin-Middlesex semi-detached homes completed in 2021 were built outside of the City of London. As Figure 33 shows, however, this figure comes with a significant caveat, as the number of semi-detached homes built both inside and outside of the City of London is relatively modest. However, the 96 semi-detached homes built outside of London in 2021 is a near tripling of the number for the previous year.

⁴⁸ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2017-2021 are from January 1, 2017 to December 31, 2021.

Figure 33: New Semi-Detached Home Completions, by Year, from 2011 to 2021 for the City of London and Elgin-Middlesex, excluding the City of London.⁴⁹



Between 2017 and 2021, only ten semi-detached homes were built in the City of London, as shown by Figure 34. This figure was only the sixth-highest number of completions in Elgin-Middlesex, behind Central Elgin, Strathroy Caradoc, Aylmer, and Thames Centre, along with St. Thomas, who alone built 144. While London saw their number of semi-detached completions fall by 16 in 2017-21 relative to 2012-16, the rest of Elgin-Middlesex saw their numbers rise by 128.

⁴⁹ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2021 are from January 1, 2021 to December 31, 2021.

Figure 34: New Semi-Detached Home Completions, by Year, from 2012-16 and 2017-21, by Elgin-Middlesex Community.⁵⁰

Community	2012-16	2017-21	Change	Growth in %
St. Thomas	65	144	79	122%
Central Elgin	6	36	30	500%
Strathroy Caradoc	4	18	14	350%
Aylmer	0	15	15	
Thames Centre	28	14	-14	-50%
Lucan Biddulph	0	4	4	
Adelaide-Metcalf	0	0	0	
Bayham	0	0	0	
Dutton/Dunwich	0	0	0	
Malahide	0	0	0	
Middlesex Centre	0	0	0	
North Middlesex	0	0	0	
Southwold	0	0	0	
Elgin-Middlesex (Outside London) - Total	103	231	128	124%
City of London	26	10	-16	-62%
TOTAL Elgin-Middlesex	129	241	112	87%

While the semi-detached numbers are a perfect illustration of how Elgin-Middlesex housing completions are increasingly occurring outside of the City of London, this trend holds for each of our four housing types.

In a supply-constrained market, as we have seen across Southern Ontario since 2015, the population will grow wherever housing is built to support that population. At least, that is what theory would suggest. The following section will combine the numbers presented in this report and show that the data supports that theory.

⁵⁰ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2017-2021 are from January 1, 2017 to December 31, 2021.

A Lack of Housing Options in the City of London Causing Families to Look Elsewhere for Housing

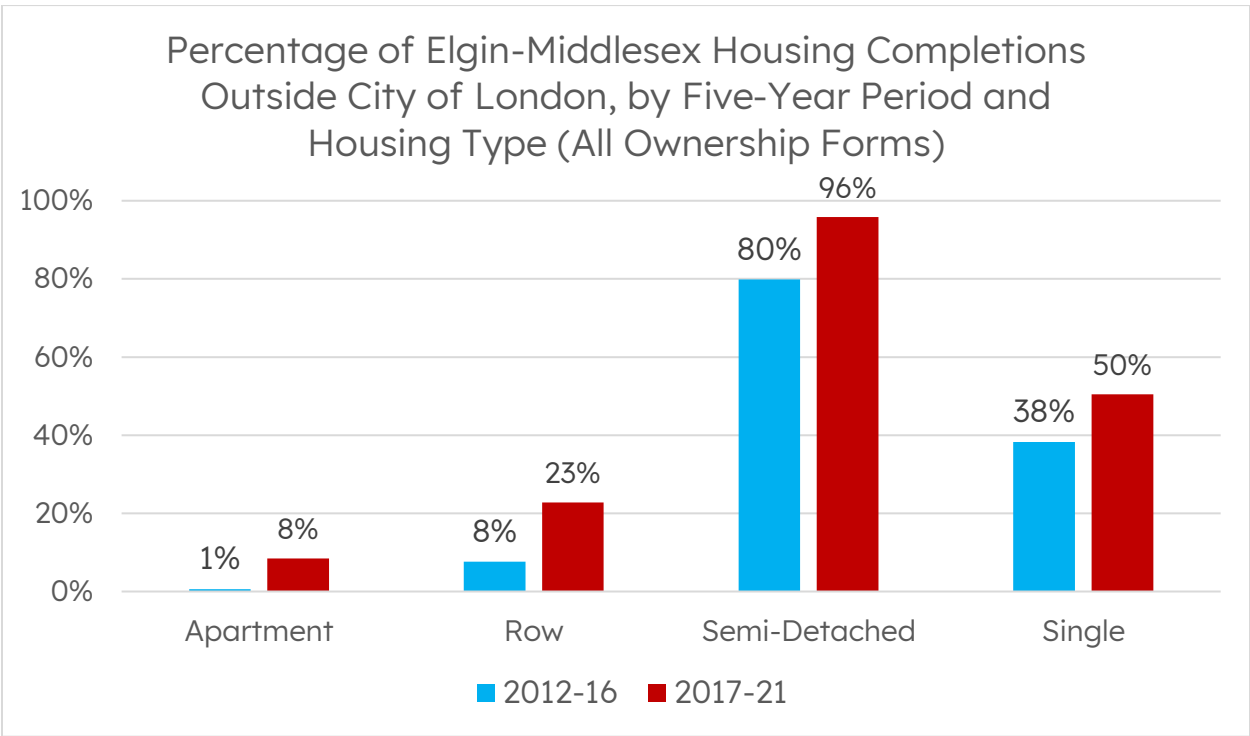
In the previous section, we examined housing completions regarding the number of units. On a percentage basis, the data is unequivocally clear; the share of Elgin-Middlesex home construction and population occurring outside of the City of London is on the rise.

The proportion of new Elgin-Middlesex housing being completed outside of the City of London is increasing for every housing form

Despite the City of London accounting for 71% of the population of Elgin-Middlesex, the majority of single-detached and semi-detached homes are being built outside of the City, with the proportion of apartment units and row homes also on the rise.

Figure 35 shows the percentage of Elgin-Middlesex housing completions, by five-year period, occurring outside of the City of London. While apartment units and row houses are still primarily built within the City, the proportion of apartment units being built outside of London has risen from 1% to 8% from 2012-16 to 2017-21, and the proportion of row units have increased from 8% to 23%.

Figure 35: Percentage of Elgin-Middlesex Housing Completions Outside of the City of London, from 2012-16 and 2017-21.⁵¹

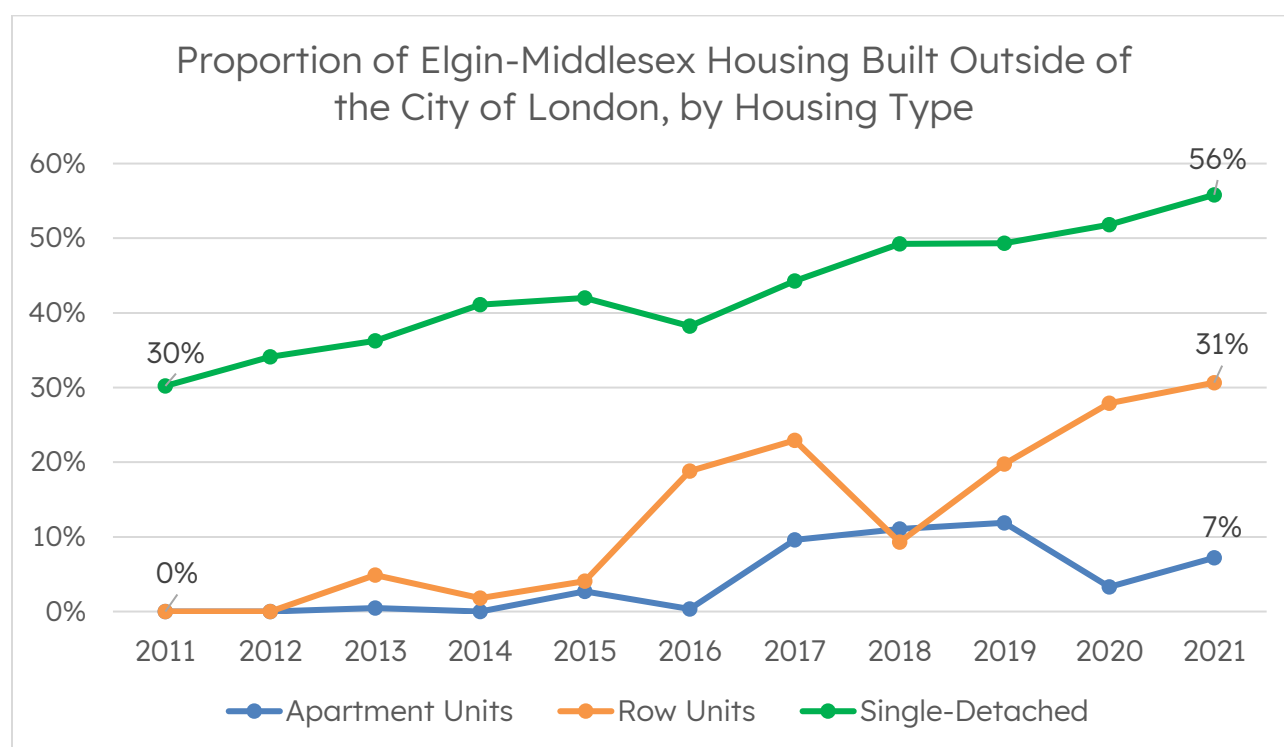


⁵¹ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2017-2021 are from January 1, 2017 to December 31, 2021.

Figure 36 provides data on the proportion of housing units, by type, are being built outside of the City of London. The data for semi-detached has been excluded, as almost no semi-detached homes are built inside the City of London. There has been a steady increase in the proportion of housing units built outside of London since 2011. In 2011, no single apartment unit or row unit was built in Elgin-Middlesex outside London. By 2021, the proportions had risen to 7% and 31%, respectively.

The figure for single-detached units shows a very consistent upward path, outside of a slight dip in 2016. In 2011, 30% of all newly completely single-detached homes were built outside of the City of London. By 2021, that figure had nearly doubled, to 56%.

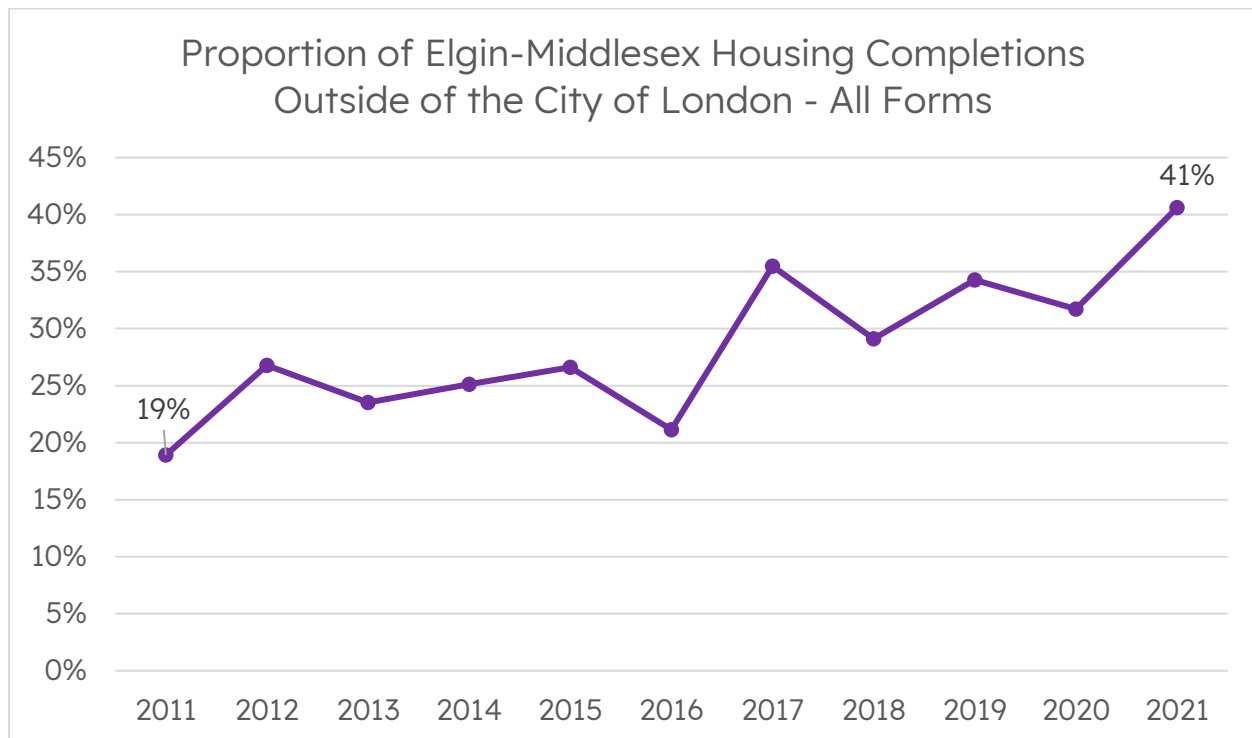
Figure 36: Percentage of Elgin-Middlesex Housing Completions Outside of the City of London, by Housing Form from 2011 to 2021.⁵²



In Figure 37, we combine the four housing unit types to examine the proportion of overall completions built outside of the City of London. The proportion has more than doubled, from 19% to 41% from 2011 to 2021. It is important to note that this is not simply an effect of the pandemic, as the proportion had risen to 32% in 2019, the last full year before the pandemic.

⁵² Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2017 are from January 1, 2017 to December 31, 2017.

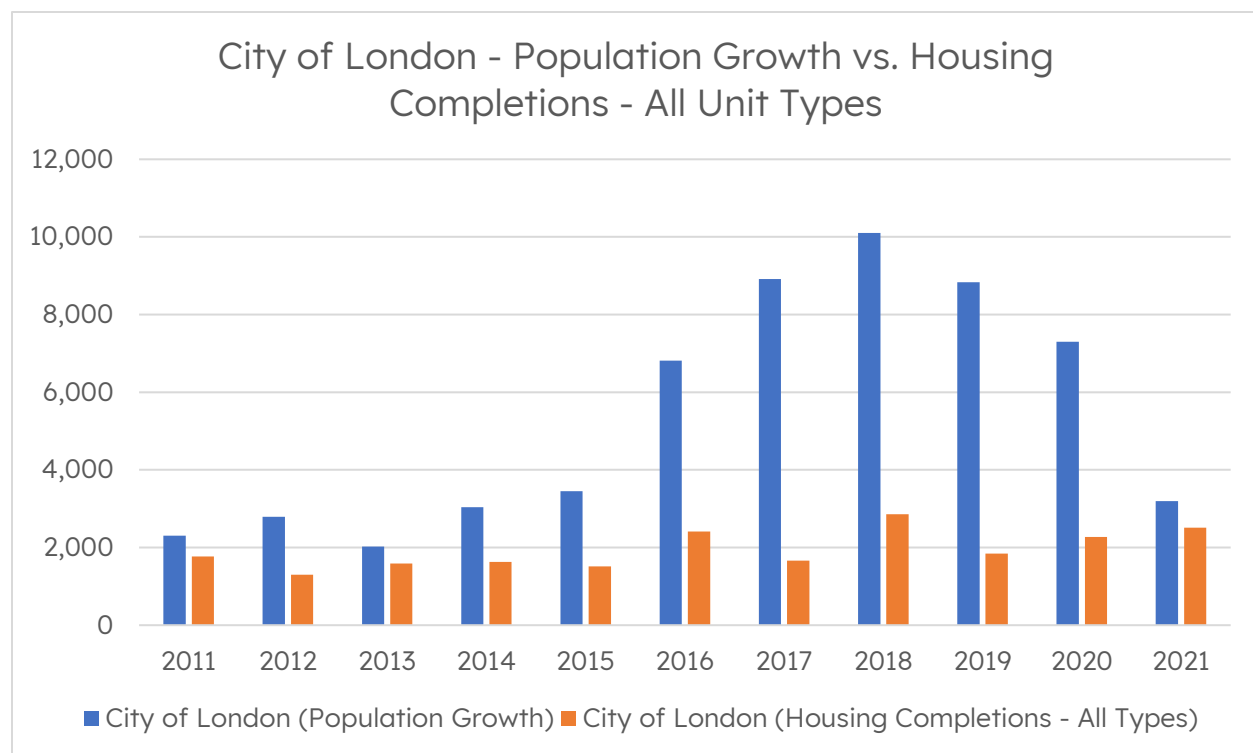
Figure 37: Percentage of Elgin-Middlesex Housing Completions Outside of the City of London, all Housing Forms, from 2011 to 2021.⁵³



Returning our attention to the City of London, Figure 38 shows the relationship between new home completions (of all types) and population growth in the City. While the City's population grew substantially after 2015, new home completions were up only marginally. The lack of housing completions may explain why population growth, in absolute numbers, slowed down even before the pandemic. A lack of housing options led families to look elsewhere for housing, with many of them deciding to locate in other parts of Elgin-Middlesex.

