



## **AGENDA**

THE MEETING WILL BE AVAILABLE AS FOLLOWS AT 1:00 P.M. ON TUESDAY, JANUARY 19, 2021

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

- 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**

- a) Minutes of the Middlesex County Council meeting held on December 15, 2020  
[4 a - CC - January 19 - CC Minutes - December 15, 2020](#)

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

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

That the minutes of the Middlesex County Council meeting held on December 15, 2020 be approved as presented.

- 5. DEPUTATIONS**
- 6. ENQUIRIES OR NOTICES OF MOTION**
- 7. REPORTS**
- 8. NEW BUSINESS**

- a) Ilderton Library and EarlyOn Child and Family Centre Lease Agreement  
[8 a - CC - January 19 - Ilderton Library and EarlyON Child and Family Centre Lease Agreement](#)
  - Report from Lindsay Brock, Director of Library Services

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

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

That the Lease Agreement between the Municipality of Middlesex Centre, the Corporation of the County of Middlesex and the Middlesex County Library Board for a 1,916 square feet Enhanced Library, a 1,193 square feet EarlyON Child and Family Centre program space, and a 1,870 EarlyON Child and Family Centre storage/workspace in Ilderton be approved and that the necessary by-law be forwarded to Council to authorize the Warden and County Clerk to execute the Lease Agreement.

b) Off Road Vehicle By-Law

[8 b - CC - January 19 - Off road vehicle by-law - CT](#)

- Report from Chris Traini, County Engineer & Wayne Meagher, County Barrister & Solicitor

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

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

That the by-law to prohibit and/or otherwise regulation of Off-Road Vehicles (OVRs) on County Roads be approved.

c) 2021-2024 Strategic Plan and Proposed Implementation Steps

[8 c - CC - Strategic Plan and Proposed Implementation v3](#)

- Report from Warden Burghardt-Jesson

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

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

That the Middlesex County 2021 – 2024 Strategic Plan be approved as presented.

d) Data Centre Sub Licence Renewal Agreement

[8 d - CC - January 19 - Data Centre Agreement](#)

- Report from Chris Bailey, Manager of ITS

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

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

That the Data Centre Sublicense Renewal Agreement be approved as presented and that the necessary by-law be presented to County Council to authorize the Warden and the County Clerk to execute the Data Centre Sublicense Renewal Agreement with the Corporation of the City of London.

e) Appeal to Southwest Middlesex Consent Application No. B-09/2020

[8 e - CC - January 19 - Report SWM B09-2020 Appeal](#)

- Report from Durk Vanderwerff, Director of Planning

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

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

That staff be directed to pursue the appeal of the Municipality of Southwest Middlesex Application B-09/2020 before the Local Planning Appeal Tribunal.

or

That staff be directed to withdraw the appeal of the Municipality of Southwest Middlesex Application B-09/2020.

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

## **10. BY-LAWS**

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

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

That the By-laws be deferred until the end of the meeting

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

### **A. DELEGATIONS / REPORTS OF COUNTY OFFICERS**

1. Use of Proceeds  
[A 1 - CW - January 19 - Use of Proceeds January 19, 2021](#)
  - Presentation by Bill Rayburn, CAO

### **B. ACTION ITEMS**

1. New Traffic Signals On Middlesex County Roads  
[B 1 - CW Action - January 19 - Traffic Signals 2021 - CT](#)
  - Report from Chris Traini, County Engineer

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

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

That the installation of traffic signals at the intersection of County Road 7 (Elginfield Road) and County Road 81 (Parkhill Main Street) be included in the Middlesex County capital budget for 2021.

2. Electronic Agenda Management System  
[B 2 - CW Action - January 19 - Electronic Agenda Management System \(FINAL DRAFT\)](#)
  - Report from Chris Bailey, Manager of ITS

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

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

That County Council approves this upcoming change to electronic agenda management systems.

3. Population and Housing Projections for Middlesex County  
[B 3 - CW Action - January 19 - Population Projections](#)

- Report from Durk Vanderwerff, Director of Planning

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

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

That the 'Middlesex County Housing Growth Forecast and Allocations by Local Municipality' completed by Watson & Associates Economists Ltd. and dated December 11<sup>th</sup>, 2020, be selected as the projected growth scenarios that are most likely to occur over the 25-year planning horizon and that this be included in the draft amendment to the County Official Plan for the purposes of consultation.

### **C. CORRESPONDENCE AND INFORMATION ITEMS**

1. General Payables to January 8, 2021 totalling \$657,234.03  
[C 1 - CW Info - January 19 - General Administration Payables December 7 - January 8 2021](#)
2. Planning Payables to January 8, 2021 totalling \$4,710.51  
[C 2 - CW Info - January 19 - Planning Payables December 7 - January 8 2021](#)
3. Electronic Payments for the month of December 2020 totalling \$2,071,558.46  
[C 3 - CW Info - January 19 - Electronic Payments-December 2020](#)
4. Social Services Payables to January 8, 2021 totalling \$661,059.43  
[C 4 - CW Info - January 19 - Social Services Payables December 7 - January 8 2021](#)
5. Strathmere Lodge Payables to January 8, 2021 totalling \$233,900.00  
[C 5 - CW Info - January 19 - Strathmere Lodge Payables December 7 - January 8 2021](#)
6. Road Payables to January 8, 2021 totalling \$1,553,185.12  
[C 6 - CW Info - January 19 - Roads Payables December 7 - January 8 2021](#)
7. MLPS Payables to January 8, 2021 totalling \$985,842.12  
[C 7 - CW Info - January 19 - MLPS Payables December 7 - January 8 2021](#)
8. ITS Payables to January 8, 2021 totalling \$169,903.10  
[C 8 - CW Info - January 19 - Information Technology Payables December 7 - January 8 2021](#)
9. Economic Development Payables to January 8, 2021 totalling \$62,681.37  
[C 9 - CW Info - January 19 - Economic Development Payables December 7 - January 8 2021](#)

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

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

That Items C.1 – CW through C.9 – CW, (Payables) be received for information.

10. Strathmere Lodge Census Report – December 2020  
[C 10 - CW Info - January 19 - Strathmere Lodge Census Report - Dec 2020](#)

11. Letter from the Ministry of Children, Community and Social Services announcing the release of “Building a Strong Foundation for Success: Reducing Poverty in Ontario (2020-2025)”  
[C 11 - CW Info - January 19 - MCCS-Poverty Reduction](#)
12. Copy of a letter from the London & Middlesex Community Housing to the City of London Strategic Priorities and Policy Committee with respect to governance review  
[C 12 - CW Info - January 19 - LMHC - 2020-12-16 Submission](#)
13. Letter from the Solicitor General advising that the deadline for municipalities to prepare and adopt a Community Safety and Well-Being Plan has been extended to July 1, 2021  
[C 13 - CW Info - January 19 - Delay of Community Safety Plans](#)
14. Copy of a letter from Gravel Watch Ontario providing a copy of Ontario on the Rocks: A Report on the Economic, Social and Environmental Consequences of Resource Extraction”  
[C 14 - CW Info - January 19 - Gravel Watch Municipal Letter January 2021](#)
15. Copy of the November and December 2020 Monthly Board of Health Update  
[C 15 - CW Info - January 19 - MLSX BOH Update for December and November 2020](#)
16. Final Approval of Rosewood Plan of Subdivision; Phase One, File 39T-TC-1701, Thames Centre  
[C 16 - CW Info - January 19 - Report 39T-TC1701 Rosewood Subdivision](#)
  - Report from Durk Vanderwerff, Director of Planning
17. Final Approval Harris Road (Serrarens) Plan of Subdivision; File 39T-MC1202; Municipality of Middlesex Centre  
[C 17 - CW Info - January 19 - Plan of Subdivision 39T-MC1202](#)
  - Report from Durk Vanderwerff, Director of Planning
18. Final Approval of Lucan Estates and Lucan McNeil Plan of Subdivision – Phase 4; Files 39T-LB1301 and 39T-LB0702, Lucan Biddulph  
[C 18 - CW Info - January 19 - Plan of Subdivision 39T-LB0702 1301](#)
  - Report from Durk Vanderwerff, Director of Planning
19. Final Approval of Phase One Westwood Estates Plan of Subdivision; File 39T-NM1801, Municipality of North Middlesex  
[C 19 - CW Info - January 19 - Plan of Subdivision 39T-NM1801](#)
  - Report from Durk Vanderwerff, Director of Planning
20. Letter from the Ministry of Environment, Conservation and Parks providing information on a newly formed conservation authorities working group to assist with changes to the Conservation Authorities Act  
[C 20 - CW Info - January 19 - Ministry of the Environment-CA](#)
21. Application for Council Exemption for Cutting of Woodlands, Township of Adelaide Metcalfe; 1179 Egremont Drive, Van Aert  
[C 21 - CW Info - January 19 - Application Exemption Tony Van Aert](#)  
A Hearing is scheduled for Tuesday, February 16, 2021
22. Application for Council Exemption for Cutting Woodlands; Municipality of Strathroy-Caradoc; 6864 Olde Drive; Vieira

[C 22 - CW Info - January 19 - Application Exemption Vieira](#)

A Hearing is scheduled for Tuesday, February 16, 2021

23. Application for Council Exemption for Cutting of Woodlands; Township of Lucan Biddulph; Lot 17, Concession 7; Bloeman

[C 23 - CW Info - January 19 - Application Exemption Willem Bloemen](#)

A Hearing is scheduled for Tuesday, February 16, 2021

24. AMO Updates from December 17, 2020 to January 12, 2021

[C 24 - CW Info - January 19 - AMO Update-December 17](#)

25. Ontario Provides More Financial Relief for Municipalities during COVID-19

[C 25 - CW Info - January 19 - Provincial News Release - December 16, 2020](#)

26. Final Approval A & M Sod Supply Plan of Subdivision; File 39t-Mc0603; Municipality Of Middlesex Centre

[C 26 - CW Info - January 19 - Plan of Subdivision 39T-MC0603](#)

- Report from Durk Vanderwerff, Director of Planning

27. Letter from the Ministry of Municipal Affairs & Housing advising that Middlesex County will receive \$357,000.00 for 2021 COVID-related operating pressures

[C 27 - CW Info - January 19 - MMAH additional COVID Funding](#)

28. Letter from Statistics Canada advising that the 2021 census will take place in May 2021

[C 28 - CW Info - January 19 - 2021 Census January 13](#)

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

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

That Items C.10 – CW through C.28 – CW be received for information.

## **12. INQUIRIES**

## **13. NEW BUSINESS**

- a) Next County Council Meetings:

Tuesday, January 19, 2021

Tuesday, February 16, 2021

Tuesday, March 9, 2021 at 10:00 am – Budget

Tuesday, March 9, 2021

Tuesday, March 23, 2021

Tuesday, April 13, 2021

Tuesday, April 27, 2021

Tuesday, May 11, 2021

Tuesday, May 25, 2021

Tuesday, June 8, 2021

Tuesday, June 22, 2021

**CLOSED SESSION**

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

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

That the next portion of the meeting be closed to the public in order to consider a labour relations or employee negotiations; advice that is subject to solicitor-client privilege, including communications necessary for that purpose; 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 subsection 239 (2) (d, f, and i) of the Municipal Act.

- b) SWIFT Presentation of Broadband Construction Projects
  - Presentation by Barry Field, Executive Director, SWIFT
- c) Napier Wind Project Road Use Agreement Assignment
  - Report from Wayne Meagher, County Barrister and Solicitor  
(Report will be circulated prior to the meeting)
- d) Tentative Agreement with CUPE Local 101.5
  - Report from Jessica Ngai, Human Resource Manager  
(Report will be circulated prior to the meeting)

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

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

That Council resume from its Closed Session.

## 10. BY-LAWS

- a) A BY-LAW to enter into a Lease Agreement between the Corporation of the County of Middlesex; the Middlesex County Library Board; and the Corporation of the Municipality of Middlesex Centre, with respect to leasing the Ilderton Library and EarlyON Child and Family Centre  
[10 a - CC - January 19 - Lease - Ilderton Library and EarlyOn Centre](#)
- b) A By-Law to prohibit and/or otherwise regulation of Off-Road Vehicles (ORVs) on County Roads (Copy attached to report)
- c) A BY-LAW to authorize the Warden and the Clerk to execute a Sub Licence Agreement between The Corporation of the County of Middlesex and The Corporation of the City of London with respect to sharing space and environmental operating costs of a data centre for the period January 1, 2020 to December 31, 2023  
[10 c - CC - January 19 - Sub Licence Agreement with City of London - Data Centre](#)
- d) A BY-LAW to enter into an Amending Agreement – Road Use Agreement between SWNS Holding Corporation; SWNS Wind LP; MUFG Union Bank, N.A.; and the Corporation of the County of Middlesex; (copy to be circulated at the meeting)

- e) A BY-LAW to authorize a Collective Agreement between CUPE Local 101.5 and the Corporation of the County of Middlesex for the period January 1, 2020 to December 31, 2021 (copy to be circulated at the meeting)
- f) A BY-LAW to Authorize the Execution of an Amended Capital Contribution Agreement between The Corporation of the County of Middlesex and Southwestern Integrated Fibre Technology Inc., (SWIFT)  
[10 f - CC - January 19 - Authorize signing - Amended Capital Contribution Agreement-SWIFT](#)
- g) A By-Law to confirm proceedings of the Council of The Corporation of the County of Middlesex – January 19, 2021  
[10 g - CC - January 19 - Confirming By-law - January 19, 2021](#)

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

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

That first and second reading of the By-laws be given:

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

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

That third and final reading of the preceding By-laws be given.

#### **14. ANNOUNCEMENTS**

#### **15. ADJOURNMENT**

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

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

That the meeting adjourn at p.m.