⁵³ Source: Data provided courtesy of CMHC. Note: Dates are by calendar year, so numbers for 2017 are from January 1, 2017 to December 31, 2017.

Figure 38: Housing Completions and Population Growth, City of London, from 2011 to 2021.⁵⁴



As Ontario's population grows and the City of London's housing completions do not, we see an increasing trend towards Elgin-Middlesex's population growth occurring outside of the City. Figure 39 shows the proportion of Elgin-Middlesex's population growth that occurred outside of London. In 2011, the proportion was 13%, and was even lower from 2012-15, and was negative in 2015. From 2016-19, that proportion rose to an average of 20%. It reached 24% by 2020 and, by 2021, nearly doubled to 45%.

⁵⁴ Source: Housing completions data provided courtesy of CMHC. Housing completions data are by calendar year, so numbers for 2017 are from January 1, 2017 to December 31, 2017. Population growth data from Statistics Canada, Table: 17-10-0140-01. Population data is measured as of July 1 each year. 2017 figure reflects change in population between July 1, 2016 and July 1, 2017.

Figure 39: Proportion of Elgin-Middlesex Population Growth Occurring Outside of the City of London, by Year, from 2011 to 2021.⁵⁵

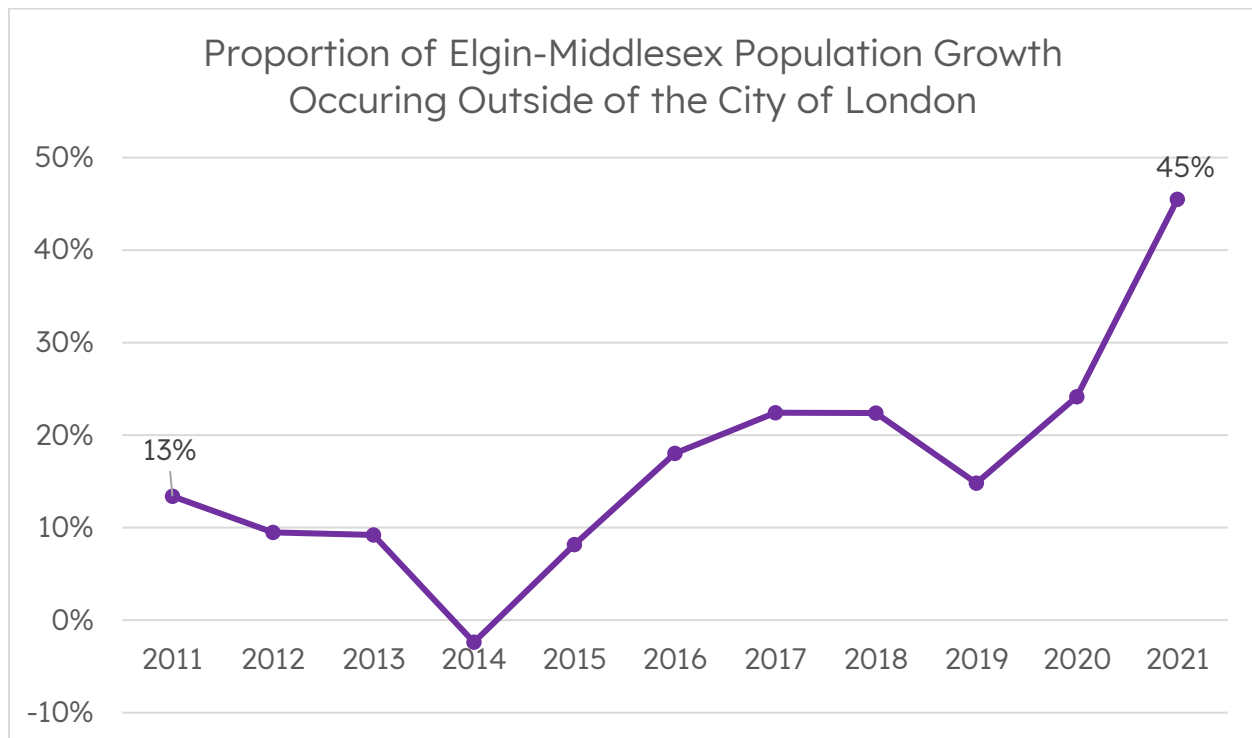
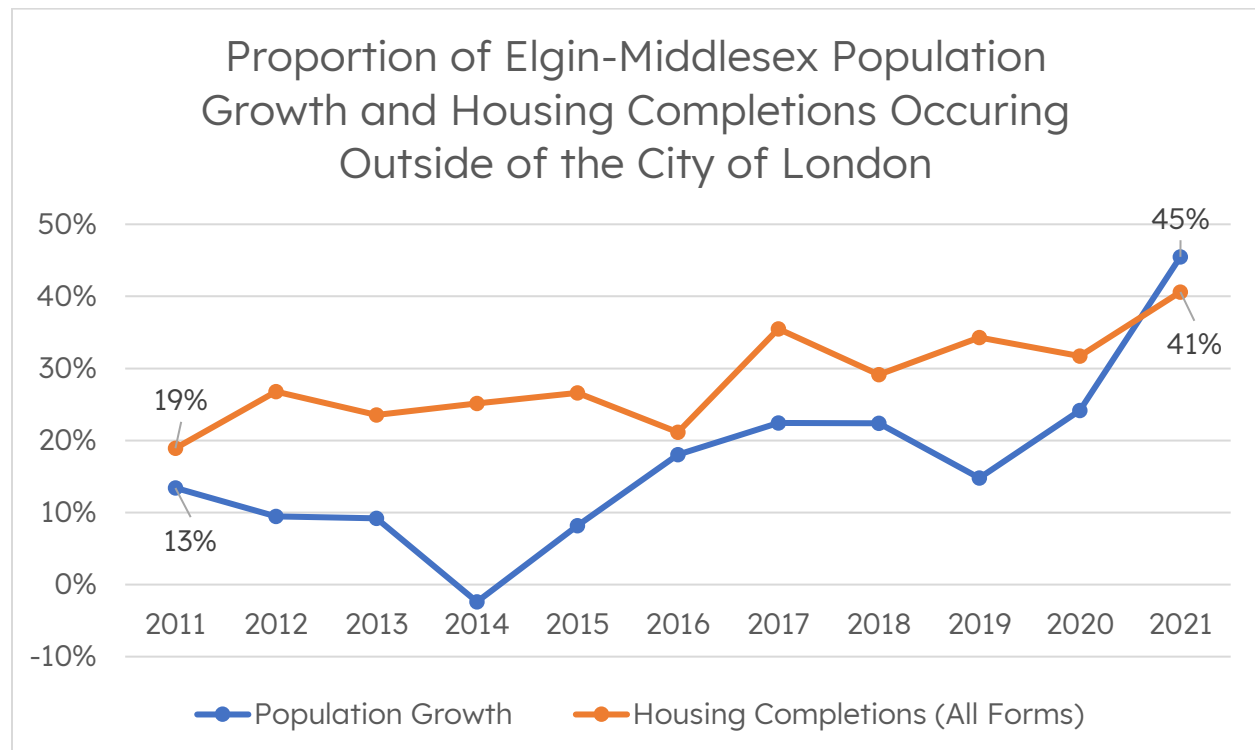


Figure 40 combines the housing completion data of Figure 37 with the population growth data of Figure 39 to show the relationship between population growth and housing completions. Not surprisingly, the two move together in tandem, with both the proportion of Elgin-Middlesex housing completions and population growth occurring outside of London rising from less than 20% in 2011 to over 40% by 2021.

⁵⁵ Source: Population growth data from Statistics Canada, Table: 17-10-0140-01. Population data is measured as of July 1 each year. 2017 figure reflects change in population between July 1, 2016 and July 1, 2017.

Figure 40: Proportion of Elgin-Middlesex Population Growth and Housing Completions Occurring Outside of the City of London, by Year, from 2011 to 2021.⁵⁶



Elgin-Middlesex is seeing an increasing share of both housing completions and population growth outside of the municipal boundaries of the City of London.

⁵⁶ Source: Housing completions data provided courtesy of CMHC. Housing completions data are by calendar year, so numbers for 2017 are from January 1, 2017 to December 31, 2017. Population growth data from Statistics Canada, Table: 17-10-0140-01. Population data is measured as of July 1 each year. 2017 figure reflects change in population between July 1, 2016 and July 1, 2017.

Conclusion and final thoughts

The London area is experiencing rapid population growth. Some of the most talented and ambitious people from both inside Canada and abroad choose to make the region their home. The newcomers are an essential addition to the community, as they add to the cultural fabric and economic competitiveness of Elgin-Middlesex. Policymakers must ensure adequate infrastructure, from roads to schools to parks, to support that population. That also means ensuring enough housing is built to support that population. Increasingly, the housing needed to support a growing population is being built outside of the City of London. Four pieces of housing data from the CMHC paint a picture of current homebuilding trends:

1. In the past five years, single-detached home construction was up 10% in the City of London, relative to the previous five years. In the rest of Elgin-Middlesex outside of London, it is up 80%.
2. In 2021, 56% of all single-detached homes built in Elgin-Middlesex were built outside of the City of London. Ten years ago, only 30% were.
3. Over the past five years, over half of all single-detached homes and a whopping 96% of semi-detached homes were built outside of the City of London.
4. Other forms of housing are also increasingly being built outside of the City of London. In the last five years, the number of Elgin-Middlesex row units built outside London was 738, up from 116 the previous five years. Additionally, 396 apartment units were built outside London in the last five years, after only 19 were built in the previous five years.

Given that the new arrivals include a range of individuals and families, from international students to young families priced out of the GTA to mid-to-late career professionals, policymakers must ensure that municipal planning allows for enough housing to be built to meet the needs of these groups.

Increasingly, those families looking for housing are moving to communities outside of the City of London, from Lucan Biddulph to Strathroy-Caradoc. While this brings many benefits to both those families and communities, it should be of concern to the City of London. The increased population outside of the City's municipal boundaries can strain the City's infrastructure, as those residents come to the City to work, shop, and learn but do not pay property taxes to the City. Future research from Smart Prosperity will quantify the impact this has on municipal finances; it is beyond the scope of this paper. However, it should be top of mind to local politicians.

The City of London can address this strain by finding creative solutions to allow more family-friendly, climate-friendly housing to be built within the City's municipal boundaries. Ensuring more family-friendly, climate-friendly housing can be built in the City should be a top priority for the municipal government.

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1 Stewart St. (3rd Floor)
Ottawa, ON K1N 6N5

institute.smartprosperity.ca

2022 April 1

Middlesex County Council
399 Ridout Street North
London, ON, N6A 2P1

Dear Middlesex County Council Members:

Thank you for your letter on regarding the Thames Valley District School Board (TVDSB) trustee determination and distribution process as well as the draft report from the Rural Education Task Force (RETF), an ad hoc committee of the Board of Trustees. We appreciate your continued support and advocacy for a strong education system across Thames Valley. By way of update, the TVDSB Board of Trustees voted to maintain the status quo regarding trustee determination and distribution at the March 22 Board Meeting. This means the County of Middlesex, County of Oxford and Country of Elgin will each maintain two trustees, with six trustees allocated to the City of London and one Indigenous trustee, constituting our board of 13 trustees. We remain committed to advancing the best possible learning environments for all students, no matter where they live.

Regarding the draft RETF report, the Board of Trustees appreciates all the time, effort and input community members gave in support of the Rural Education Task Force.

The Board of Trustees passed a motion to share the RETF report with the three First Nations communities with education service agreements with TVDSB, the Special Education Advisory Committee, The Equity and Inclusion Committee as well as administration for feedback. The advisory committees of the Board (Planning and Priorities Advisory Committee and/or Program and School Services Committee) would receive the feedback from these stakeholder groups and consider it along with the full report. Trustees share a commitment to the ongoing improvement of our schools and to the creation of safe and positive learning environments for all Thames Valley students.

Thank you again for bringing these issues to our attention. We look forward to continuing to work together on the issues that matter most to TVDSB students, staff and families.

Sincerely,

A handwritten signature in black ink that reads "L. Pizzolato".

Lori-Ann Pizzolato
Chair of the Board

c: Trustees
Student Trustees



April 4, 2022

AMO Policy Update – *Getting Ontario Connected Act*, Proposed Gas Tax Reduction

Remarks to Standing Committee on Bill 93, *Getting Ontario Connected Act*, 2022

On March 30, 2022, AMO Executive Director, Brian Rosborough, made a presentation on behalf of members to the Standing Committee on General Government regarding Bill 93, the *Getting Ontario Connected Act*. AMO and municipal governments place critical importance on internet and cellular connectivity for our residents and businesses, and AMO's remarks to the Standing Committee can be found [here](#).

Province Proposes Gas and Fuel Tax Reduction for Six Months

The province has announced that it is introducing legislation, that if passed, would cut the gas tax by 5.7 cents per litre and fuel tax by 5.3 cents per litre for six months beginning July 1, 2022. AMO has been assured by the province that this will not impact the associated municipal transit funding.

Effective July 1 until December 31, 2022, the gas tax rate would be cut from 14.7 cents per litre to 9 cents per litre, representing a cut of 5.7 cents per litre. The fuel tax rate, which includes diesel, would be reduced from 14.3 cents per litre to 9 cents per litre, representing a cut of 5.3 cents per litre.

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POLICY UPDATE

April 8, 2022

AMO Policy Update – Social Services Relief Fund (SSRF), Federal Budget Announced, Ukrainian Families Supports, and *More Homes for Everyone* Act, 2022

Fifth Round of Social Services Relief Fund (SSRF)

On Wednesday April 6th, the province announced a successful agreement with the federal government to provide a combined \$127 million through a fifth round of the [Social Services Relief Fund \(SSRF\)](#). This needed funding will add to rent banks, keep vulnerable Ontarians housed, and create long-term housing solutions in response to the increased need for services during the COVID-19 pandemic.

This announcement brings the province's total investment through SSRF to date to nearly \$1.2 billion. AMO welcomes this news and will continue to monitor the situation, work with service managers and the province, and advocate for additional funding if required. A letter from Minister Steve Clark was sent to Service Managers and CAOs yesterday.

Federal Budget Announced

Yesterday the Honourable Chrystia Freeland, the Deputy Prime Minister and Finance Minister delivered the federal government's 2022 Budget. Of particular interest to municipal governments, the budget makes substantial housing related investments and allocates further resources to climate change and infrastructure.

Below is the [detailed federal budget summary](#) prepared by the Municipal Finance Officers Association. AMO will continue to review the federal budget and provide additional member updates as needed.

[The Municipal Finance Officers' Association Summary of the 2022 Federal Budget](#)

Supports for Ukrainian Families Arriving in Ontario

The Ontario government has launched a [suite of supports for Ukrainian families](#) arriving under the new emergency travel authorization, including a dedicated hotline (1-888-562-4769) and [e-mail address](#) to connect new arrivals with job search supports and local employers in the community.