Accessible formats and communication supports are available upon request. Please contact Kathy Bunting, County Clerk to make a request. [kbunting@middlesex.ca](mailto:kbunting@middlesex.ca)



**DECEMBER 15, 2020 - MIDDLESEX COUNTY COUNCIL**

Council Chambers, County Building  
London, 1:00 pm, Tuesday, December 15, 2020

**1. CALL TO ORDER AND WARDEN'S REMARKS**

Council met with all members present electronically. Warden Burghardt-Jesson presided. Warden Burghardt-Jesson addressed Council as follows:

*"I want to begin this afternoon's meeting acknowledging the tragic construction site event that happened in London on Friday. The Middlesex London community is a small one and a number of our communities have ties those that were on the job site. I know you all join me in passing along our thoughts, meditations, prayers and condolences to the victims and their families, as well as to all the construction workers and company representatives that were involved and affected.*

*I also want to acknowledge all the 1st responders who attended the scene. We are once again reminded of how incredibly well served we are. As the service authority for ambulance I want to specifically mention our paramedics. I had opportunity to go back and forth with Neal on the weekend. He praised not only his team, but let me know how well all the 1st responders worked together in what was a chaotic scene. Chief Roberts please extend our appreciation to your team. In this circumstance thank you seems so inadequate, but it is said with deep appreciation and respect.*

*As this will be the last time we meet as council before the holidays, I want to extend to all of you, Council, staff and our residents the very best for a blessed and meaningful holiday season. This year more than ever whatever and however you celebrate, take the time to celebrate and reflect on all that is important and all you are blessed to have and experience. As challenging as this year has been, in some respect, dark, holidays both religious and secular do provide light through the darkness.*

*So from me to you...Merry Christmas and bring on 2021!"*

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

None.

**3. BUSINESS ARISING FROM THE MINUTES:**

None

**4. MINUTES**

- a) Minutes of the Middlesex County Council meeting held on November 24, 2020

Moved by Councillor Richards

Seconded by Councillor Elliott

That the minutes of the Middlesex County Council meeting held on November 24, 2020 be approved as presented.

Carried.

- b) Minutes of the Middlesex County Council Inaugural meeting held on November 24, 2020

Moved by Councillor Mayhew

Seconded by Councillor DeViet

That the minutes of the Middlesex County Council Inaugural meeting held on November 24, 2020 be approved as presented.

Carried.

**5. DEPUTATIONS**

- a) Middlesex County Economic Development Strategy Update: Final Report
- Presentation by Paul Blais, Executive Vice-President and Clark Hoskin, Senior Consultant, MDB Insight

The Middlesex County Economic Development Strategic Update 2021 – 2025; and the Middlesex County Economic Development Strategic Update – Summary Brochure were circulated to Council.

Moved by Councillor Mayhew

Seconded by Councillor DeViet

That the Middlesex County Economic Development Strategy Update 2021 to 2025 be approved as presented.

Carried.

**6. ENQUIRIES OR NOTICES OF MOTION****7. REPORTS**

## 8. NEW BUSINESS

- a) 2021 Borrowing Bylaw
  - Report from Cindy Howard, General Manager of Finance and Community Services

Moved by Councillor Warwick

Seconded by Councillor Ropp

That the necessary borrowing by-law for 2021 authorizing the borrowing of funds with a maximum limit of \$2,000,000 at any one time be approved and that the Warden and County Clerk are authorized to execute the 2021 Borrowing By-law.

Carried.

- b) Emergency Winter Maintenance Services Memorandum of Understanding
  - Report from Chris Traini, County Engineer

Moved by Councillor Cornelissen

Seconded by Councillor Brennan

WHEREAS:

- A. In and around March 2020 a worldwide pandemic regarding the Novel Coronavirus 19 commenced ("**COVID-19**");
- B. On March 17, 2020, a Declaration of Emergency was made by the Province of Ontario pursuant to section 7.0.1 of the *Emergency Management and Civil Protection Act*, R.S.O. 1990, c. E.9 (the "**EMCPA**") related to COVID-19;
- C. On March 17, 2020, a Declaration of Emergency was made by the County of Middlesex and each of the local municipalities within the geography of the County, being The Corporation of the Township of Adelaide Metcalfe, The Corporation of the Township Of Lucan Biddulph, the Municipality of Middlesex Centre, The Corporation of the Municipality of North Middlesex, The Corporation of the Municipality of Southwest Middlesex, The Corporation of the Municipality of Strathroy Caradoc, The Corporation of the Municipality of Thames Centre, and The Corporation of the Village of Newbury (the "**Local Municipalities**"), pursuant to section 4(1) of the *EMCPA* related to COVID-19 (the "**Emergency**");
- D. The upper-tier municipality, The Corporation of the County of Middlesex (the "**County**") and the Local Municipalities, due to the nature of the Emergency, wish to assist each other with winter maintenance upon request should the circumstances of the Emergency require it and the appropriate resources exist;
- E. The County and the Local Municipalities acknowledge that jurisdiction over any highway subject to this resolution remains that of the municipality which established the highway by by-law, but that the municipality providing the winter maintenance services is responsible for the services provided; and
- F. Where the term Claims is used in this resolution, "**Claims**" shall mean any claim, action, allegation, cause of action, loss, expense, costs (including legal

costs), fine, penalty, liability, damages, interest, and/or judgment (including but not limited to, costs and expenses incidental thereto).

NOW THEREFORE:

1. The above recitals are true and the same are hereby incorporated into this Resolution.
2. County Council hereby authorizes each of the Local Municipalities to perform sanding, salting, snowplowing and/or winter patrol operations ("**Winter Maintenance Services**") on highways under the jurisdiction of the County, should the County Engineer or his or her designate, request such services at any time during the Emergency.
3. County Council does hereby authorize County staff to perform Winter Maintenance Services on highways under the jurisdiction of a Local Municipality, at the request of the Local Municipality, at any time during the Emergency, if in the opinion of the County Engineer, the County has sufficient resources to perform such work.
4. The municipality requesting Winter Maintenance Services will make best efforts to provide the municipality from which the services are being requested with twelve (12) hours written notice (includes e-mail) of the need for the provision of Winter Maintenance Services and for each request to specify, in writing, (a) the highways or portions of highways for which assistance is required; and (b) the length of time for which assistance is required.
5. Any Winter Maintenance Services provided by any municipality within the geography of Middlesex County shall be provided for the whole width of the highway and in accordance with all applicable laws, including the "Minimum Maintenance Standards for Municipal Highways" established under Ontario Regulation 239/02 of the *Municipal Act 2001*, SO 2001, c 25, as amended or replaced, and the Ontario Traffic Manual, as amended or replaced.
6. The municipality requesting assistance shall be responsible for all expenses incurred by the municipality performing the Winter Maintenance Services, save and except for the costs to repair any damage caused to a highway as a result of the Winter Maintenance Services, which shall be borne by the municipality performing the services.
7. The municipality performing the Winter Maintenance Services shall be responsible and liable for Claims attributed to direct damages caused by its provision of Winter Maintenance Services and shall not be responsible, accountable or liable for any indirect, consequential or special damages as a result of performing Winter Maintenance Services.
8. The County does hereby release and agrees to indemnify, defend and save harmless the other Local Municipalities, their respective Councillors, officers, employees, legal counsel, and agents, from and against any Claims attributed to direct damages caused by its provision of the Winter Maintenance Services. The County shall not be responsible, accountable or liable for any indirect, consequential or special damages as a result of performing Winter Maintenance Services.

9. This resolution comes into effect immediately upon its passing and expires at the earliest of the County repealing its Emergency Declaration of Emergency related to COVID-19 pursuant to section 4(1) of the *EMCPA* or April 15, 2021.
10. In the event a Local Municipality repeals its respective Declaration of Emergency related to COVID-19 pursuant to section 4(1) of the *EMCPA*, no Emergency Winter Maintenance Services will be provided to that municipality.

County Council may at any time, by resolution, terminate the authorization  
Carried.

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

## **10. BY-LAWS**

Moved by Councillor Elliott

Seconded by Councillor Richards

That the By-laws be deferred until the end of the meeting  
Carried.

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

### **A. DELEGATIONS / REPORTS OF COUNTY OFFICERS**

1. Phragmites Pilot Treatment Update
  - Presentation by Mark Brown, Weed Inspector and Woodlands Conservation Officer; and Ryan Hillinger, Engineering Supervisor
2. Digital Service Delivery Review
  - Presentation by Prasanna Gunasekera and Susan Chase, Perry Group Consulting Inc.

### **B. ACTION ITEMS**

1. Municipal Modernization Program Ontario – Service Delivery Review on Digital Transformation Top 10
  - Morgan Calvert, Director of Information Technology Services and Cindy Howard General Manager, Finance and Community Services
  - Ebyan Hassan presented the report

Moved by Councillor Smith

Seconded by Councillor Ropp

That the Collaborative Service Delivery Review for Digital Transformation Report prepared by Perry Group Consulting be approved as presented.  
Carried.

2. 2021 Budget Schedule
  - Report from Cindy Howard, General Manager of Finance and Community Services

Moved by Councillor Richards

Seconded by Councillor Brennan

That the members of the Budget Committee for 2021 will be: the 2021 Warden Cathy Burghardt-Jesson, the Immediate Past Warden Kurtis Smith, Councillor Brian Ropp and Councillor Aina DeViet; and that the proposed 2021 budget timetable, be approved as follows:

DATE	DETAILS
December 31, 2020	Draft budgets prepared and sent to Treasury
February 1 to February 19, 2021	Review of draft budget documents by Budget Committee
March 9, 2021	Presentation of 2021 operating and capital budgets
March 23, 2021	By-laws presented to Council for approval of 2021 operating and capital Budgets
April 27, 2021	Council approval of 2021 tax rates
August 17, 2021	Council approval of tangible capital asset budget

Carried.

3. Five-Year County Roads Capital Plan 2021 to 2025
  - Report from Chris Traini, County Engineer

Moved by Councillor Cornelissen

Seconded by Councillor Warwick

That the Five-year Roads Capital Plan for the years 2021 through 2025 be approved.

Carried.

4. Request for Proposal for Detailed Design of Glendon Drive Roundabout and Coldstream Road Realignment
  - Report from Chris Traini, County Engineer

Moved by Councillor DeViet

Seconded by Councillor Vanderheyden

That the County of Middlesex enter into an agreement with Stantec Consulting Ltd. for the provision of consulting and design services for the detailed design of the Glendon Drive Roundabout and the Coldstream Road Realignment; and that the County Engineer be authorized to execute the agreement.

Carried.

5. Proposed Plan of Subdivision, Municipality of Middlesex Centre, File No. 39T-MC1901, Sifton Properties Limited
  - Report from Durk Vanderwerff, Director of Planning

Moved by Councillor Brennan

Seconded by Councillor Warwick

That the proposed Plan of Subdivision (File No. 39T-MC1901) be granted draft plan approval subject to conditions and that a Notice of Decision be circulated as required by the Planning Act.

Carried.

### **C. CORRESPONDENCE AND INFORMATION ITEMS**

1. General Payables to December 4, 2020 totalling \$1,161,784.45
2. Planning Payables to December 4, 2020 totalling \$3,097.52
3. Electronic Payments for the month of November 2020 totalling \$2,137,025.46
4. Social Services Payables to December 4, 2020 totalling \$315,791.39
5. Strathmere Lodge Payables to December 4, 2020 totalling \$245,981.74
6. Road Payables to December 4, 2020 totalling \$2,172,055.25
7. MLPS Payables to December 4, 2020 totalling \$1,873,202.93
8. ITS Payables to December 4, 2020 totalling \$319,977.55
9. Economic Development Payables to December 4, 2020 totalling \$91,197.52

Moved by Councillor Elliott

Seconded by Councillor Richards

That Items C.1 – CW through C.9 – CW, (Payables) be received for information.

Carried.

10. Copy of the ROMA 2021 Virtual Conference Program
11. AMO Policy Updates from November 23, 2020 to December 7, 2020
12. Letter from London & Middlesex Community Housing providing information on “Project Reimagine”, the first ever regeneration project at their Southdale site

13. Ninth Report of the Middlesex County Library Board meeting held on November 24, 2020
14. Strathmere Lodge Occupancy and Activity Report – November 2020
  - Report from Brent Kerwin, Strathmere Lodge Administrator

Moved by Councillor Smith

Seconded by Councillor Warwick

That Items C.10 – CW through C.14 – CW be received for information.

Carried.

## **12. INQUIRIES**

## **13. NEW BUSINESS**

- a) Next County Council Meetings:
  - Tuesday, January 19, 2021
  - Tuesday, February 16, 2021
  - Tuesday, March 9, 2021 at 10:00 am – Budget
  - Tuesday, March 9, 2021
  - Tuesday, March 23, 2021
  - Tuesday, April 13, 2021
  - Tuesday, April 27, 2021
  - Tuesday, May 11, 2021
  - Tuesday, May 25, 2021
  - Tuesday, June 8, 2021
  - Tuesday, June 22, 2021

## **CLOSED SESSION (3:35 p.m.)**

Moved by Councillor Mayhew

Seconded by Councillor Elliott

That the next portion of the meeting be closed to the public in order to consider a proposed or pending acquisition or disposition of land by the municipality or local board; labour relations or employee negotiations; and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board pursuant to subsection 239 (2) (c, d, and k) of the Municipal Act with the CAO, County Solicitor, County Engineer, General Manager of Finance and Community Services, Human Resource Manager, and County Clerk in attendance.

Carried.

- b) Employment Contract – CEMC
  - Report from Chris Traini, County Engineer



- c) Property Matters
  - Report from Bill Rayburn, CAO
- d) Negotiations Update
  - Report from Bill Rayburn, CAO

Moved by Councillor DeViet

Seconded by Councillor Vanderheyden

That Council resume from its Closed Session (4:20 p.m.)

Carried.

## **OPEN SESSION**

Moved by Councillor Cornelissen

Seconded by Councillor Richards

That the County of Middlesex enter into a three-year agreement with Bettina Weber to perform the services of the Community Emergency Management Co-ordinator and that the necessary by-law authorizing the Warden and County Clerk to execute the employment agreement be forwarded to County Council.

Carried.

Moved by Councillor Warwick

Seconded by Councillor DeViet

That with respect to an Expression of Interest for vacant development lands in Strathroy-Caradoc released on the Friday, November 6, 2020, Council has directed Staff to negotiate with Respondent #1 (the highest scoring respondent) for the potential sale of the vacant lands.

Carried.

## **10. BY-LAWS**

Moved by Councillor Ropp

Seconded by Councillor Mayhew

That first and second reading of the By-laws be given:

Carried.