The supports available to Ukrainian newcomers, including those arriving under the new federal travel authorization, also includes:

- Access to Ontario Health Insurance Plan (OHIP) coverage which includes health care supports and services they may need, including mental health services.
- Access to drug benefits for Ukrainians through OHIP eligibility or receiving emergency income assistance.
- Access to emergency housing through settlement service agencies and Ukrainian community organizations, including host homes and other temporary settings that Ukrainians may need until long-term arrangements are made.
- Ensuring Ukrainian elementary and secondary school students can attend publicly funded schools for free.
- Trauma-informed counselling and culturally responsive supports to students and families as well as the promotion of intercultural understanding and awareness of Ukrainian stories and history, through a \$449,000 provincial investment to Canadian-Ukrainian community organizations.
- Support for persons who have been admitted to Canada on an emergency basis for humanitarian reasons studying at Ontario's publicly assisted colleges and universities through a new provincial \$1.9 million Ontario-Ukraine Solidarity Scholarship.
- Financial support of up to \$28,000 through our province's [Second Career Program](#), for those who apply and are eligible, for basic living allowances, tuition, transportation, and other critical needs.

In addition, hundreds of Ontario businesses have offered Ukrainian arrivals employment and assistance. The government is providing an increase of \$900,000 over three years to the Canadian Ukrainian Immigrant Aid Society to deliver targeted settlement services. The funding will help Ukrainian newcomers get settled, find housing and access services such as mental health supports, education for children, language instruction for adults, and employment and training supports. The province is also currently working to deliver thousands of urgently needed medical supplies and equipment to Ukraine.

Initial Analysis of the *More Homes for Everyone Act, 2022*

Further to our [update](#) on March 30th, AMO has undertaken an initial analysis of the various regulatory and legislative amendments proposed under [Bill 109 – The More Homes for Everyone Act, 2022](#).

This analysis covers:

- A) A summary of Bill 109 consultations and timelines
- B) AMO’s general messaging on housing
- C) Key themes for response on Bill 109
- D) Next steps

A. Summary of Consultations & Timelines

Municipal governments are encouraged to consult this chart of consultations and associated deadlines carefully. The links provide more detail and information as to how to submit commitments to the appropriate Ministry’s postings.

Provincial Consultations & Posting Site Regulatory Registry (ORR) Environmental Registry (ERO)	Deadline for Comments
Proposed amendments to O. Reg 82/98 under the <i>Development Charges Act</i> (ORR) *closed*	April 6, 2022 (AMO's Comments)
Proposed amendments to O. Reg 509/20 under the <i>Planning Act</i> (ORR) *closed*	April 6, 2022 (AMO's Comments)
Proposed regulations * under the Condo Act , the <i>Licensing Act</i> (multiple), and Warranties Act . (ORR)	April 22, 2022
Proposed amendment to the Greenbelt Plan – Growing the Size of the Greenbelt (ERO)	April 23, 2022
Proposed changes under the <i>Planning Act</i> (on the ORR & ERO)	April 29, 2022
Proposed changes under the <i>Development Charges Act</i> (ORR)	April 29, 2022

Proposed Guideline for Community Infrastructure & Housing Accelerator (ERO)	April 29, 2022
Seeking Feedback on Housing Needs in Rural and Northern Municipalities (ERO)	April 29, 2022
Opportunities to Increase Missing Middle Housing & Gentle Density, Including Supports for Multigenerational Housing (ERO)	April 29, 2022
Seeking Feedback on Access to Provincial Financing for Not-for-Profit Housing Providers (ORR)	April 29, 2022
Proposed amendments * to the <i>Ontario New Home Warranties Plan Act</i> (ORR)	April 29, 2022

*Lead is Ministry of Government and Consumer Services

B. AMO’s General Messages on Housing

AMO will be preparing a comprehensive submission that touches on these consultations that incorporates the following messages from our [Housing Blueprint](#) and our response to the provincially-appointed [Housing Affordability Task Force](#):

- AMO recognizes that Ontario is facing a housing affordability and supply crisis, and that all orders of government and the private, non-profit, and co-operative housing development sectors have roles to play in solving it.
- It will take collective, constructive, and focused work by all involved to improve affordability, diversify the housing mix, and increase supply.
- The province needs a made-in-Ontario housing framework. Tinkering around the edges will not be successful. A new collective mindset and transformative change is required to address the systemic issues around housing affordability over the long-term.

C. Key Themes for Response on Bill 109

This week the joint AMO Planning and Affordable Housing Task Forces met to inform our submission to the Legislative Standing Committee. It will be delivered on Monday, April 11th and will touch on these key themes:

- **Local Decision-Making is Critical to Planning** – some of the proposed changes to the *Planning Act* seem to reduce the role of local elected officials’ decision-making in the planning process. As representatives of the community in which they serve, a Council’s role in planning is important to maintain.
- **Punitive Penalties will Impact Taxpayers** – the proposed requirement for municipal governments to gradually refund application fees to applicants who do not receive a decision on their zoning-by-law amendment or site plan applications is punitive and may lead to taxpayers who will in effect, be


subsidizing applicants. As well, it will also diminish municipal capacity to do the work involved with planning and development approvals.

- **Details Needed around Minister’s Discretionary and Regulation-Making Authority Proposals** – more details and clarity around several *Planning Act* proposals are needed to ensure there are not unintended consequences for municipal governments. Examples include the proposed Community Infrastructure and Housing Accelerator (CIHA) tool, the Minister’s new discretionary authorities around the Ontario Land Tribunal (OLT), and regulation-making authority to authorize landowners and applicants to stipulate the type of surety bonds and other prescribed instruments.

D. Next Steps

Comments on specific proposals are under development in conjunction with the AMO Task Forces and AMO Executive given the timelines. Additional updates will be provided ahead of the April 22nd and 29th deadlines.

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April 11, 2022

AMO Policy Update – Remarks to Standing Committee on the *More Homes for Everyone Act*, 2022, Status Update on Blue Box Regulations

Remarks to Standing Committee on *More Homes for Everyone Act*, 2022

AMO's Director of Policy, Monika Turner, presented to the Standing Committee on the Legislative Assembly regarding Bill 109, *More Homes for Everyone Act* today. AMO's remarks can be found [here](#).

We emphasized appreciation for the province's decision to implement only some of the Housing Affordability Task Force's recommendations in the bill. AMO was encouraged to see the province's commitment to include municipal sector representation in the Housing Supply Working Group and that it would have a key role in future decision-making.

At the same time, AMO expressed concerns that some of the proposed changes will give municipal governments more responsibility, transfer risk, and create a more punitive planning regime that may have unintended consequences and not achieve the desired outcomes.

AMO and our members recognize that all parties need to be at the table contributing to solutions and a comprehensive and integrated approach to housing affordability. Given the unique housing needs of small and large urban, rural, and northern municipalities, there is lots to be done. As a mature order of government, we look forward to being actively involved in the dynamic, long-term work needed to address all aspects of the housing challenges ahead.

Status Update – Blue Box Regulations

The provincial regulation that transitions responsibility for the Blue Box program from municipal governments to producers of packaging, paper, and packaging-like products

was finalized in June 2021. The first communities will transition on July 1, 2023, and all transitions will be completed by December 31, 2025.

The Minister of the Environment, Conservation and Parks (MECP) organized a mediation process with the 3 rule-making Producer Responsibility Organizations (PROs), and rules are being established to determine how the PROs will interact to establish a common collection system across the province so Ontarians will have a seamless transition with a consistent system.

All three PROs had asked for legislative amendments to aid with the rule setting process. Some of the PROs are managed by producers and others are managed by vertically integrated waste management service providers, giving different commercial perspectives for each PRO.

Meetings have been held to determine a path forward. We are aware that changes are being considered by the Ministry. We also understand that our biggest concerns on timeline and certainty are being addressed. We expect this to be resolved and an approach put in place and agreed to by July 1, 2022.

Once this approach is finalized, PROs will want to engage with municipalities to start operational planning for each municipal transition date. To prepare for these engagements, Councils should be discussing now whether they want to continue to provide blue box services beyond transition and the principles/criteria used to make those decisions. They should also be considering the timelines for these decisions to be made, particularly considering municipal elections this fall and potential need for delegated authority to staff.

For more information, visit our [Waste Diversion advocacy page](#).

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March 30, 2022

AMO Policy Update – *More Homes for Everyone Plan*, Non-Resident Speculation Tax, and Fee Elimination for Volunteer Police Record Checks

Ontario Announces *More Homes for Everyone Plan*

Today, the Ontario government introduced the [More Homes for Everyone Plan](#) which proposes legislative and regulatory changes in an effort to make it easier for Ontarians to buy a home by increasing housing supply in the province.

Ontario's plan was informed by the [Housing Affordability Task Force report](#), in addition to consultation with municipal governments and the public. The provincial plan aims to build homes faster, make it easier and less expensive to build affordable housing, and protect home buyers and renters through changes to the legislation and regulations of the *Planning Act*, *Development Charges Act*, *New Home Construction Licensing Act*, and *Ontario New Home Warranties Plan Act*, as well as the *City of Toronto Act*.

The proposed amendments will:

- make changes related to zoning, plan of subdivision and site plan application processes in an effort to expedite approvals and intent decisions within the designated timelines,
- make sure provincial housing policies are implemented and priority projects are expedited by providing the Minister of Municipal Affairs and Housing with new tools including a Community Infrastructure and Housing Accelerator (CIHA) which will include public notice and consultation requirements,
- introduce modest changes that increase public reporting, public consultations, and bylaw renewals that will apply to the use of Development Charges or Community Benefit Charges, and
- strengthen protections for purchasers of new homes.

Various consultations and cross-ministry initiatives are also included in today's announcement, including consultation on the [housing needs of rural and northern communities \(ERO #019-5287\)](#) and [opportunities to increase missing middle housing and gentle density \(ERO #019-5286\)](#). The [draft CIHA guidance document ERO #019-5285](#) is also open for consultation. As well, there is a consultation on the [Development Related Charges](#). These consultations will close on April 29th.

The government is consulting through the Environmental Registry and Regulatory Registry on the proposed changes over the next several weeks. AMO will continue to provide input and engage with the province on the implementation of the *More Homes for Everyone Plan* and other initiatives to address Ontario's housing crisis.

Today's announcement also included a funding announcement of \$19 million to help the Ontario Land Tribunal (OLT) and Landlord and Tenant board reduce case backlog which is welcome news.

AMO has been working on these issues for years and has consistently advocated for a comprehensive and integrated approach to housing affordability, with our [February 2022 Housing Blueprint](#) as part of our consultation input on the province's ongoing housing response.

The housing market in Ontario is truly complex including factors that affect supply and factors that drive demand. Housing affordability is equally complex because it is affected by both escalating prices and lagging incomes. Today's announcements are part of a much larger process that will require action, commitment and support from all orders of government, funding for the not-for-profit sector, and new approaches from the for-profit industry.

The provincial government has stated that the Housing Affordability Task Force is their long-term housing roadmap and that they are looking to implement the Task Force's recommendations with a housing supply action plan each year for the next four years. The province understands that the Housing Affordability Task Force's recommendations were not broadly supported by the municipal sector. They have also noted that they are looking for increased municipal take up of introduced policies such as the Community Benefits Charges Framework and the Additional Residential Units Framework to again increase housing options in communities.

It is understood by all that addressing the housing supply challenges will be a long-term strategy that will require the continuing commitment and partnership across all orders of government. AMO and municipal governments look forward being actively involved in the dynamic, long-term work needed on all aspects of the housing challenges ahead.

Ontario Announces Increase to Non-Resident Speculation Tax to Address Foreign Real-Estate Speculation

On March 29th, 2022, the province announced it is increasing the Non-Resident Speculation Tax rate from 15 to 20 per cent and expanding its application from the Greater Golden Horseshoe Region to the entire province effective March 30, 2022. The change is one component of Ontario's efforts to tackle Ontario's housing crisis by prioritizing Ontario families and homebuyers by deterring non-resident investors from speculating on Ontario's housing market.

Rebates for new permanent residents of Canada and related exemptions will be available to eligible newcomers to ensure Ontario continues to be welcoming to new Canadians. This includes an opportunity for foreign nationals studying and working in Ontario who become permanent residents of Canada to apply for the rebate.

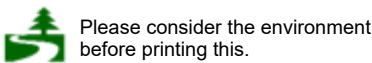
Ontario also announced it is working with municipalities that are looking to establish a Vacant Home Tax and will establish a working group with municipal representatives to facilitate the sharing of information and best practices.

Fees Eliminated for Police Record Checks for Volunteers

The Ontario government has announced that it is eliminating the cost of police record checks for volunteers of all ages as of April 1, 2022. This includes Criminal Record Checks and Criminal Record and Judicial Matters Checks, which are commonly required by organizations that work with volunteers. Amendments to the *Police Record Checks Reform Act, 2015* will remove the fee for up to five copies of these two types of police record checks.

AMO is supportive of this change. Volunteers contribute to strong and vibrant communities, and the elimination of fees makes it easier for those who want to give back to our communities.

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POLICY UPDATE

April 19, 2022

AMO Policy Update – Fire Certification Regulations, Provincial Investment in Next Generation 911 (NG-911), *More Homes For Everyone* receives Royal Assent, Long Term Care Regulations, and Municipal Cyber Security Resources

Fire Certification Regulation Released

New firefighter certification regulations have now been filed under the *Fire Protection and Prevention Act, 1997*. [O.Reg 343/22](#) is in effect as of July 1, 2022. The Ministry of the Solicitor General has now added further exemptions to improve implementation. These changes include:

- extending the exemption period for newly hired firefighters from 24 months to 36 months
- an exemption for current firefighters performing pump operations, and
- a further exemption for firefighters who have been issued a letter of compliance by the Fire Marshal prior to the new regulation coming into force.

The new regulations add certification standards for fire prevention, inspection, training, and communications. It removes certification standards for vehicle rescue and heavy vehicle rescue. Municipal fire departments will have until September 30, 2023, to provide information that supports the certification standard to the Fire Marshal's satisfaction.

AMO has impressed upon the Ministry of the Solicitor General and the Ontario Fire Marshal of the need to take measures which attract and retain volunteer firefighters, provide financial assistance to support training where needed during the

implementation period, and to align the certification process with the Community Risk Assessments due for completion by 2025.

NG-911 Investment

The Ontario government has announced a \$208 million investment over three years to modernize Ontario's 911 system. This is the first significant financial step the province has taken to comply with federally mandated Next Generation 911 modernization. The transition to NG-911 implementation is due by March 2025.

NG-911 allows members of the public to communicate with municipal 911 call centres using more than just their voice. It allows for the transmission of GPS location coordinates, text messages, photos, and videos. Over 100 municipally operated call centres throughout the province connect the public with police, fire, and ambulances services.

The transition from analog communications to digital communications is a big step forward. The technical complexity of these changes has significant financial implications. It includes infrastructure modernization, the sorting and storage of digital information, and training requirements for emergency operators and 911 dispatchers.

AMO welcomes this initial provincial down payment. To successfully commence and operate NG-911 for the safety of all, will require further investments in the future. AMO is a participating member of the NG-911 Interagency Advisory Panel working with the Ministry of the Solicitor General. AMO will continue to press for sustainable fiscal options to guide further NG-911 investments.

More Homes for Everyone Act Receives Royal Assent

The [More Homes for Everyone Act, 2022](#) received [royal assent](#) on April 14, 2022. This legislation supports the provincial government's [More Homes for Everyone Plan](#). The legislation passed with no amendments and is now in place. Among the changes enabled by the Act is the deadline of July 1, 2022, for municipalities to delegate site plan approval to staff.

[Consultations](#) related to the More Homes for Everyone Plan are still underway until April 29, 2022. AMO will be providing a submission to respond to these consultations in the coming weeks.

Long-Term Care Regulations in Force

On April 11, 2022, the [Fixing Long-Term Care Act, 2021](#) and Phase 1 of its [regulations](#) came into force. As identified in our [response](#) to the proposed regulations, there are concerns that there may be additional financial impact to the implementation of these regulations than was initially estimated by the Ministry of Long-Term Care.

The Ministry's initial estimate of average annual direct compliance costs for all long-term care homes in Ontario was between \$20 million to \$23.5 million, or approximately \$36,000 on average for each home, each year. This estimate only includes the additional costs linked to enforcement.

[AdvantAge Ontario](#) conducted a broader analysis based on all aspects of the new

regulations, including potential hiring of additional staff, and found that for all long-term care homes the cost would be between \$369 million and \$407 million, or approximately \$590,000 to \$650,000 per home, per year.

AMO looks forward to the provincial budget for any additional funding that would address the full cost of the regulations, along with the potential reinstatement of COVID-19 prevention and containment funding.

An additional municipal concern in the regulations is that municipal elected officials elected under the *Municipal Elections Act, 1996* have not been exempted from the requirement to provide a police record check to serve on long-term care governance boards. The only exemption provided for in the regulations is if the elected official's term of office ends on November 14, 2022.

Cyber Security Resources

Secure Smart Cities Paper Released - The Cybersecure Policy Exchange has released [Secure Smart Cities: Making Municipal Infrastructure Cyber Resilient](#). The report examines the unique challenges and needs of Canada's municipalities for securing their critical infrastructure from cyber threats. The paper identifies key challenges, promising developments, and five policy recommendations to ensure the security and resilience of municipal critical infrastructure systems. The paper was developed through a literature and jurisdictional review, along with interviews and a round table with experts, including representatives from AMO and LAS.

TVO's The Agenda: Ontario Municipalities Under Cyber Threat - On April 4, 2022, TV Ontario's Steve Paikin convened a [panel discussion on municipal cyber threats](#). The panel included Stratford Mayor Dan Matheson and Judy Dezell from Local Authority Services (LAS) (AMO's Business Services) among others. The segment examines what's at stake during a cyberattack and what preventative steps Ontario's municipalities can take.

The above two resources are being shared to help municipal governments address an emerging challenge to the security of municipal operations.

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Dear Mayor, Reeve and Members of Council:

I am writing to invite you to submit a nomination for the 2022 [Senior of the Year Award](#).

Ontario's seniors have worked hard to help build this great province that we all enjoy today. This award gives each municipality the opportunity to honour one of their outstanding local seniors for the contributions they've made to enrich the social, cultural, and civic life of their community.

The deadline for nominations is April 30, 2022. For more information on how to submit a nomination online, please visit the [Senior of the Year](#) webpage. Once you submit a nomination, a personalized certificate with your nominee's name will be sent to you. I encourage you to present it to your nominee in June in conjunction with Seniors Month.

The Ontario government is delighted to celebrate Seniors Month with municipalities across the province. Seniors have generously given their time, knowledge and expertise to make this province the best place in this country to live and work. It is important that we take the time to celebrate our older population and their valuable contributions.

This year's theme for Seniors Month is Stay Active, Connected, and Safe. To help promote Seniors Month in your community, please visit the Seniors Month webpage: [Celebrating seniors in Ontario](#) for more information.

If you have any questions about the upcoming 2022 Senior of the Year Award, please contact the Volunteer Recognition Unit at OntarioVolunteerServiceAwards@ontario.ca.

Thank you in advance for your support of local seniors and Seniors Month.

Sincerely,

[*Original signed by*](#)

Raymond Cho
Minister for Seniors and Accessibility



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April 18, 2022

The Honourable Stephen Lecce
Minister of Education
438 University Avenue, 5th Floor
Toronto, Ontario M7A 2A5

Ontario Ministry of Education
Deputy Minister Naylor
438 University Avenue, 5th Floor
Toronto, Ontario M7A 2A5

Ontario Ministry of Education
Leadership, Collaboration and Governance Branch
Attention: Jonathan Lear
315 Front Street West, 13th Floor
Toronto ON M7A 0B8

To Whom It May Concern;

The recent events at Thames Valley District School Board (TVDSB) causes great concern in regard to the governance displayed by the Board of Trustees. In my opinion, the TVDSB Board of Trustees have not demonstrated their collective capacity to effectively govern, nor provide effective leadership and oversee TVDSB.

Respectfully, I am requesting an investigation in accordance with the Ontario Education Act, specifically Regulation 43/10:

Section 3. The level of co-operation among the board's members and between the board and the board's director of education in providing good governance to schools of the board including, but not limited to,

- i. the mutual support among the board's members,
- ii. the support between the board and the board's director of education, and
- iii. the respect shown by the board and the board's director of education for their respective areas of responsibility under the Act.

BACKGROUND

WHEREAS, Since 1998, the three Counties of Elgin, Oxford and Middlesex, and the City of London have elected Trustees, referred to in the Education Act as members of the Board, in the interests of all students and the communities where they reside;

WHEREAS, As members of the board, Thames Valley District School Board Trustees are stewards of Board resources, have the sole responsibility for the education, and **serve as an important link with the community in a manner that contributes to public trust and confidence in Ontario's Education system;**

WHEREAS, The Board of Trustees engages with its constituents in the creation of policies that affect them (OPSBA, Guide to Good Governance 2018-2022, pg. 36);

WHEREAS, As the representative of their local jurisdiction, Trustees are required to listen to the concerns and needs of their communities, bring them to the attention of the Board, and ensure programs and strategies of the board help all students. **It is through the process of collaborating and engaging in joint-decision making as members of the Board that Trustees work to translate values, priorities and expectations of the community into policy** (OPSBA, Module 3 Roles and Responsibilities, Updated, 2019);

WHEREAS, Through the Director of Education, a school board holds all of its schools accountable for improving student achievement and well-being, providing an equitable and inclusive environment enhancing public confidence in publicly funded education, based on expectations set and the provincial and board levels (OPSBA, Module 3 Roles and Responsibilities, Updated, 2019);

WHEREAS, Opportunities to exchange information between the Board and municipal officials can help build meaningful connections and support on-going collaboration in the service of students (OPSBA Good Governance for School Boards, Trustee Professional Development Guide, Module 9-Family and Community Engagement);

WHEREAS, Advisory committees are established on either a short or long-term basis to provide input into policy development or other areas where the board would benefit from the experience and expertise of other participants. Non-Trustee members may include teachers, students, parents, and members of the community or local business people. Many boards now establish advisory committees as part of their commitment to public consultation (OPSBA, Guide to Good Governance 2018-2022, pg. 107);

WHEREAS, Committees provide boards the opportunity to have specific issues researched and discussed by a small body, with recommendations presented to the Board for decision. Some committees are made up entirely of Trustees and some will have a mix of members. All committee meetings are public unless the matter under discussion is covered under [s. 207(2)] as outlined previously under In-Camera/Closed/Private Meetings (OPSBA, Guide to Good Governance 2018-2022, pg. 107);

WHEREAS, Select, special or ad hoc committees, such as task forces or work groups, investigate a specific issue and report to the Board within a stated time frame. These committees are generally created by a Board resolution and are composed and led by Trustees (OPSBA, Guide to Good Governance 2018-2022, pg. 107);

WHEREAS, The Rural Education Task Force, created by Board resolution led by Trustees, along with community and municipal members, with the primary mandate to:

- Listen to the ideas and concerns of rural communities
- Generate fresh perspectives related to rural schools and communities
- Develop innovative solutions for consideration for a TVDSB Rural **Education** Strategy
- Report findings and make recommendations to the Board regarding rural schools;

WHEREAS, Effective school boards have a collaborative relationship with staff and the community and establish a strong communications structure to inform and engage both internal and external stakeholders in setting and achieving district goals (National Schools Board Association, Centre for Public Education, 8 Characteristics of Effective School Boards, December 2019);

WHEREAS, External committees are those requested by bodies' external to the Board who may ask for Trustee representation. Such committees may be called by a trustee association, **a municipality**, a research body, or other organization external to the school board.

ONTARIO BUILDING STRONG RURAL COMMUNITIES

In the press release, (January 25, 2022 Municipal Affairs and Housing) the following quote demonstrates the value of rural Ontario:

“Rural and Northern communities are the backbone of Ontario and key to the province’s economy,” said Premier Doug Ford...”

In June 2019, TVDSB created the Rural Education Task Force with the following mandate:

Recognizing that schools in rural areas face a variety of challenges, including student enrolment, school population growth and decline, and other factors:

- Listen to the ideas and concerns of rural communities;
- Generate fresh perspectives related to rural schools and communities;
- Develop innovative solutions for consideration for a TVDSB Rural Education Strategy;
- Report findings and make recommendations to the Board regarding rural schools.

The Rural Educations Task Force was a partnership of TVDSB Trustees, Councillors from the municipalities of Elgin, Oxford and Middlesex County, TVDSB educators and staff, and community members. The Task Force held its first meeting in January 2020 to develop recommendations for a Thames Valley Rural **Education** Strategy.

EROSION IN CONFIDENCE FOR PUBLIC EDUCATION AND PUBLIC TRUST

From the TVDSB Strategic Plan:

We build positive relationships with all members of our education community to foster an engaged and inclusive board culture.

Goals:

1. Students, families and staff are welcomed, respected and valued as partners.
2. Promote and build connections to foster mutually respectful communication among students, families, staff, and the broader community.
3. Create opportunities for collaboration and partnerships.

TVDSB Municipal Relationships

The National Schools Board Association, Centre for Public Education, describes eight Characteristics of Effective School Boards (December 2019), an evidence informed characteristic of effective governance;

“school boards have a collaborative relationship with staff and the community and establish a strong communications structure to inform and engage both internal and external stakeholders in setting and achieving district goals.”

Further to this, the TVDSB Strategic Plan instructs the Board in regard to building positive relationships with **all** the members of the TVDSB community.

The REFT in respect to community collaboration saw municipal leaders appointed to the committee.

TVDSB Board Meeting Minutes, December 19, 2019

Moved by M. Ruddock Seconded by P. Cuddy

That the following individuals be appointed to the Rural Education Task Force Steering Committee: Suzanne McCullough, OSSTF; Jennifer Brackenbury, OPC-Elementary; Larisa Grant, OPC-Secondary; Jennifer Nuyens, Thames Valley Council of Home and School Associations; **Adrian Cornelissen, Middlesex County; Sally Martyn, Elgin County; Marcus Ryan, Oxford County;** and Student Trustees Butler and Kennedy.

CARRIED

Despite the direction to “build positive relationships” the following statement was made the TVDSB;

*“Thames Valley District School Board Administration have reviewed a draft report created by an Ad Hoc committee of the Board, the Rural Education Task Force (RETF), scheduled to be received by the Board of Trustees at a public board meeting later this month on March 22, 2022, and determined the report to be incomplete and **unsuitable for public discussion by municipalities**”*

Additionally, the afternoon of March 4, a TVDSB letter signed by the Board Chair and the Director of Education was sent to the Chief Administrative Officers of the Counties of Oxford and Middlesex, referring to the responsibilities of those appointed by their respective Counties to interfere with their duty of accountability.

Letter dated March 4th 2022 signed by the Director of Education and Board Chair informing the Counties of Oxford and Middlesex the RETF Draft report that their consideration of the work of their Council representatives to the Task Force was an “egregious breach”. The letter further instructed that the respective Councils considering this draft report was “a betrayal of both the statutory and jurisdictional authority and mandate of our Board.

This letter (provided in the accompanying attachments) began what can be characterized as an erosion in the municipal/community relationship and our confidence in the TVDSB was further exacerbated by the TVDSB statement the RETF draft report was “**unsuitable for public discussion by municipalities**”

ONTARIO MINISTRY OF EDUCATION EXPECTATIONS FOR RURAL AND NORTHERN EDUCATION

Rural and Northern Education Fund (GSN Technical Paper, 2017)

School boards will use the funding for rural education based on local needs and report publicly on how the funding is used, such as:

- Improving programming and support services in rural schools (e.g., French immersion, arts education and guidance counselling);
- Continuing the operation of rural schools; or
- Enhancing student transportation options such as late bus runs and mobile e-learning through tablets or Wi-Fi.

For RNEF funding purposes, “rural” students are defined as living in rural areas or population centres with a 2016 Census population less than 10,000. A population centre is defined by Statistics Canada as a community with a population of at least 1,000 and a population density of at least 400 people per square kilometre. A rural area is defined by Statistics Canada as an area that lies outside of a population centre, that is, the area does not meet the thresholds noted. **Students are mapped to population centres and rural areas using student postal code** information from ONSIS and the Postal Code Conversion File from Statistics Canada.

TVDSB INTERFERENCE WITH THE RURAL EDUCATION TASK FORCE (RETF)

The RETF was created as an ad-hoc committee of the TVDSB Board.

TVDSB Board Minutes, June 2019

Moved by A. Morell Seconded by B. Smith

That Chair's Committee be directed to establish a Rural Education Task Force, with a final report due to the Board no later than November 2020.

CARRIED

Schools in rural areas face a variety of challenges, including student enrolment, school population growth and decline, and other factors. **The mandate/scope of the Taskforce** was described as follows: The task force would consult with students, parents, community, municipal leaders in TVDSB rural communities to identify the unique challenges and opportunities experienced by students, parents and municipalities; and develop recommendations for consideration related to a TVDSB Rural Education Strategy. The scope of the task force would include a review of the challenges and opportunities for rural schools, including funding; review of current practices and evidence related to rural schools and communities; examining the role e-learning plays in rural education, and other additional learning opportunities that enhance student learning; visits to rural schools to learn more about innovative practices as solutions; and exploration of JK to 12 or 7 to 12 models. It was suggested the **task force membership include** Trustees, Senior Team, Learning Coordinators, Principals/school staff, students, community partners, and **Municipal Leaders**.

TVDSB Senior Administration assigned to the Rural Education Task Force: Superintendent Sydor. The minutes/reports of the meeting indicate Superintendent Sydor attended and participated with the REFT meetings.

TVDSB Recent Events of March 2022

Since the first meeting of the Task Force, January 2020, in respect to the mandate and the scope assigned to the Task Force, the Task Force proceeded for almost two years. The Task Force held monthly meetings (with the exception March 2020- September 2020, in response to the COVID-19 Pandemic). The Task Force held in-person and virtual meetings, to satisfy the mandate to consult, an e-survey was conducted in the winter of 2021 through the Thought Exchange platform realizing over 1,200 responses. Additionally, with the support of municipal partners, in November and December of 2021 the Task Force hosted 7 in-person consultations throughout Middlesex, Elgin and Oxford County as community engagement acquiring over 400 written responses.

Upon completion of the community consultations, in December 2021 through to February 2022 the Task Force began developing their final report with their key findings, actions and recommendations in response to the mandate and to prepare for the final step of consultation through a focus group.

1. February 2022: TVDSB Superintendent Paul Sydor informed the Task Force that their meetings would now be paused, thus the Task Force was unable to complete a final report, the Task Force was left without a mechanism to receive feedback from TVDSB Senior Administration or to conduct the final stage of consultations through a focus group. Ultimately, the committee was prohibited from completing the final report.

In response: the RETF was created by Board resolution in June 2019, reconfirmed in October 2020 and November 2021. Therefore, the implementation of a Board resolution is required to be upheld, and that the Director of Education is required to support the implementation of any Board resolution. Furthermore, an essential component of good governance, as a factor in confidence in public education and the TVDSB, is the symbiotic relationship between the Director of Education, his staff and the Board of Trustees. The inability of the Chair of the Board to convey good governance to the Director demonstrates the failure of this mutual relationship in what enables the Board to successfully govern.

*“We were working on (the draft report) with all those people at meetings through January and February. Then before our February meeting, where we were going to then begin finalizing the draft and then do a round of focus groups... board staff — not the board of trustees, **board staff — directed staff not to work on the task force anymore, and they cancelled our meetings.**” Township of Zorra Mayor Marcus Ryan, RETF Co-Vice Chair, Oxford County Councillor*

“This report was drafted by elected officials for elected officials. The fact that un-elected staff are trying to bury this report is appalling in itself, and the public should be very upset.” Thames Centre Deputy Mayor Kelly Elliott

“But Thames Valley board staff say releasing what they say is a flawed report — before it was seen by trustees — is “disrespectful and irresponsible.” London Free Press, March 7 2022

2. RETF meeting minutes/reports deemed labeled “confidential”
 - a. Letter dated March 4th 2022 signed by the Director of Education and Board Chair informing the Counties of Oxford and Middlesex the RETF Draft report that their consideration of the work of their Council representatives to the Task Force was an “egregious breach”. The letter further instructed that the respective Councils considering this draft report was a “a betrayal of both the statutory and jurisdictional authority and mandate of our Board”.