#7087 - A BY-LAW to authorize the borrowing of sums in 2021

#7088 - A BY-LAW to enter into an employment agreement with Ms. Bettina Weber with respect to the position of Community Emergency Management Co-ordinator for the County of Middlesex for the period April 16, 2020 to April 15, 2023

#7089 - A By-Law to confirm proceedings of the Council of The Corporation of the County of Middlesex – December 15, 2020

Moved by Councillor Brennan

Seconded by Councillor Richards

That third and final reading of the preceding By-laws be given.

Carried.

**14. ANNOUNCEMENTS**

**15. ADJOURNMENT**

Moved by Councillor Warwick

Seconded by Councillor Vanderheyden

That the meeting adjourn at 4:23 p.m.

Carried.

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Kathleen Bunting, County Clerk

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Cathy Burghardt-Jesson, Warden



## County Council

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**Meeting Date:** January 19, 2021  
**Submitted by:** Lindsay Brock, Director of Library Services  
**SUBJECT:** ILDERTON LIBRARY AND EARLYON CHILD AND FAMILY CENTRE LEASE AGREEMENT

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### **BACKGROUND:**

The Municipality of Middlesex Centre and the Middlesex County Library Board have completed the construction project, creating an EarlyON Child and Family Centre attached to the Ilderton Library.

### **ANALYSIS:**

The attached Lease Agreement is for 1,916 square feet of Library space, 1,193 square feet of EarlyON Child and Family Centre program space, and 1,870 square feet of EarlyON Child and Family Centre storage/workspace, located at 40 Heritage Drive, Ilderton, Ontario.

The agreement is between the Municipality of Middlesex Centre, the Corporation of the County of Middlesex, and the Middlesex County Library Board.

### **RECOMMENDATION:**

That the Lease Agreement between the Municipality of Middlesex Centre, the Corporation of the County of Middlesex and the Middlesex County Library Board for a 1,916 square feet Enhanced Library, a 1,193 square feet EarlyON Child and Family Centre program space, and a 1,870 EarlyON Child and Family Centre storage/workspace in Ilderton be approved and that the necessary by-law be forwarded to Council to authorize the Warden and County Clerk to execute the Lease Agreement.

Attachment

**THIS INDENTURE OF LEASE** made as of the \_\_\_ day of December, 2020.

**IN PURSUANCE** of The Short Forms of Leases Act.

**B E T W E E N:**

**THE MUNICIPALITY OF MIDDLESEX CENTRE**  
(hereinafter, called the “**Landlord**” or  
“**Municipality**”)

- and -

**THE MIDDLESEX COUNTY LIBRARY BOARD**  
(hereinafter, called “**Tenant**” or “**Library Board**”)

- and –

**THE CORPORATION OF THE COUNTY OF MIDDLESEX**  
(hereinafter, called the “**County**”)

**WHEREAS:**

- A. The Landlord is a duly incorporated lower-tier Municipality in the province of Ontario, Canada, which is governed by Mayor and Council (“**Municipal Council**”) and operated by administration;
- B. The Tenant is a county library and corporation pursuant to the *Public Libraries Act*, R.S.O. 1990, c. P. 44, as amended, and a local board as defined by the *Municipal Act, 2001*, SO 2001, c 25, as amended;
- C. The Landlord is the registered owner of the property legally described as Block 56, Plan 33M217; Municipality of Middlesex Centre, County of Middlesex, being all of PIN 08135-0283 (LT), (the “**Property**”);
- D. The Tenant, through its management and control of local library branches located within the geographic boundary of the County of Middlesex, provides for equal and universal access to information and services that contributes to education, literacy, lifelong learning and general wellbeing of citizens;
- E. The Landlord has a building on the Property identified as the Ilderton Public Library (the “**Library**”) that the Tenant intends to lease from the Landlord subject to the terms and conditions of this Lease Agreement;

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- F. The Tenant the Landlord have agreed to enter into this Lease Agreement for the purpose of the Landlord leasing to the Tenant the agreed upon portion of the Property as defined in this Lease Agreement.
- G. The Landlord has agreed to lease to the Library Board: (i) a portion of the upper level of the Property for the operation of an Enhanced Library, as outlined in Schedule "A"; (ii) the entire lower level portion of the Property for non-library services, as outlined in Schedule "B"; (iii) the additional renovated upper level portion of the Property commencing on December 2, 2020, for non-library services, as outlined in Schedule "C", all as further defined in this Lease Agreement.
- H. The Tenant at its sole and absolute discretion has secured partnerships for the delivery of partner programs and social services, as part of its enhanced library services, by governmental agencies, community groups/agencies and not-for-profit and charitable organizations (the "**Enhanced Library Services**") from space exclusively leased by the Tenant for at least part of the term of this Agreement. The Tenant endeavors to secure additional such partnerships at its sole and absolute discretion for the entirety of the term of this Agreement for the benefit of the local citizenry. At all times the Tenant understands and acknowledges that it is responsible for the oversight and delivery of the Enhanced Library Services at all times;
- I. Rental rates for an Enhanced Library Services have been determined by the County as part of its "Three-Tier Lease Rate for County Library Facilities Policy For County Library Facilities", as amended (the "Lease Rate Policy"). A copy of the current version of the Lease Rate Policy is attached hereto as Schedule "A" and forms a part of this Agreement. In the event the Lease Rate Policy is amended by County Council during the Term of this Agreement, the Parties hereby agree that Schedule "A" shall be updated to include the most current version of the policy;
- J. EarlyON is a program that is overseen by the Tenant and the parties agree that EarlyON shall lease the newly constructed Upper Level space and shall be provided a separate lease rate at an amount of 70% of the Enhanced Library Services Rate set out in Schedule "A" attached for all EarlyON space.
- K. The Chief Administrative Officer of the Municipality is authorized by Municipal Council to administer this Agreement in its entirety on the Landlord's behalf, once this Agreement is endorsed by Municipal Council;

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*Initials*

- L. The Tenant's Chief Executive Officer is authorized by the Tenant to administer this Agreement on its behalf, once it has endorsed this Agreement; and
- M. The County is a Party to this Agreement for the purpose of receiving releases from liability and insurance security and to assume all of the obligations of this Agreement as such obligations relate to the Rented Space in the event the Tenant terminates this Agreement or ceases to exist as a local board; and
- N. Schedules to this Agreement include:
- Schedule "A" Three-Tier Lease Rate For County Library Facilities
  - Schedule "B" Sketch of Rented Space
  - Schedule "C" Sketch of the Upper Floor Renovation Project

**NOW THEREFORE THIS AGREEMENT WITNESSETH THAT**, in consideration of the rents, covenants, and agreements hereinafter reserved and contained on the part of the Tenant to be paid, observed and performed, the Municipality has demised and leased by these presents doth demise and lease unto the Tenant and its successors the Property.

#### Recitals

1. The above recitals are true and are hereby incorporated into this Agreement by reference.
2. In addition to terms defined elsewhere in this Agreement, the following terms have the following meanings:

**"Agreement"** means this Lease Agreement, as it may be confirmed, amended, modified, supplemented or restated by written agreement between the Parties from time to time.