In response: all committee meetings of the Board are meetings open to the public, as such the meeting materials are public documents; and the deeming of the reports and minutes of the meeting could be considered interference in a manner that could cause,

or be known to cause, intimidation or the attempt to silence the members of the RETF. Additionally, the Education Act insists that open meetings and minutes of such meetings are to be made available to the public.

“Thames Valley District School Board Administration have reviewed a draft report created by an Ad Hoc committee of the Board, the Rural Education Task Force (RETF), scheduled to be received by the Board of Trustees at a public board meeting later this month on March 22, 2022, and determined the report to be incomplete and unsuitable for public discussion by municipalities.” (TVDSB Press Release, March 7, 2022)

Furthermore at the March 22nd Board meeting, TVDSB Board Legal Counsel stated the RETF draft report was not confidential. At the March 22nd meeting the same REFT draft report referred to in the letter to the Counties of Oxford and Middlesex was received by the Board of Trustees. Most noteworthy, the County of Elgin did not receive this letter although the RETF draft report was included in the County Council meeting public materials.

In addition, in correspondence dated March 17th to the RETF Chair, Trustee Arlene Morell, the Acting Corporate Supervisor instructed Trustee Morell, she could determine the confidential status of the REFT minutes/reports.

Noteworthy, the Education Act provides a Trustee, as a member of the Board, no authority to determine the status of board documents. Quite the opposite, the Education Act states a Board member:

Duties of Board members

218.1 A member of a Board shall,

- (e) uphold the implementation of any Board resolution after it is passed by the Board;
- (f) **entrust the day to day management of the Board** to its staff through the Board's Director of Education.

TVDSB DEEMS RETF CONTRAVENES THE ONTARIO EDUCATION ACT

At the prerogative of the TVDSB Board of Trustees, ad-hoc Committees are a regularly utilized process that Trustees can establish to respond to specific issues impacting the board. Ad Hoc committees have a defined task, mandate and timeline for completion and are required to report back their findings to the Board of Trustees when their work is complete.

According to the Education Act, committees that are comprised exclusively of board trustees have the exclusive authority to make recommendations to the Board of Trustees relating to matters of education, finance, personnel, and property whereas committees that include individuals who are not members of the TVDSB Board are statutorily limited to dealing with matters other than education, finance, personnel and property. TVDSB Media Release, March 7, 2022

The OPSBA Good Governance Guide suggests that Board committees provide an opportunity for the Board to build relationships with the communities. These committees promote public confidence, strengthen governance through meaningful community participation and collaborative responsibility for student achievement and well-being.

NOTE to the Ministry of Education: by TVDSB definition in practice every advisory committee of a school board that is composed of Trustees and members of the community is **prohibited from making recommendations for Board consideration related to education.**

Furthermore, by the definition that Board committees with members and non-members of the Board “*whereas committees that include individuals who are not members of the TVDSB Board are statutorily limited to dealing with matters other than education*” the Board would be in receipt of information of a document (RETF Draft Report, February 2022) that by definition contravenes the Education Act.

*“Sydor said the report, **in its current form**, is incomplete and has significant problems. “Within that report there is substantive issues around consultation, having not adequately consulted with our Indigenous communities . . . within it there are challenging elements we would have liked to address from an equity and legal standpoint – and consulting student voice,” he said.” (London Free Press, March 7, 2022)*

The RETF committee was prohibited from meeting on February 28th and March 7th, 2022 for their last two scheduled meetings. Furthermore the Task Force was prohibited from hosting a focus group consultation in relation to equity, student voice, newcomers, Indigenous, Public Health, etc. Additionally, the Task Force members were denied the opportunity to learn about and give consideration of the feedback from TVDSB Senior Administration into the completion of their final report. Therefore, the report of the RETF provided to the Board of Trustees at the March 22nd meeting for information is this same report “**determined ... to be incomplete and unsuitable**”.

Furthermore, the RETF Draft Final Report that was accepted on March 22nd by the Board of Trustees was described by TVDSB Media release (March 7, 2022) as:

*“The draft report contained a number of problematic recommendations, many of which were **inconsistent with the Board’s obligations under the Education Act and Ontario Human Rights Code** that would, amongst other things, limit student choice about where they attend school, and differentiate and **disadvantage students based on their home addresses.**”*

Despite all the TVDSB concerns in regard to the REFT at the March 22, 2022 Board meeting, the

“Board of Trustees passed a motion to have the RETF report shared with the three First Nations communities with education service agreements with TVDSB, the Special

Education Advisory Committee, The Equity and Inclusion Committee as well as administration for feedback. The advisory committees of the Board (Planning and Priorities Advisory Committee and/or Program and School Services Committee) would receive the feedback from these stakeholder groups and consider it along with the full report.”

This clearly demonstrates dysfunction in communication and effective leadership, further exasperated by lack of oversight as a primary function of good governance.

RETF Draft Report (February 2022)

1. Promotes Key Findings and Key Actions for consideration into the Rural Education Strategy
2. Promotes a vision for a Rural Education Strategy
3. Recommendations (4) – solely for the Trustee Members to bring to the attention of the Board of Trustees

ARLENE MORELL, TVDSB TRUSTEE MIDDLESEX COUNTY
PERSONAL EMAIL TO RETF APPOINTED MEMBERS, MARCH 26TH, 2022

I would like to respectfully provide my observations over the last 7 weeks (February and March 2022);

- Feb. 10th – through email, I was informed the implications of the review by TVDSB Senior Team of the Draft Report would mean that any consultations would be invalid;
 - I responded; I understood the feedback gathered would be shared with the full committee on February 28th, a meeting scheduled to review the feedback along with the input from the planned focus group
- Through email I was asked to attend a meeting on March 1st with the Director of Education, Superintendent Sydor, Board Legal Counsel, Chair and Vice Chair of the Board, and the TVDSB Diversity Coordinator (note this was the day after February 28th);
 - I responded and cc'd the RETF Co-Vice Chairs and the TVDSB Trustee members of RETF. In my response I suggested that we would welcome everyone to the next scheduled meeting of the RETF to share with us their concerns, feedback into the draft report
- I received an email from Superintendent Sydor, again instructing my attendance to this meeting;
 - I again responded that the committee would welcome feedback and input, or at the very least the Trustee members of the Task Force should be permitted at this meeting, not just me, all by myself

Please know, my personal leadership focus is collaborative. I hope that I have demonstrated that each and every member of the committee is valued, and that collectively we all should be informed in a manner that allows for committee discussion,

debate and consensus leading to decision and action. Hence for me, it was really important that each member learn about feedback into our final report, not second hand, but authentically in a manner where together as a Task Force, we could then determine the best course of action.

I did receive an email from Superintendent Sydor, less than 48 hours before our (the RETF Trustee members) departure to the Rural Education Symposium in Alberta, on Friday, March 4th at 8:00 am from the Hamilton airport (I left my home at 4:00 am). This email did list the items he found to be positive and could be potentially actioned. However, the email also informed me that the draft report we had painstakingly reviewed/edited line by line at the January 11th and February 10th meeting had legal, human rights, collective agreement, contravention of the Education Act, and a long list of other concerns. This email informed me that the RETF meetings would be not-supported and staff would not be participating, hosting, or scheduling future meetings. The March 7th meeting was cancelled.

We returned on Thursday, March 10th. I arrived at my home at 2:00 am Friday, March 11th – the last day of school before the March break.

Upon return I learned all our RETF meeting minutes/reports were now labeled “confidential”.

The following items were problematic to me:

- the label of confidential (minutes/reports)
- no committee meetings to finalize the report
- no committee structure to finalize any recommendations either in the report or to direct to the Board for their consideration at the March 22 meeting.

(Arlene Morell, personal email correspondence to RETF Board appointed members, March, 2022)

EROSION OF RELATIONSHIPS AND CONFIDENCE IN GOVERNANCE

The manner in which the TVDSB Senior Administration conducted communication and relations with the appointed members of the Task Force can be described as suppressing open and honest discussions, further demonstrated by the lack of modelling supportive of trust-building leadership.

The most recent draft report of the RETF committee, remains as the same report that was provided for information at the March 22 meeting, accepted for information by the Board of Trustees to be forwarded to board committees.

“The Board of Trustees passed a motion to have the RETF report shared with the three First Nations communities with education service agreements with TVDSB, the Special Education Advisory Committee, The Equity and Inclusion Committee as well as

administration for feedback. The advisory committees of the Board (Planning and Priorities Advisory Committee and/or Program and School Services Committee) would receive the feedback from these stakeholder groups and consider it along with the full report.” March 22, 2020 TVDSB Media Statement.

When good governance exists Trustee and Superintendent relationships foster support and respect, in the absence of good governance the practice of authority and imbalance of power exists.

The following statements made by TVDSB (London Free Press, March 7, 2022)

*But Thames Valley board staff say releasing what they say is a flawed report – before it was seen by trustees – is “**disrespectful and irresponsible.**”*

“The rural education task force is an ad hoc committee of Thames Valley District school board and anything they produce needs to come first to the elected trustees,” Superintendent Paul Sydor said. “We are disappointed that this has actually happened. That a report they have not seen yet has gone out to the public.”

One of the most compelling statements contained in the report to the Ontario Ministry of Education in the review of the York Region District School Board (2017);

“Public confidence in education is undermined when poorly managed relationships spill into the public domain and distract the Board from its primary focus”.

Noteworthy, the contents of this **exact** REFT report referred to in TVDSB statements as **“unsuitable for public discussion by municipalities”** is the **same** report where *“The Board of Trustees passed a motion to have the RETF report shared with the three First Nations communities with education service agreements with TVDSB, the Special Education Advisory Committee, The Equity and Inclusion Committee as well as administration for feedback. The advisory committees of the Board (Planning and Priorities Advisory Committee and/or Program and School Services Committee) would receive the feedback from these stakeholder groups and consider it along with the full report.” March 22, 2020 TVDSB Media Statement*

TVDSB Capacity of Govern Effectively

The Ontario Public School Boards Association Good Governance Guide suggests that board advisory committees help build meaningful community connections and support on-going community collaboration in the service of students. Through the Board approved mandate, the Rural Education Task Force leveraged increased confidence of municipal

partners in a manner that could strengthen governance through the meaningful participation of municipal leaders with the primary goal of creating a collaborative sense of responsibility for student achievement and well-being. All recognise that school board Trustees are stewards of board resources, have the sole responsibility for the education, and **serve as an important link with the community in a manner that contributes to public trust and confidence in Ontario's Education system.**

Both the RETF Trustee members and municipal members requested compliance by the Chair of the Board with direction in the Education Act in regards to the TVDSB Director of Education and the actions of the non-elected staff in the cancellation of meetings of a Task Force created by Board resolution.

Duties of board members

218.1 A member of a board shall,

- (e) uphold the implementation of any board resolution after it is passed by the board;

Additional duties of chair

218.4 In addition to any other duties under the Act, the chair of a board shall,

- (f) convey the decisions of the board to the board's director of education or the supervisory officer acting as the board's director of education;

Non-action by the Board Chair in response to their duties as defined on the Education Act, demonstrates that the Board of Trustees has demonstrated a failure to govern through Board resolution, and therefore a failure of the TVDSB to effectively govern itself.

"Having attempted to address these concerns through emails, phone calls, and meetings and met with no success" Email from RETF Member and Oxford County Councillor Marcus Ryan

Furthermore, a failure to understand the Board's mandate includes engagement with communities, nurturing relationships that are respectful and collaborative with a focus on student achievement through the strategic plan.

Social Media Posts March 23, 24 and 25, 2022

March 7, 2020 TVDSB Statement

"It's our priority to ensure that students in all Thames Valley schools, be they rural, urban or suburban, have access to the same quality of education," said Mark Fisher, Director of Education. "We recognize the unique experiences of our rural students and will continue to commit school board resources toward the creation of accessible education opportunities for rural schools."

TVDSB attempted to demonstrate their value of the rural schools, specifically TVDSB rural schools as defined in the Rural and Northern Education Funding allocation, the day following the March 22nd Board meeting. However, TVDSB social media posts furthered the urban rural divide by featuring City of St. Thomas schools as “rural”.

TVDSB Facebook Post, March 23



“The amalgamation of [#TVDSB](#) in 1998 combined tax dollars from the City of London and Elgin, Middlesex and Oxford Counties. Those dollars funded new rural schools and much-needed improvements to existing ones, like new gyms and renovations at Lockes PS and June Rose Callwood PS. [#ruraled](#)”

The responses in social media serve as a snapshot of a perception of the public. In response to March 23rd social media post, a public outcry demonstrated the inaccuracies of the post in regard to both the inaccuracies of rural, by definition and the

fact that education funding is provided through the Ontario Ministry of Education (GSN, Capital Priorities Program).

CONCLUSION

In summary, the Board of Trustees and the Senior Administration of the TVDSB have displayed an egregious display of poor governance and I would request that the Province of Ontario intervene immediately under Regulation 43/10 of the Ontario Education Act and immediately investigate the handling of the Rural Education Task Force. The residents of the Oxford, Middlesex and Elgin counties that we represent have repeatedly expressed their diminished confidence and public trust in the governance of public education in our region, we are seeking your assistance. Neither the Board Chair, nor the Director of Education, have made any to authentic outreach such as a public apology.

We are happy to discuss this further with you, and answer any of your questions or concerns.

Sincerely,

Marcus Ryan
Mayor, Township of Zorra
Councillor, County of Oxford
Former TVDSB Rural Education Task Force member

Sally Martin
Mayor, Central Elgin
Councillor, Elgin County
Former TVDSB Rural Education Task Force member

Adrian Cornelissen
Deputy Mayor, North Middlesex
Councillor, Middlesex County
Former TVDSB Rural Education Task Force member



BOARD SERVICES – DIRECTOR’S BRANCH

Education Centre, 1250 Dundas Street
London, ON N5W 5P2
519-452-2000 x20218

March 24, 2022

Rachel Osborne
Ministry of Education
Governance – Operations & Board Supports
Education Equity Secretariat
315 Front Street West
Toronto, Ontario M7A 0B8

E-mail: LCGB@ontario.ca

Dear Director Osborne:

The Board of Trustees for the Thames Valley District School Board approved the trustee distribution to the four geographic areas of the District including Elgin, Middlesex and Oxford Counties and the City of London. By approved motion, they also designated the following Municipalities/Wards in Middlesex County as low population municipalities: Newbury Village, Southwest Middlesex, Strathroy-Caradoc, Thames Centre, Middlesex Centre, Adelaide Metcalfe, North Middlesex and Lucan Biddulph.

Please find enclosed a copy of the Board resolutions, the Trustee Distribution by Geographic Area for the 2022 Election and the Determination and Distribution Chart 2022 that provides the data and calculations by which the determination and distribution results were reached.

Sincerely,

A handwritten signature in black ink that reads "Shannon Smith".

Shannon Smith
Acting Supervisor – Board Services

cc.

Vince Romeo, Director of Education, London District Catholic School Board (vromeo@ldcsb.ca)
Jean Luc Bernard, Director of Education, Conseil Scolaire Viamonde (bernardj@csviamonde.ca)
Director of Education, CSC Providence -sent by mail

Municipal Election CAOs/Clerks:

- Bill Rayburn, County of Middlesex (cao@mdlsx.ca)
- Julie Gonyou, County of Elgin (cao@elgin.ca)
- Michael Duben, County of Oxford (mduben@oxfordcounty.ca)
- Michael Schulthess, City of London (mschulth@london.ca)
- Maria Konefal, City of St. Thomas (mkonefal@stthomas.ca)
- Amy Humphries, City of Woodstock (ahumphries@cityofwoodstock.ca)

Attach.



March 24, 2022

The following resolutions were moved and carried at the 2022 March 22 meeting of the Board of Trustees for the Thames Valley District School Board:

That the Thames Valley District School Board designates the Municipalities of Middlesex County identified in Appendix B as Newbury Village, Southwest Middlesex, Strathroy-Caradoc, Thames Centre, Middlesex Centre, Adelaide Metcalfe, North Middlesex and Lucan Biddulph, as low population municipalities.

That the following Trustee distribution to the four geographic areas of the Board be approved:

- **Elgin County – 2 Trustees**
- **Middlesex County – 2 Trustees**
- **Oxford County – 2 Trustees**
- **City of London – 6 with Ward distribution as follows:**
 - **Wards 1, 11, 12, 14 – 2 Trustees**
 - **Wards 2, 3, 4, 5, 6 – 2 Trustees**
 - **Wards 7, 8, 9, 10, 13 – 2 Trustees**

A handwritten signature in black ink, appearing to read "Shannon Smith". The signature is fluid and cursive, with the first name "Shannon" and the last name "Smith" clearly distinguishable.

Shannon Smith
Acting Supervisor – Board Services

**TRUSTEE DISTRIBUTION BY GEOGRAPHIC AREA
FOR THE 2022 ELECTION**

Geographic Area	Number of Members
Elgin County	2
Middlesex County	2
Oxford County	2
London Wards 1, 11, 12, 14	2
London Wards 2, 3, 4, 5, 6	2
London Wards 7, 8, 9, 10, 13	2

DETERMINATION AND DISTRIBUTION CHART 2022

Geographic Area	Name of Municipality/Ward	Electoral Group Population	Electoral Quotient	Sum of Electoral Quotient	# of Trustees
Oxford County	Norwich Township	8,169	0.216	2.206	2
	Tillsonburg Town	12,526	0.331		
	South-West Oxford Township	5,236	0.138		
	Ingersoll Town	9,322	0.246		
	Zorra Township	6,327	0.167		
	East Zorra-Tavistock Township	6,002	0.159		
	Woodstock City	29,923	0.791		
	Blandford Blenheim Township	5,974	0.158		
	TOTALS	83,479	2.206		
Elgin County	Bayham Municipality	5,323	0.141	1.648	2
	Malahide Township	6,302	0.167		
	Aylmer Town	5,200	0.137		
	Central Elgin Municipality	10,070	0.266		
	St. Thomas City	25,422	0.672		
	Southwold Township	3,367	0.089		
	Dutton/Dunwich Municipality	3,200	0.085		
	West Elgin Municipality	3,471	0.092		
	TOTALS	62,355	1.648		
Middlesex County	Newbury Village	338	0.009	1.336	1
	Southwest Middlesex Municipality	3,906	0.103		
	Strathroy-Caradoc Municipality	15,096	0.399		
	Thames Centre Municipality	9,579	0.253		
	Middlesex Centre Municipality	11,821	0.312		
	Adelaide Metcalfe Township	1,958	0.052		
	North Middlesex Municipality	4,308	0.114		
	Lucan Biddulph Township	3,557	0.094		
	TOTALS	50,563	1.336		
City of London 1	Ward 1	16,407	0.434	1.929	2
	Ward 11	21,904	0.579		
	Ward 12	18,428	0.487		
	Ward 14	16,245	0.429		
	TOTALS	72,984	1.929		
City of London 2	Ward 2	15,748	0.416	2.314	2
	Ward 3	15,979	0.422		
	Ward 4	18,064	0.477		
	Ward 5	20,761	0.549		
	Ward 6	16,993	0.449		
	TOTALS	87,545	2.314		
City of London 3	Ward 7	22,378	0.591	2.568	3
	Ward 8	16,547	0.437		
	Ward 9	20,289	0.536		
	Ward 10	18,767	0.496		
	Ward 13	19,180	0.507		
	TOTALS	97,161	2.568		
City of London Grand Total		257,690	6.810	6.810	7
GRAND TOTALS		454,087	12	12	12



des écoles où **tout est possible.**

JE CHOISIS VIAMONDE!

Au Conseil scolaire Viamonde notre enseignement valorise l'effort, le partage et le respect. Nos professionnels encadrent, au quotidien, la réussite de tous les élèves.

De plus, tous nos finissants maîtrisent parfaitement l'anglais, ce qui multiplie leurs chances de succès.

Le Conseil Viamonde joue un rôle primordial dans la promotion, le développement et le rayonnement de la langue et de la culture françaises en Ontario.

La langue française est la seule langue d'enseignement et de travail au Conseil.



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Population électorale par secteur (2022)

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 1	Comté de Haliburton	4601	Municipalité de Highlands East	5	0.002	
		4616	Ville de Minden Hills	13	0.005	
		4621	Ville d'Algonquin Highlands	0	0.000	
		4624	Municipalité de Dysart et al	9	0.003	
	Comté de Northumberland	1408	Municipalité de Brighton	63	0.022	
		1411	Municipalité de Cramahe	21	0.007	
		1419	Municipalité de Hamilton	13	0.005	
		1421	Ville de Cobourg	33	0.012	
		1423	Municipalité de Port Hope	29	0.010	
		1435	Municipalité de Trent Hills	21	0.007	
		1450	Municipalité d'Alnwick/Haldimand	8	0.003	
	Comté de Hastings	1204	Ville de Quinte West	184	0.065	
	Comté de Peterborough	1501	Municipalité de Asphodel-Norwood	3	0.001	
		1506	Municipalité d'Otonabee-South Monaghan	6	0.002	
		1509	Municipalité de Cavan-Monaghan	12	0.004	
		1514	Ville de Peterborough	122	0.043	
		1516	Municipality of Selwyn	23	0.008	
		1522	Municipalité de Douro-Dummer	6	0.002	
		1531	Municipalité de Havelock-Belmont-Methuen	6	0.002	
		1536	Municipalité de North Kawartha	6	0.002	
		1542	Municipality of Trent Lakes	3	0.001	
	Kawartha Lakes	1651	City of Kawartha Lakes	117	0.041	
	Région de Durham	1801	Ville de Pickering	301	0.106	
		1805	Ville d'Ajax	218	0.076	
		1809	Ville de Whitby	283	0.099	
		1813	Ville d'Oshawa	408	0.143	
		1817	Municipalité de Clarington	168	0.059	
		1820	Municipalité de Scugog	48	0.017	
		1829	Municipalité d'Uxbridge	56	0.020	
		1839	Municipalité de Brock	8	0.003	
	TOTAL DU SECTEUR 1			2193	0.770	1

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 2	Toronto	1901	Ville de Toronto	1226	0.430	
		1904	Ville de Toronto	5302	1.860	
		1906	Ville de Toronto	683	0.240	
		1908	Ville de Toronto	1651	0.579	
		1914	Ville de Toronto	495	0.174	
		1915	CFB Downsview	4	0.001	
		1919	Ville de Toronto	770	0.270	
	Total pour le Secteur 2			10131	3.435	3

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 3	Région de York	1928	Ville Vaughan	543	0.191	
		1936	Ville de Markham	494	0.173	
		1938	Ville de Richmond Hill	432	0.152	
		1944	Ville de Whitchurch-Stouffville	77	0.027	
		1946	Ville d'Aurora	108	0.038	
		1948	Ville de NewMarket	199	0.070	
		1949	Municipalité de King	54	0.019	
		1954	Ville d'East Gwillimbury	54	0.019	
		1970	Ville de Georgina	82	0.029	
	Total pour le Secteur 3			2043	0.718	1

la dernière fois, Markham avait la plus haute population.

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 4	Région de Peel	2105	Ville de Mississauga	2826	0.992	
		2110	Ville de Brampton	988	0.347	
		2124	Ville de Caledon	168	0.059	
	Total du secteur 4			3982	1.398	1

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
	Comté de Bruce	4102	Ville de South Bruce Peninsula	14	0.005	
		4103	Municipalité d'Arran Elderslie	3	0.001	
		4104	Municipalité de Brockton	10	0.004	
		4105	Ville de South Bruce	6	0.002	
		4107	Municipalité de Huron-Kinloss	2	0.001	
		4108	Municipalité de Kincardine	12	0.004	
		4109	Municipalité de Northern Bruce Peninsula	6	0.002	
		4110	Ville de Saugeen Shores	23	0.008	
	Région de Dufferin	2201	Municipalité d'East Garafraxa	10	0.004	
		2204	Municipalité de Grand Valley	1	0.000	
		2208	Municipalité d'Amaranth	26	0.009	
		2212	Ville de Mono	38	0.013	
		2214	Ville d'Orangeville	162	0.057	
		2219	Municipalité de Melancthon	3	0.001	
		2216	Municipalité de Mulmur	6	0.002	

SECTEUR 5	Comté de Grey	2221	Ville de Shelburne	20	0.007	
		4203	Municipalité de Georgian Bluffs	15	0.005	
		4204	Municipalité de Chatsworth	9	0.003	
		4205	Municipalité de West Grey	18	0.006	
		4207	Municipalité de Southgate	12	0.004	
		4208	Ville de Grey Highlands	18	0.006	
		4210	Ville de Meaford	17	0.006	
		4229	Ville de Hanover	7	0.002	
		4242	Ville de Blue Mountains	20	0.007	
	Comté de Simcoe	4259	Ville d'Owen Sound	54	0.019	
		4301	Municipalité d'Adjala-Tosoronto	32	0.011	
		4312	Ville de Bradford West Gwillimbury	44	0.015	
		4316	Ville d'Innisfil	167	0.059	
		4321	Municipalité d'Essa	167	0.059	
		4324	Ville de New Tecumseth	70	0.025	
		4329	Municipalité de Clearview	31	0.011	
		4331	Ville de Collingwood	41	0.014	
		4341	Municipalité de Springwater	90	0.032	
		4342	Ville de Barrie	941	0.330	
		4346	Municipalité d'Oro-Medonte	60	0.021	
		4348	Municipalité de Ramara	6	0.002	
		4351	Municipalité de Severn	21	0.007	
		4352	Ville d'Orillia	52	0.018	
		4353	Municipalité de Tay	66	0.023	
		4364	Ville de Wasaga Beach	60	0.021	
		4368	Municipalité de Tiny	368	0.129	
		4372	Ville de Penetanguishene	363	0.127	
		4374	Ville de Midland	202	0.071	
		4382	Municipalité d'Essa CFB	158	0.055	
	Total du secteur 5			3451	1.208	1

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 6	Hamilton-Wentworth	2518	Ville de Hamilton	987	0.346	
		2602	Municipalité de West Lincoln	14	0.005	
		2615	Ville de Grimsby	22	0.008	
		2622	Ville de Lincoln	41	0.014	
	Halton	2401	Ville d'Oakville	717	0.252	
		2402	Ville de Burlington	576	0.202	
		2409	Ville de Milton	201	0.071	
		2415	Ville de Halton Hills	96	0.034	
	Brant	2906	Ville de Brantford	169	0.059	
		2920	Comté de Brant	46	0.016	
	Total du secteur 6			2869	1.007	1

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 7	Région de Niagara	2703	Ville de Fort Erie	42	0.015	
		2711	Ville de Port Colborne	109	0.038	
		2731	Ville de Thorold	64	0.022	
		2719	Ville de Welland	1313	0.461	
		2725	Ville de Niagara Falls	320	0.112	
		2732	Ville de Pelham	113	0.040	
		2714	Municipalité de Wainfleet	39	0.014	
		2627	Ville de Niagara-on-the-Lake	47	0.016	
		2629	Ville de St. Catharines	448	0.157	
	Total du Secteur 7			2495	0.875	1

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 8	Haldimand-Norfolk	2810	Comté de Haldimand	67	0.024	
		3202	Municipalité de Norwich	16	0.006	
	Comté d'Oxford	3204	Ville de Tillsonburg	22	0.008	
		3211	Municipalité de South-West Oxford	13	0.005	
		3218	Ville de Ingersoll	8	0.003	
		3227	Municipalité de Zorra	3	0.001	
		3238	Municipalité d'East Zorra-Tavistock	9	0.003	
		3242	Ville de Woodstock	90	0.032	
		3245	Municipalité de Blandford Blenheim	18	0.006	
		3310	Comté de Norfolk	78	0.027	
	Comté d'Elgin	3401	Municipalité de Bayham	8	0.003	
		3408	Municipalité de Malahide	7	0.002	
		3411	Ville d'Aylmer	9	0.003	
		3418	Municipalité de Central Elgin	26	0.009	
		3421	Ville de St Thomas	59	0.021	
		3424	Municipalité de Southwold	2	0.001	
		3429	Municipalité de Dutton/Dunwich	11	0.004	
		3434	Municipalité de West Elgin	5	0.002	
	Comté de Lambton	3805	Municipalité de St. Clair	50	0.018	
		3806	Municipalité de Dawn-Euphemia	8	0.003	
		3815	Municipalité de Brooke-Alvinston	3	0.001	
		3816	Municipalité d'Enniskillen	4	0.001	
		3818	Ville de Oil Springs	1	0.000	
		3819	Ville de Petrolia	21	0.007	
		3829	Ville de Sarnia	441	0.155	
		3831	Ville de Point Edward	7	0.002	
		3835	Ville de Plympton-Wyoming	35	0.012	
		3841	Ville de Warwick	4	0.001	
		3845	Municipalité de Lambton Shores	17	0.006	
	Municipalité de Chatham-Kent	3650	Municipalité de Chatham-Kent	285	0.100	
	Total du Secteur 8			1327	0.466	1

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 9	Waterloo	3001	Municipalité de North Dumfries	17	0.006	
		3006	Ville de Cambridge	115	0.040	
		3012	Ville de Kitchener	500	0.175	
		3016	Ville de Waterloo	301	0.106	
		3018	Municipalité de Wilmot	21	0.007	
		3024	Municipalité de Wellesley	9	0.003	
		3029	Municipalité de Woolwich	31	0.011	
	Comté de Wellington	2301	Municipalité de Puslinch	19	0.007	
		2308	Ville de Guelph	596	0.209	
		2311	Municipalité de Guelph Eramosa	38	0.013	
		2316	Ville de Erin	31	0.011	
		2326	Municipalité de Centre Wellington	85	0.030	
		2332	Municipalité de Mapleton	11	0.004	
		2341	Municipalité de Minto	4	0.001	
	Comté de Middlesex	2349	Municipalité de Wellington North	5	0.002	
		3906	Municipalité de Southwest Middlesex	7	0.002	
		3916	Municipalité de Strathroy-Caradoc	34	0.012	
		3926	Municipalité de Thames Centre	44	0.015	
		3936	Ville de London	1529	0.536	
		3939	Municipalité de Middlesex Centre	59	0.021	
		3902	Village de Newbury	1	0.000	
		3946	Municipalité d'Adelaide Metcalfe	5	0.002	
		3954	Municipalité de North Middlesex	6	0.002	
		3958	Municipalité de Lucan Biddulph	7	0.002	
		Comté de Perth	3110	Municipalité de Perth East	1	0.000
	3111		Ville de Stratford	28	0.010	
	3116		Ville de St. Marys	3	0.001	
	3120		Municipalité de Perth South	6	0.002	
	3130		Municipalité de West Perth	0	0.000	
	3140		Municipalité de North Perth	4	0.001	
	Comté de Huron	4010	Municipalité de South Huron	14	0.005	
		4020	Municipalité de Bluewater	3	0.001	
		4028	Ville de Goderich	5	0.002	
		4030	Municipalité de Central Huron	2	0.001	
		4040	Municipalité d'Huron East	2	0.001	
		4046	Municipalité de Howick	0	0.000	
		4050	Municipalité de North Huron	0	0.000	
		4060	Municipalité de Morris-Turnberry	0	0.000	
		4070	Municipalité d'Ashfield-Colborne-Wawanosh	1	0.000	
Total du Secteur 9			3544	1.241		

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Numéro de la municipalité	Liste des villes, comtés et quartiers (s'il y a lieu)	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 10	Comté d'Essex	3701	Municipalité de Pelee	0	0.000	
		3706	Municipalité de Leamington	46	0.016	
		3711	Ville de Kingsville	51	0.018	
		3729	Ville d'Amherstburg	98	0.034	
		3734	Ville de LaSalle	164	0.058	
		3739	Ville de Windsor	1499	0.526	
		3744	Ville de Tecumseh	95	0.033	
		3751	Ville de Lakeshore	176	0.062	
		3754	Ville d'Essex	36	0.013	
	Total du Secteur 10			2165	0.760	1
Total pour le Conseil scolaire Viamonde				34200	12	12

Municipalité responsable



Le 25 mars 2022

AUX MEMBRES DU CONSEIL SCOLAIRE VIAMONDE

Objet : Élections scolaires 2022

BUT DU RAPPORT

Le Conseil a le mandat de déterminer le nombre et la répartition des membres élus à la table du Conseil aux fins des élections municipales qui auront lieu le 24 octobre 2022, tout en respectant les exigences du Règlement 412/00 qui découle de la loi sur l'Éducation et en utilisant les données de la Société d'évaluation foncière des municipalités (MPAC).