**"Annual CPI Adjustment"** means an annual adjustment to the amount of the rental payment compared to the previous year, in an amount equivalent to the increase, if any, to the rate of inflation as determined by the Consumer Price Index (normally released by Statistics Canada in January of each year) which shall occur annually every February 1<sup>st</sup> from 2019 through the duration of the Term. If during the course of this Agreement, February 1<sup>st</sup> in any given year does not fall on a Business Day, the Annual CPI Adjustment for that particular year will occur on the next Business Day. There will be no adjustment in the event of a decrease in the said rate of inflation.

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**“Business Day”** means any day excluding a Saturday, Sunday or statutory holiday in the Province of Ontario.

**“Communication”** means any notice, demand, request, consent, approval or other communication which is required or permitted by this Agreement to be given or made by a Party.

**“Community Partners”** means the governmental agencies, community groups/agencies and not-for-profit and charitable organizations selected by the Tenant in its sole and absolute discretion to deliver partner programs and social services from the Rented Space, as defined in section 6 of this Agreement, through its Enhanced Library Services during any part of the Term of this Lease, including any renewals thereto.

**“EarlyON Programming Space”** means any space in the Property to include Non- Library Services including but not limited to an additional programming room, kitchenette and a universal washroom. The EarlyON Programming space of the Property shall be leased at the 70% of the Enhanced Rate pursuant to Schedule “A” attached to this Agreement.

**“Enhanced Library”** means a library branch that provides basic library needs, administration space for staff, programming space for programs during open hours, designated programming space for employment and library-related programs, enhanced government information services, desirable and appropriate community agency partner programs as determined by the Middlesex County Library Board, and locked offices for program and service providers.

**“Library Services”** means all programs and social services delivered by the Tenant and its Community Partners from the rented space of the Property, as defined in this Agreement.

**“Non-Library Services”** means anything outside the scope of Library Services delivered by the Tenant from the rented space on the lower level of the Property, including without limitation, caretaker services, administrative and/or support services, and storage, but does not include any programming services.

**“Parties”** means the Landlord and the Tenant collectively and “Party” means any one of them.

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**“Renovation Project”** means that the Property’s upper level space is being renovated to support an EarlyON program by creating an additional programming room, kitchenette and a universal washroom.

**“Rented Space”** means that the Landlord and the Tenant have agreed to enter into this Lease Agreement for the purpose of the Landlord leasing the upper level of the Property to the Tenant for Library Services, as defined in this Agreement, the lower level of the Property for Non-Library Services, as defined in this Agreement, and additional space on the upper level of the Property for Non- Library Services, as defined in this Agreement.

**“Trade Fixtures”** means the shelving installed in the Rented Space for library operations and any other item meeting the requirements of a trade fixture as set out in the current and evolving common law of Ontario.

### Covenants

3. The Parties agree that all obligations contained in this Agreement, even if not expressed to be covenants, shall be deemed to be covenants.

### Term

#### ***Upper Level – Term***

4. Subject to the termination and amendment provisions of this Agreement, this Agreement shall commence on December 2, 2020 (the **“Upper Level Effective Date”**) and shall continue for a period of five (5) years, ending on December 31, 2025 (hereinafter, the **“Upper Level Term”**).
5. At least six (6) months prior to the end of the Term, the Parties agree to meet to negotiate potential renewal terms. If no agreement is reached prior to the last day of the Term, the Agreement shall automatically expire unless the Parties mutually agree in writing to extend the negotiation period for sixty (60) days (**“Extension Period”**). In the event renewal terms have not been agreed to by the Parties at the end of the Extension Period, the Agreement shall terminate on the last day of the Extension Period.
6. This Agreement may be terminated at any time, upon both Parties agreeing in writing to terminate this Agreement, and the Parties agree that such termination shall be deemed to be effective sixty (60) days from the date of termination in order to allow the Parties to calculate all expenses to the effective date of the termination.

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***Lower Level – Term***

7. This Agreement shall commence on December 2, 2020 (the “Lower Level Effective Date”) and shall continue for a period of five (5) years, ending on December 31, 2025 (hereinafter, the “**Lower Level Term**”). In addition to the termination and amendment provisions of this Agreement, either Party may, upon giving one hundred and twenty (120) days of written notice to the other party and without cause, terminate the Lower Level Term for any reason. In such event, this Lower Level Term shall expire and terminate on the date specified in such notice of termination, with the same force and effect as though the date so specified were the date herein originally fixed, and the Parties shall remain liable for all obligations arising up to the date of such termination. Upon termination of the Lower Level Term by either Party hereto, the Parties shall be fully released to each other from all liability and obligations as they relate to the Lower Level.

***EarlyON Programming Space – Term***

8. Subject to the termination and amendment provisions of this Agreement, the Term of the EarlyON Programming Space on the Upper Level of the Property shall commence immediately following the completion of renovation on or about December 2, 2020, and shall continue for a period of five (5) years ending on December 31, 2025 (hereinafter, the “**EarlyON Programming Space Term**”).
9. At least six (6) months prior to the end of the Term, the Parties agree to meet to negotiate potential renewal terms. If no agreement is reached prior to the last day of the Term, the Agreement shall automatically terminate unless the Parties mutually agree in writing to extend the negotiation period for sixty (60) days (“**Extension Period**”). In the event renewal terms have not been agreed to by the Parties at the end of the Extension Period, the Agreement shall terminate on the last day of the Extension Period.
10. This Agreement may be terminated at any time, upon both Parties agreeing in writing to terminate this Agreement, and the Parties agree that such termination shall be deemed to be effective sixty (60) days from the date of termination in order to allow the Parties to calculate all expenses to the effective date of the termination.

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**Right to Use*****Upper Level (existing)***

- (a) The Landlord hereby grants to the Tenant the exclusive right to utilize approximately 1,916 square feet of the Property's upper level with respect to library services (referred to in this Agreement as the "**Upper Level**") inclusive of the main collections and library service space, staff room, library lobby, vestibule, M&E room, programming room, storage rooms, public service offices and washrooms, which are located on the upper level of the Library, as set out in the shaded portion of Schedule "B" attached hereto (referred to in this Agreement as the "**Rented Space**"), where the Tenant may operate an Enhanced Library for the Term of this Agreement.

***Lower Level***

- (b) The Landlord hereby grants to the Tenant the exclusive right to utilize the space comprising of 1,870 square feet of the library's lower level, as identified as rooms, such as a program space, meeting rooms, storage/workspace, administrative and/or support services, and washrooms, as set out in Schedule "C" attached hereto (referred to in this Agreement as the "**Lower Level**"), where the Tenant may operate non-library services for the Term of this Agreement.

***EarlyON Programming Space***

- (c) In addition, the Landlord hereby grants to the Tenant the exclusive right to utilize the EarlyON Programming Space upon completion of the Renovation Project on December 2, 2020, comprising of 1,193 square feet on the library's upper level, as identified as rooms, such as a programming room, offices, kitchenette and a universal washroom, as set out in Schedule "C" for the Term of this Agreement.

**Payment*****Upper Level Payment for Library Services***

11. The Tenant shall pay to the Landlord the rental rate applicable for an Enhanced Library as set out on Schedule "A" attached to this Agreement to operate an Enhanced Library on the Upper Level of the Library for the Term of this Agreement, for the base year 2020, calculated at 1,916 square feet, subject to an annual increase thereafter, if any, by way of Annual CPI Adjustment for Ontario as determined by Statistics Canada, together with any increases resulting from a revision or negotiation pursuant to the Lease Rate Policy (hereinafter, the "**Annual Payment**").

12. In each year from the 2020 calendar year through the remainder of the Term, including any renewals thereof, the Payment shall be calculated and payable in quarterly instalments without demand on the fifteenth (15<sup>th</sup>) day of February, May, August and November of each year. In the event any payable date for a quarterly instalment during the course of the Term, including any renewals thereof, does not fall on a Business Day, such particular quarterly payment shall be deemed to be due on the next Business Day.
13. Save as otherwise provided herein, the Parties acknowledge and agree that this Agreement is an all-inclusive lease agreement and that the annual Payment is inclusive of the lease payment, compensation for increased utility charges incurred by the Landlord due to the use of the Rented Space by the Tenant, authorized users, sub-tenant(s), and any and all other charges as set out herein.

***Lower Level Payment for Non-Library Services***

14. The Tenant shall pay to the Landlord a monthly rental rate at 70% of the rental rate applicable to an Enhanced Library as set out on Schedule "A" attached to this Agreement to operate non-library services on the Lower Level of the Library for the Term of this Agreement, for the base year 2020, calculated at 1,870 square feet, subject to an annual increase thereafter, if any, by way of Annual CPI Adjustment for Ontario as determined by Statistics Canada, together with any increases resulting from a revision or negotiations pursuant to the Lease Policy (hereinafter, the "**Monthly Payment**").
15. In each year from the 2020 calendar year through the remainder of the Term, including any renewals thereof, the Monthly Payment shall be calculated and payable in monthly instalments without demand on the fifteenth (15<sup>th</sup>) day of each month of each year. In the event any payable date for a monthly instalment during the course of the Term, including any renewals thereof, does not fall on a Business Day, such particular monthly payment shall be deemed to be due on the next Business Day.
16. Save as otherwise provided herein, the Parties acknowledge and agree that this Agreement is an all-inclusive lease agreement and that the Monthly Payment is inclusive of the lease payment, compensation for increased utility charges incurred by the Landlord due to the use of the Rented Space by the Tenant, authorized users, sub-tenant(s), and any and all other charges as set out herein.

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**EarlyON Programming Space**

17. The Tenant shall pay to the Landlord a monthly rental rate at 70% of the rental rate applicable to an Enhanced Library as set out on Schedule “A”, to operate the EarlyON Programming Space on the additional upper level of the Property for the Term of this Agreement, for the base year 2020, calculated at 1,193 square feet, subject to an annual increase thereafter, if any, by way of Annual CPI Adjustment for Ontario as determined by Statistics Canada, together with any increases resulting from a revision or negotiations pursuant to the Lease Policy (hereinafter, the “**MonthlyPayment**”).
18. In each year from the 2020 calendar year through the remainder of the Term, including any renewals thereof, the Monthly Payment shall be calculated and payable in monthly instalments without demand on the fifteenth (15<sup>th</sup>) day of each month of each year. In the event any payable date for a monthly instalment during the course of the Term, including any renewals thereof, does not fall on a Business Day, such particular monthly payment shall be deemed to be due on the next Business Day.
19. Save as otherwise provided herein, the Parties acknowledge and agree that this Agreement is an all- inclusive lease agreement and that the Monthly Payment is inclusive of lease payment, compensation for increased utility charges incurred by the Landlord due to the use of the Rented Space by the Tenant, authorized users, sub-tenant(s), and any and all other charges as set out herein.

**Specific Landlord and Tenant Covenants**  
**Maintenance and Repair of the Upper Level, Lower Level and EarlyON Programming Space of the Property**

20. The Landlord covenants to deliver the Rented Space of the Upper Level, Lower Level and EarlyON Programming Space of the Property to the Tenant in a state of good repair and cleanliness and warrants that upon delivery, the foundation, walls, structure and roof of the Rented Space and the heating, ventilation, air conditioning, mechanical, plumbing and electrical systems are in good working order required for the proposed use.

21. (a) The Landlord covenants that for the entirety of the Term and any renewals thereof, it shall maintain the Rented Space and Property in a good state of repair and cleanliness as provided herein. Without limiting the foregoing, the Landlord agrees that it shall ensure that the foundation, walls, structure and roof of the Rented Space and Property remain structurally sound and that the heating, ventilation, air conditioning, mechanical, plumbing and electrical systems serving the Rented Space is maintained in good and working condition and provide for reasonable conditions of temperature, humidity, sanitation and air quality.
- (b) Notwithstanding any other provision of this Lease, if the Rented Space, the boilers, engines, controls, pipes and other apparatus used for the purpose of heating or air-conditioning the Property, the water and drainage pipes, the electric lighting, any other equipment or the roof or outside walls of the Property are put in a state of disrepair or are damaged or destroyed through the negligence, carelessness or misuse of the Tenant, its servants, agents, employees, sub-contractors or anyone permitted by it to be in or on the Property by the Tenant, regular wear and tear excepted, the expense of the necessary repairs, replacements or alterations shall be borne entirely by the Tenant and paid to the Landlord forthwith on demand as additional rent. In the event that such repairs are undertaken by the Landlord as a result of negligence, carelessness or misuse by the Tenant, wear and tear excepted, the amount to be paid shall include a sum equal to fifteen percent (15%) thereof for overhead and such payment shall be made by the Tenant within a period of fifteen (15) days from Tenant's receipt of the invoice.
22. The Landlord covenants that for the entirety of the Term and any renewals thereof, it shall make all necessary repairs (including partial and/or full replacement) of the foundation, walls, structure and roof of the Rented Space and the heating, ventilation, air conditioning, mechanical, plumbing and electrical systems serving the Rented Space at its sole expense. The Landlord agrees that it shall make all reasonable efforts when conducting maintenance and repairs to do so in a fashion that minimizes disturbance and inconvenience to the Tenant and the general public.
23. Subject to section 22 above and at no additional cost to the payment payable by the Tenant, the Landlord shall provide such interior cleaning services of the Rented Space necessary to keep the Rented Space in a state of cleanliness reasonably expected of a public library which at minimum, ensures safe usage by library patrons (hereinafter, collectively referred to as "**Cleaning Services**").