Les calculs relatifs à la détermination et à la répartition sont établis en tenant compte des rapports de population du groupe électoral (rapport PGE) qui ont été communiqués au Conseil par la MPAC. La population du groupe électoral pour 2022 est 34 200 (190 de plus qu'en 2018).

DÉTERMINATION DES MEMBRES DU CONSEIL

Le nombre de membres devant être élus au sein d'un conseil scolaire est fixé au nombre déterminé lors des élections ordinaires de 2006. Ce nombre s'applique à toutes les élections ordinaires subséquentes. Pour le Conseil scolaire Viamonde, ce nombre est fixé à douze (12).

Les explications du calcul permettant de déterminer le nombre de membres élus sont fournies à **l'annexe A** aux fins de référence.

Le Conseil dispose toujours de la possibilité de réduire le nombre de membres à élire à l'élection ordinaire subséquente. Un conseil peut décider, au moyen d'une résolution, de réduire le nombre de membres élus, mais en aucun cas à moins de cinq (5). Toutefois, puisqu'il n'y a pas eu une baisse de la population électorale, la proposition est de maintenir le nombre de membres à douze (12) afin d'assurer la représentation de la diversité géographique du Conseil scolaire Viamonde.

Le Conseil a aussi l'option de déclarer une ou plusieurs municipalités à faible population afin qu'il puisse ajouter le nombre 1,0 ou 2,0 au quotient électoral de ces municipalités.

RÉPARTITION DES CONSEILLÈRES ET CONSEILLERS SCOLAIRES

La population du groupe électoral par secteur se retrouve à **l'annexe B** ainsi que la répartition des membres du Conseil par secteur.

POINT NO 6.3 DE L'ORDRE DU JOUR

Aux fins d'information, le quotient électoral par région avec la déclaration du du Secteur 8 qui inclut 5 municipalités à faible population est fourni à **l'annexe C**. Le règlement indique qu'une ou plusieurs municipalités peuvent être désignées à faible population et que le quotient électoral pour ces municipalités peut être augmenté de 1,0 ou 2,0. Dans le Secteur 8, si 1,0 serait ajouté au quotient électoral, il serait révisé à 1,467. Lorsque cette désignation est accordée, le quotient électoral de toutes les autres municipalités est réduit en conséquence. Cette option n'est pas recommandée dans le présent rapport.

Selon le modèle qui a toujours été adopté par le Conseil, aucune municipalité a été désignée à faible population cependant le Conseil s'est toujours assuré qu'une ou un membre du Conseil représente chaque secteur. Le Conseil a toujours tenu compte du son vaste territoire même si le nombre de la population électorale était plus bas, et ce, afin d'assurer une présence dans tous les secteurs.

La carte électorale par secteur fait partie de **l'annexe D**.

La répartition des écoles par secteur se trouve à **l'annexe E**.

Le tableau à **l'annexe F** présente les délimitations des quartiers qui ont été établies en 2018 lorsque la ville de Toronto est passée de 47 quartiers à 25. La carte de la ville de Toronto est à **l'annexe G**. Les écoles sont aussi indiquées sur la carte. La ville de Toronto est divisée en trois sections. Bien que les territoires des quartiers électoraux ne correspondent pas parfaitement avec les zones de fréquentation, la distribution choisie par le Conseil s'en rapproche le plus possible. Ces sections assurent une répartition équilibrée. De plus, les écoles secondaires font partie des mêmes sections que celles de leurs écoles nourricières.

À titre informatif, le tableau à **l'annexe H** dresse la liste des municipalités et des villes par région et par secteur.

ÉCHÉANCIERS

Les dates importantes quant aux élections de 2022 se trouvent à **l'annexe I**.

COMITÉ DE VÉRIFICATION DE CONFORMITÉ

Conformément, aux modifications apportées à la *Loi de 1996 sur les élections municipales*, chaque conseil scolaire de district est tenu de créer, avant le 1^{er} octobre 2022, un comité de vérification de conformité. Ce comité aura la responsabilité de recevoir les demandes de vérification de conformité du financement de la campagne électorale d'une personne qui a déposé sa candidature et de prendre une décision. Le comité doit être composé de trois (3) à sept (7) personnes, qui ne sont pas membres du Conseil, ni employés par un conseil scolaire, ni personne qui a déposé sa candidature à l'élection.

Les membres du comité entameront leur mandat le 15 novembre 2022, lequel est d'une durée quatre (4) ans.

POINT NO 6.3 DE L'ORDRE DU JOUR

II EST RECOMMANDÉ :

QUE le rapport sur les élections scolaires 2022 soit reçu.

QUE le Conseil maintienne le nombre de membres du Conseil devant être élus à douze (12).

QUE le Conseil ne désigne aucune municipalité comme étant à faible population.

QUE le Conseil approuve la répartition des membres élus comme il est stipulé à l'annexe B.

Préparé et présenté par :

Le directeur de l'éducation par intérim
Jean-Luc Bernard

p. j.

**Conseil scolaire Viamonde
Élection scolaire - 2022**

Explication du calcul du nombre de membres élus

Donnée	Source	Chiffre
Population du groupe électoral	Société d'évaluation foncière des municipalités (SÉFM)	Population du groupe électoral du Conseil: 34 200
Nombre de membres du Conseil fondé sur la population du groupe électoral	Alinéa. 3(2) 2) et tableau 2 du Règlement de l'Ontario 412/00	Compte tenu de la population du groupe électoral pour le Conseil, le règlement prévoit l'élection de 6 membres du Conseil.
Nombre de membres du Conseil fondé sur le moindre du calcul fait pour déterminer la densité ou le territoire du Conseil	Alinéa 3(2) 3. et tableaux 2, 3 et 4 du Règlement de l'Ontario 412/00. On calcule la densité en divisant la population totale du groupe électoral du Conseil par son territoire (34 200 / 68 014 km ²).	Conformément au règlement, sous-alinéa 3(2) 3) ii), on doit se servir du facteur <u>densité</u> et <u>territoire</u> pour déterminer le nombre de membres supplémentaires. Le territoire du Conseil étant de plus de 40 000 km ² , on utilise le moindre de 7 ou de la différence entre 12 et le nombre de membres fondé sur la population du groupe électoral du Conseil (tableau 3 du règlement). Conséquemment, on ajoute donc 6 membres au Conseil.
		Sous réserve du paragraphe 58.1(10.1) de la <i>Loi sur l'éducation</i> , le nombre de membres du Conseil pour l'élection de 2010 est donc de 12 membres.

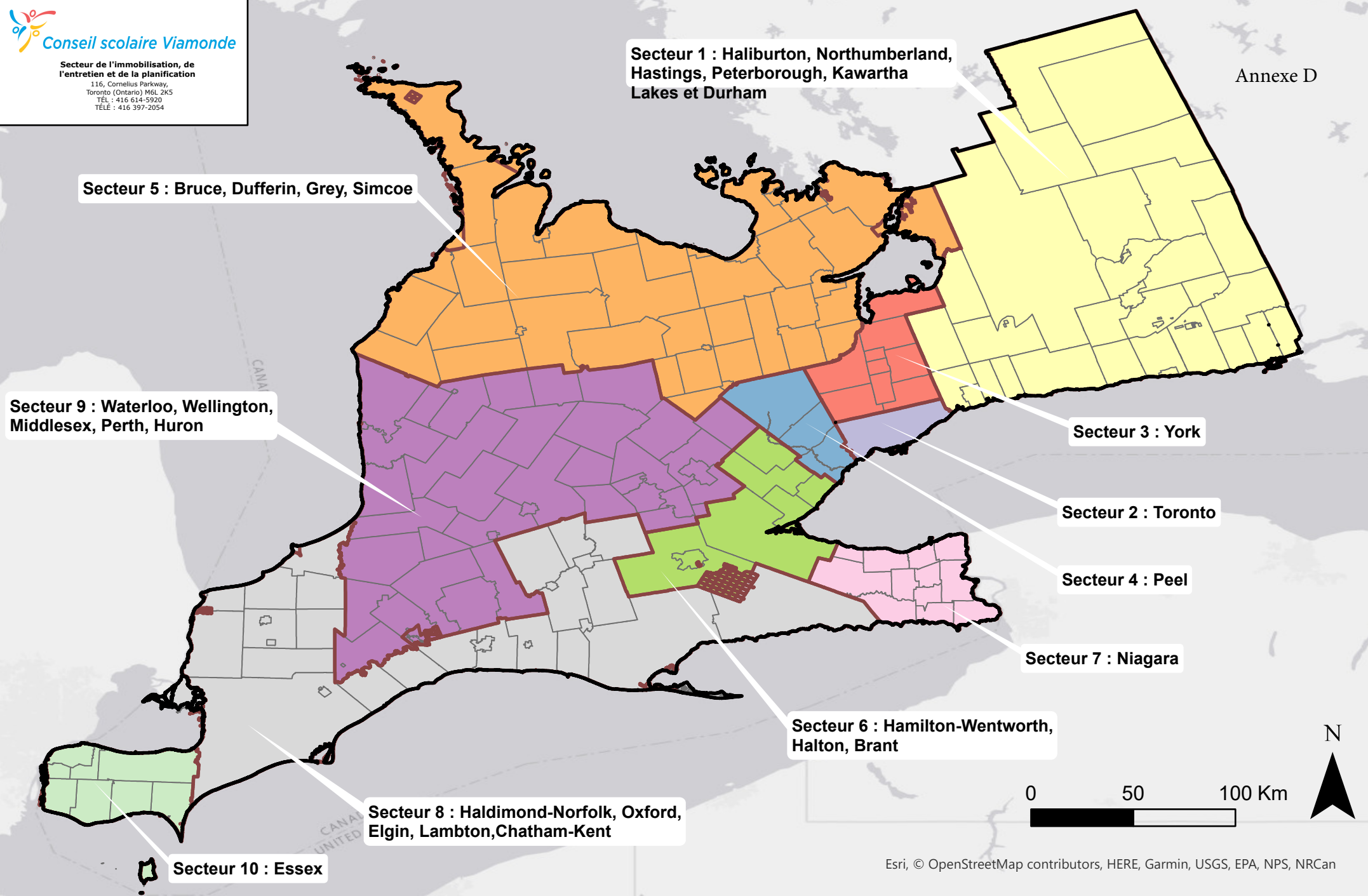
**Population et quotient électoral par secteur
Répartition des membres du Conseil
2022**

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Population électorale 2022	Quotient électoral 2022	Répartition des membres du Conseil	Aux fins d'information Quotient électoral 2018
SECTEUR 1	Comté de Haliburton	27	0,009		0,008
	Comté de Northumberland	188	0,066		0,069
	Comté de Hastings	184	0,065		0,061
	Comté de Peterborough	304	0,107		0,113
	Région de Durham	1 490	0,523		0,554
	TOTAL DU SECTEUR 1	2 193	0,770	1,000	0,805
SECTEUR 2	Toronto Ouest	3 043	1,069	1,000	1,020
	Toronto Centre	4 198	1,474	1,000	1,381
	Toronto Est	2 890	1,014	1,000	1,034
	TOTAL DU SECTEUR 2	10 131	3,557	3,000	3,435
SECTEUR 3	Région de York	2 043	0,717		0,716
	TOTAL DU SECTEUR 3	2 043	0,717	1,000	0,716
SECTEUR 4	Région de Peel	3 982	1,397		1,470
	TOTAL DU SECTEUR 4	3 982	1,397	1,000	1,470
SECTEUR 5	Comté de Bruce	76	0,027		0,017
	Région de Dufferin	266	0,093		0,098
	Comté de Grey	170	0,060		0,052
	Comté de Simcoe	2 939	1,031		1,078
	TOTAL DU SECTEUR 5	3 451	1,211	1,000	1,245
SECTEUR 6	Hamilton-Wentworth	1 064	0,373		0,370
	Halton	1 590	0,558		0,544
	Brant	215	0,075		0,064
	TOTAL DU SECTEUR 6	2 869	1,006	1,000	0,978
SECTEUR 7	Région de Niagara	2 495	0,875		0,960
	TOTAL DU SECTEUR 7	2 495	0,875	1,000	0,960
SECTEUR 8	Haldimand-Norfolk	67	0,024		0,022
	Comté d'Oxford	257	0,090		0,090
	Comté d'Elgin	127	0,045		0,052
	Comté de Lambton	592	0,208		0,198
	Municipalité de Chatham-Kent	285	0,100		0,113
	Total du Secteur 8	1 328	0,467	1,000	0,475
SECTEUR 9	Waterloo	994	0,349		0,329
	Comté de Wellington	789	0,277		0,272
	Comté de Middlesex	1 691	0,593		0,561
	Comté de Perth	42	0,015		0,016
	Comté de Huron	27	0,009		0,009
	Total du Secteur 9	3 543	1,243	1,000	1,187
SECTEUR 10	Comté d'Essex	2 165	0,760		0,731
	Total du Secteur 10	2 165	0,760	1,000	0,731
Total pour le Conseil scolaire Viamonde		34 200	12	12	12

**Population et quotient électoral par secteur
Secteur 8 désigné à faible population
2022**

SECTEUR ÉLECTORAL	MUNICIPALITÉ	Population électorale 2022	Quotient électoral 2022	Secteur 8 désigné à faible population
SECTEUR 1	Comté de Haliburton	27	0,009	0,009
	Comté de Northumberland	188	0,066	0,060
	Comté de Hastings	184	0,065	0,059
	Comté de Peterborough	304	0,107	0,098
	Région de Durham	1 490	0,523	0,479
	TOTAL DU SECTEUR 1	2 193	0,770	0,705
SECTEUR 2	Toronto Ouest	3 043	1,069	0,979
	Toronto Centre	4 198	1,474	1,350
	Toronto Est	2 890	1,014	0,930
	TOTAL DU SECTEUR 2	10 131	3,557	3,259
SECTEUR 3	Région de York	2 043	0,717	0,657
	TOTAL DU SECTEUR 3	2 043	0,717	0,657
SECTEUR 4	Région de Peel	3 982	1,397	1,281
	TOTAL DU SECTEUR 4	3 982	1,397	1,281
SECTEUR 5	Comté de Bruce	76	0,027	0,024
	Région de Dufferin	266	0,093	0,086
	Comté de Grey	170	0,060	0,055
	Comté de Simcoe	2 939	1,031	0,945
	TOTAL DU SECTEUR 5	3 451	1,211	1,110
SECTEUR 6	Hamilton-Wentworth	1 064	0,373	0,342
	Halton	1 590	0,558	0,511
	Brant	215	0,075	0,069
	TOTAL DU SECTEUR 6	2 869	1,006	0,922
SECTEUR 7	Région de Niagara	2 495	0,875	0,802
	TOTAL DU SECTEUR 7	2 495	0,875	0,802
SECTEUR 8	Haldimand-Norfolk	67	0,024	
	Comté d'Oxford	257	0,090	
	Comté d'Elgin	127	0,045	
	Comté de Lambton	592	0,208	
	Municipalité de Chatham-Kent	285	0,100	
	Total du Secteur 8	1 328	0,467	1,467
SECTEUR 9	Waterloo	994	0,349	0,320
	Comté de Wellington	789	0,277	0,254
	Comté de Middlesex	1 691	0,593	0,544
	Comté de Perth	42	0,015	0,014
	Comté de Huron	27	0,009	0,009
	Total du Secteur 9	3 543	1,243	1,141
SECTEUR 10	Comté d'Essex	2 165	0,760	0,696
	Total du Secteur 10	2 165	0,760	0,696
Total pour le Conseil scolaire Viamonde		34 200	12	12

Ajouter 1,0 au Secteur 8

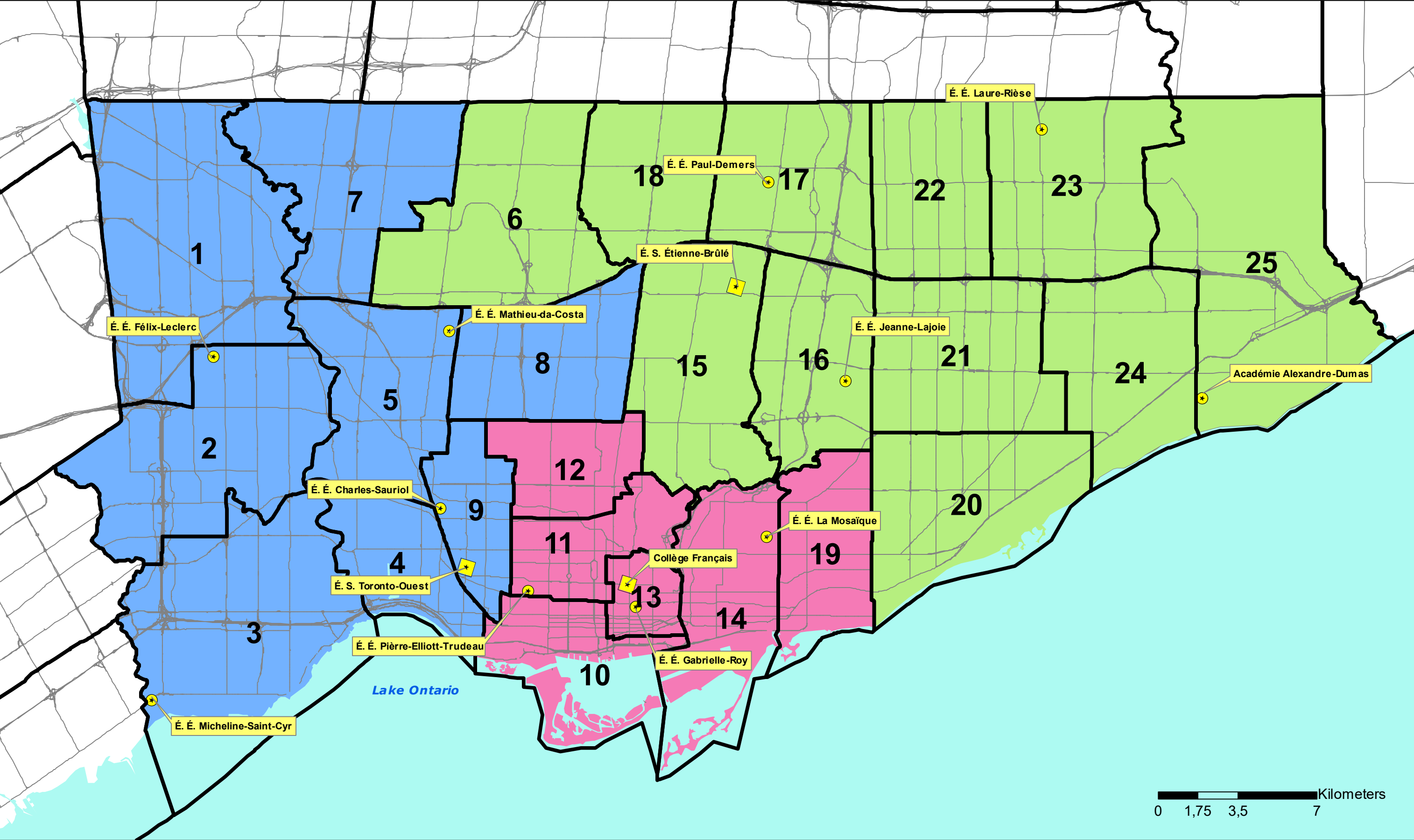


**Répartition des écoles par secteur électoral
(basé sur les prévisions d'effectifs pour octobre 2022)**


SECTEUR ÉLECTORAL	École	Nombre d'élèves	Total d'élèves par secteur	Population électorale 2022	Quotient électoral	Membre élu
SECTEUR 1	Antonine Maillet École Viola-Léger Ronald Marion	199	1 028	2 193	0,770	1
		123				
		706				
SECTEUR 2 - OUEST	Félix-Leclerc Micheline St-Cyr Charles-Sauriol Mathieu-da-Costa Toronto Ouest	134	1 228	3 043	1,069	1
		192				
		388				
		157				
		357				
SECTEUR 2 - CENTRE	Gabrielle-Roy La Mosaïque Collège français Pierre-Elliott-Trudeau	268	1 477	4 198	1,474	1
		489				
		388				
		332				
SECTEUR 2 - EST	Alexandre-Dumas Paul-Demers Jeanne-Lajoie Laure-Rièse Étienne-Brûlé	182	1 379	2 890	1,014	1
		201				
		398				
		237				
		361				
SECTEUR 3	Académie de la Moraine Chantal-Benoit La Fontaine Norval-Morisseau	138	503	2 043	0,717	1
		85				
		131				
		149				
SECTEUR 4	Carrefour des Jeunes Horizon Jeunesse Jeunes sans frontières Le Flambeau	351	1 521	3 982	1,397	1
		203				
		629				
		338				
SECTEUR 5	Académie de la Pinède Des Quatre-Rivières La Source St-Joseph Le Caron Roméo Dallaire	110	1 260	3 451	1,211	1
		172				
		268				
		219				
		156				
		335				
SECTEUR 6	Du Chêne Dyane-Adam Georges-P.-Vanier Patricia-Picknell Pavillon de la jeunesse Renaissance Gaétan-Gervais	205	1 390	2 869	1,006	1
		129				
		177				
		93				
		258				
		232				
		296				
SECTEUR 7	Champlain Franco-Niagara L'Héritage LaMarsh Nouvel Horizon	0	723	2 495	0,875	1
		249				
		133				
		190				
		151				
SECTEUR 8	Franco-Jeunesse Les Rapides	78	224	1 328	0,467	1
		146				
SECTEUR 9	Académie de la Tamise David-Saint-Jacques La Pommeraie L'Harmonie L'Odyssée Marie-Curie Gabriel-Dumont	239	1 956	3 543	1,243	1
		175				
		367				
		301				
		155				
		255				
		464				
SECTEUR 10	L'Envolée Louise Charron Lamothe-Cadillac	173	522	2 165	0,760	1
		116				
		233				
TOTAL POUR LE CONSEIL SCOLAIRE VIAMONDE		13 211	13 211	34 200	12	12


**Ville de Toronto divisée en 3 secteurs
2022**



SECTEUR ÉLECTORAL	Numéro du quartier	Population électorale 2022	Quotient électoral	Membre élu
Ouest	1	180	0,063	
	2	197	0,069	
	3	393	0,138	
	4	948	0,333	
	5	201	0,071	
	7	120	0,042	
	8	355	0,125	
	9	649	0,228	
		3 043	1,069	1
Centre	10	599	0,210	
	11	760	0,267	
	12	529	0,186	
	13	618	0,217	
	14	951	0,334	
	19	741	0,260	
		4 198	1,474	1
Est	6	173	0,061	
	15	477	0,167	
	16	429	0,151	
	17	297	0,104	
	18	289	0,101	
	20	259	0,091	
	21	236	0,083	
	22	183	0,064	
	23	116	0,041	
	24	203	0,071	
	25	228	0,080	
		2 890	1,014	1
Total du SECTEUR 2 - TORONTO		10 131	3,557	3,000





**Secteurs électoraux de Toronto,
basés sur le Règlement de l'Ontario
proposé 412/00**


-  CS Viamonde, Élémentaires

 CS Viamonde, Secondaires

 Routes
-  Circonscriptions municipales proposées (Règl. 412/00)

 Région Nord-Est

 Région Centre

 Région Ouest



**Conseil scolaire Viamonde**
Secteur de l'immobilisation, de
l'entretien et de la planification
116, Cornelius Parkway
Toronto, Ontario, M6L 2K5
TEL : 416 614-5920
FAX : 416 397-2054

Liste des villes et municipalités par région et secteur

SECTEUR 1

Comté de Haliburton

- Municipalité de Highlands East
- Ville de Minden Hills
- Ville d'Algonquin Highlands
- Municipalité de Dysart Et Al

Comté de Northumberland

- Municipalité de Brighton
- Municipalité de Cramahe
- Municipalité de Hamilton
- Ville de Cobourg
- Municipalité de Port Hope
- Municipalité de Trent Hills
- Municipalité d'Alnwick/Haldimand

Comté de Hastings

- Ville de Quinte West

Comté de Peterborough

- Municipalité d'Asphodel-Norwood
- Municipalité d'Otonabee-South Monaghan
- Municipalité de Cavan-Monaghan
- Ville de Peterborough
- Municipalité de Selwyn
- Municipalité de Douro-Dummer
- Municipalité de de Havelock-Belmont-Methuen
- Municipalité de North Kawartha
- Municipalité de Trent Lakes

Ville de Kawartha Lakes

Région de Durham

- Ville de Pickering
- Ville d'Ajax
- Ville de Whitby
- Ville d'Oshawa
- Municipalité de Clarington
- Municipalité de Scugog
- Municipalité d'Uxbridge
- Municipalité de Brock

SECTEUR 2

Toronto

SECTEUR 3

Région de York

- Ville de Vaughan
- Ville de Markham
- Ville de Richmond Hill
- Ville de Whitchurch-Stouffville
- Ville d'Aurora
- Ville de NewMarket
- Municipalité de King
- Ville d'East Gwillimbury
- Ville de Georgina

SECTEUR 4

Région de Peel

- Ville de Mississauga
- Ville de Brampton
- Ville de Caledon

SECTEUR 5

Comté de Bruce

- Municipalité de Arran-Elderslie
- Municipalité de Brockton
- Municipalité de Huron-Kinloss
- Municipalité de Kincardine
- Municipalité de Northern Bruce Peninsula
- Municipalité de South Bruce
- Ville de Saugeen Shores
- Ville de South Bruce Peninsula

Région de Dufferin

- Municipalité d'East Garafraxa
- Municipalité de Grand Valley
- Municipalité d'Amaranth
- Ville de Mono
- Ville d'Orangeville
- Municipalité de Melancthon
- Municipalité de Mulmur
- Ville de Shelburne

Comté de Grey

- Municipalité de Georgian Bluffs
- Municipalité de Chatsworth
- Municipalité de West Grey
- Municipalité de Southgate
- Ville de Grey Highlands
- Ville de Meaford
- Ville de Hanover
- Ville de Blue Mountains
- Ville d'Owen Sound

Comté de Simcoe

- Municipalité d'Adjala-Tosorontio
- Ville de Bradford West Gwillimbury
- Ville d'Innisfil
- Municipalité d'Essa
- Ville de New Tecumseth
- Municipalité de Clearview
- Ville de Collingwood
- Municipalité de Springwater
- Ville de Barrie
- Municipalité d'Oro-Medonte
- Municipalité de Ramara
- Municipalité de Severn
- Ville d'Orillia
- Municipalité de Tay
- Ville de Wasaga Beach
- Municipalité de Tiny
- Ville de Penetanguishene
- Ville de Midland
- Municipalité d'Essa-CFB

SECTEUR 6

Hamilton-Wentworth

- Ville de Hamilton
- Municipalité de West Lincoln
- Ville de Grimsby
- Ville de Lincoln

Halton

- Ville d'Oakville
- Ville de Burlington
- Ville de Milton
- Ville de Halton Hills

Brant

- Ville de Brantford
- Comté de Brant

SECTEUR 7

Région de Niagara

- Ville de Fort Erie
- Ville de Port Colborne
- Ville de Thorold
- Ville de Welland
- Ville de Niagara Falls
- Ville de Pelham
- Municipalité de Wainfleet
- Ville de Niagara-on-the-Lake
- Ville de St. Catharines

SECTEUR 8

Haldimand-Norfolk

- Comté de Haldimand

Comté d'Oxford

- Municipalité de Norwich
- Ville de Tillsonburg
- Municipalité de South-West Oxford
- Ville d'Ingersoll
- Municipalité de Zorra
- Municipalité d'East Zorra-Tavistock
- Ville de Woodstock
- Municipalité de Blandford Blenheim
- Comté de Norfolk

Comté d'Elgin

- Municipalité de Bayham
- Municipalité de Malahide
- Ville d'Aylmer
- Municipalité de Central Elgin
- Ville de St. Thomas
- Municipalité de Southwold
- Municipalité de Dutton/Dunwich
- Municipalité de West Elgin

Comté de Lambton

- Municipalité de St. Clair
- Municipalité de Dawn-Euphemia
- Municipalité de Brooke-Alvinston
- Municipalité d'Enniskillen
- Ville d'Oil Springs
- Ville de Petrolia
- Ville de Sarnia

- Ville de Point Edward
- Ville de Plympton-Wyoming
- Ville de Warwick
- Municipalité de Lambton Shores

Municipalité de Chatham-Kent

- Municipalité de Chatham-Kent

SECTEUR 9

Waterloo

- Municipalité de North Dumfries
- Ville de Cambridge
- Ville de Kitchener
- Ville de Waterloo
- Municipalité de Wilmot
- Municipalité de Wellesley
- Municipalité de Woolwich

Comté de Wellington

- Municipalité de Puslinch
- Ville de Guelph
- Municipalité de Guelph Eramosa
- Ville de Erin
- Municipalité de Centre Wellington
- Municipalité de Mapleton
- Municipalité de Minto
- Municipalité de Wellington North

Comté de Middlesex

- Municipalité de Southwest Middlesex
- Municipalité de Strathroy-Caradoc
- Municipalité de Thames Centre
- Ville de London
- Municipalité de Middlesex Centre
- Municipalité d'Adelaide Metcalfe
- Municipalité de North Middlesex
- Municipalité de Lucan Biddulph
- Village de Newbury

Comté de Perth

- Municipalité de Perth East
- Ville de Stratford
- Ville de St. Marys
- Municipalité de Perth South
- Municipalité de West Perth
- Municipalité de North Perth

Comté de Huron

- Municipalité de South Huron
- Municipalité de Bluewater
- Ville de Goderich
- Municipalité de Central Huron
- Municipalité d'Huron East
- Municipalité de Howick
- Municipalité de North Huron
- Municipalité de Morris-Turnberry
- Municipalité d'Ashfield-Colborne-Wawanosh

SECTEUR 10

Comté d'Essex

- Municipalité de Pelee
- Municipalité de Leamington
- Ville de Kingsville
- Ville d'Amherstburg
- Ville de LaSalle
- Ville de Windsor
- Ville de Tecumseh
- Ville de Lakeshore
- Ville d'Essex

Dates importantes

Activités	Dates limites
Réception des données de la SEFM (rapport PGE)	15 février 2022
<ol style="list-style-type: none"> 1. Les conseils scolaires peuvent adopter des résolutions déterminant le nombre de leurs membres élus et doivent adopter des résolutions déterminant la répartition de leurs membres élus. 2. Les conseils scolaires dont le territoire de compétence comprend plus d'une municipalité doivent adopter une résolution portant qu'ils ont décidé de désigner ou de ne pas désigner une municipalité située dans leur territoire de compétence comme municipalité à faible population. 3. Il s'agit de la dernière journée pour adopter une résolution visant à réduire le nombre de membres élus. 	31 mars 2022
Envoi du rapport sur la détermination et la répartition à la ministre, aux secrétaires des élections scolaires et aux secrétaires des autres conseils scolaires, au sein du territoire de compétence du Conseil	4 avril 2022
Date limite pour les appels des municipalités relatifs à la répartition des membres élus	21 avril 2022
Envoi des avis d'appel par la ou le secrétaire du Conseil (c.a.d. la direction de l'éducation) à la commission des affaires municipales de l'Ontario (CAMO)	25 avril 2022
Début de la période de déclaration de candidature et de campagne	1 ^{er} mai 2022
Date limite pour la prise de décision de la CAMO	10 juin 2022
Dernière journée pour se porter sa candidature ou pour retirer sa candidature	19 août 2022 à 14 h
Établissement du comité de vérification de la conformité	1 ^{er} octobre 2022

Jour de scrutin	24 octobre 2022
Début du mandat des membres élus	15 novembre 2022
Fin de la période de campagne	3 janvier 2023
Date limite de dépôt de l'état financier des personnes qui ont porté leur candidature	31 mars 2023 à 14 h