24. Without limiting the Landlord's responsibility with respect to section 24 above, Cleaning Services shall include vacuuming, floor cleaning, dusting, removal of trash, recycling and any other reasonable cleaning service necessary to meet its obligation set out in this Agreement.
25. In furtherance of its obligation pursuant to section 21 of this Agreement, the Landlord agrees that it shall provide Cleaning Services each day the Library is open to the public.
26. The Landlord shall provide to the Tenant a record of Cleaning Services at any time upon the request of the Tenant, and such record shall demonstrate when Cleaning Services were provided in the Rented Space. The Landlord shall retain such records in accordance with sections 254 and 255 of the *Municipal Act, 2001* RSO 2001, c. 25, as amended or replaced.
27. Subject to the responsibility of the Landlord for providing Cleaning Services, as provided for in sections 21 through 24 above, the Tenant agrees that it will keep the Rented Space in a neat and tidy condition when conducting its operations. Failure to do so may result in a notice being provided to the Tenant upon which the Tenant shall be provided a period of thirty (30) days to rectify the situation. Should the Tenant fail to take steps to rectify the situation, the Landlord shall charge as additional rent to the costs associated with having to perform any additional cleaning services directly as a result of the Tenant's failure to keep the Rented Space in a neat and tidy condition.
28. The Landlord covenants that for the entirety of the Term and any renewals thereof, it shall maintain and keep clean and tidy all outside grounds of the Property and will not allow garbage, waste or objectionable material to accumulate on the Property, including but not limited to the entrances to the Property, Library, parking lot, and sidewalks. At its sole expense for the duration of the Term, including any renewals thereof, the Landlord shall provide all lawn cutting, landscaping, snow and ice removal and all other ground maintenance services on the Property.
29. Notwithstanding the Landlord's obligations set out in section 29 above, the Tenant during the Term of this Lease and any renewals thereto shall be responsible for any maintenance, and care of the outdoor garden area and reading garden as shown on the attached Schedule "C" ("**Tenant's Outdoor Area**"). For clarification purposes, the Tenant's Outdoor Area shall be kept and maintained in a clean and tidy condition at all times. In the event that Tenant fails to appropriately maintain Tenant's Outdoor Area, the Landlord shall conduct the appropriate maintenance and cleaning with any such costs incurred as a result of such activities shall be charged by the Landlord on a time and materials basis to the Tenant.

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Initials

***Quiet Enjoyment and Access***

30. (a) The Landlord covenants that for the entirety of the Term and any renewals thereof, it shall provide the Tenant with quiet enjoyment of the Rented Space to further the delivery of its Enhanced Library Services on the Property's Upper Level, Non-Library Services on the Property's Lower Level and EarlyON Programming Space, and allow the Tenant to access and occupy the Rented Space at any time or hour desired by the Tenant, subject to any security measures required by the Landlord.
- (b) The Tenant covenants that the Landlord may peaceably and quietly hold, use and enjoy the Property (excluding the Rented Space) during the Term without any unreasonable hindrance, interference, nuisance or interruption by the Tenant, the Tenant's Community Partners or by any other person allowed access to the Property, through or under the Tenant.

***Inspection and Notification of Accidents/Defects***

31. The Tenant covenants to permit the Landlord to enter into and view the state of repair of the Rented Space at any reasonable time.
32. The Tenant covenants that its employees shall give the Landlord reasonable notice of any accident, damage to or other defect on the Property that it obtains knowledge of with respect to:
- (a) the foundation, walls, structure and/or Connections of the Rented Space;
  - (b) the heating, ventilation, air conditioning, mechanical, plumbing and electrical systems serving the Rented Space; and/or
  - (c) the water supply/quality, sewage, waste disposal, drainage, temperature, and/or air quality at the Rented Space.

***Utilities, Water and Municipal Taxes***

33. The Landlord covenants that it shall provide, pay for and maintain at its sole expense for the entirety of the Term and any renewals thereof, all heat, electricity, water, gas and light required for the Tenant to conduct its operations in the Rented Space, including the costs of any installation, maintenance, service or work necessary to supply the utilities to the Rented Space.
34. The Landlord covenants that for the entirety of the Term and any renewals thereof, the Landlord shall provide safe drinkable water to all taps/faucets within the Rented Space.

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***Connections and Utilization Thereof***

35. (a) The Landlord covenants that for the entirety of the Term and any renewals thereof, it shall provide cat5e cabling within the structure (walls) of the Rented Space which provides a minimum of 100 megabits (Mb) per second of bandwidth to switch or router and is accessible to the Tenant from the inside the Rented Space (hereinafter referred to as **"Connections"**) for the exclusive use of the Tenant for its phones/fax/networks etc.

(b) The Tenant agrees that it shall be fully responsible, independent of the Landlord, to pay the any and all costs, fees and charges incurred in order to utilize the Connections provided by the Landlord. Such costs, fees and charges shall include without limitation, the cost of servicing, internet line(s) and phone lines(s).

***Furnishings***

36. The Tenant at all times throughout the Term shall be fully responsible for its own furnishings with respect to the Rented Space, including but not limited to the supply office, board room, storage room, furniture, equipment and supplies, however, the Landlord shall supply all rest rooms.

***Alterations, Installations and Trade Fixtures***

37. During the Term and any renewals thereof, the Tenant may make cosmetic alterations (i.e. paint, carpet, tile, etc.) to the Rented Space that do not involve changes to the structure of the Rented Space or to the heating, ventilation, air conditioning, mechanical, plumbing, electrical systems and Connections serving the Rented Space at its sole discretion without the written consent of the Landlord and any such cosmetic alterations shall be at the sole cost and expense of the Tenant. Notice of such cosmetic alterations including the timing of the completion of the any cosmetic alterations shall be provided to the Landlord in writing prior to commencing the cosmetic alterations.

38. Prior to the Tenant taking possession of the Rented Space, the Tenant shall install on the Upper Level shelving for library operations, which shall be deemed to be the property of the Tenant and to be Trade Fixtures. During the Term and any renewals thereof, the Tenant may install such additional Trade Fixtures in its sole and absolute discretion as it sees fit. At the termination of this Agreement or any renewals thereof, the Tenant shall have the right to remove any and all Trade Fixtures. The Tenant acknowledges and agrees that in the event it removes Trade Fixtures, either during the Term or following the termination of this Agreement, it shall compensate and make whole the Landlord for any damages caused to the Rented Space as a result of installation and removal of Trade Fixtures.



***Staffing***

39. The Tenant shall be fully responsible for all staffing costs for its operations in the Rented Space. All persons employed by the Tenant in connection with the Tenant's operations shall be employees of the Tenant for all purposes and the Municipality shall under no circumstances be deemed the employer of any staff members employed by the Tenant. The Tenant and Landlord agree that each of them shall at their own cost and expense, maintain worker's compensation coverage, unemployment compensation coverage and other like statutorily required coverage with respect to their own respective employees. Nothing contained in this Lease Agreement shall be construed by the parties hereto nor by any third party as creating the relationship of principal and agent or of a partnership or of a joint venture between the parties hereto, it being understood and agreed that neither the method of computation of rental nor any other provisions contained herein nor any acts of the parties hereto shall be deemed to create any relationship between the parties other than the relationship of landlord and Lessee.

***Compliance with Law***

40. The Tenant agrees that at all times during the Term and any renewals thereof, it shall comply with all federal, provincial and municipal laws, statutes, regulations, by-laws and policies.

***Authorized Usage, Sub-letting and Assignment***

41. (a) Subject to the terms herein, the Tenant may at its sole discretion provide the Rented Space for use by its Community Partners.
- (b) Usage of the Rented Space other than to Community Partners shall be in accordance with the Middlesex County Library Board Policy and in compliance with all of the Municipality's policies and practices.
- (c) The Tenant may assign its rights and obligations under this Agreement to other governmental agencies or not-for-profit and charitable organizations upon obtaining the prior written consent of the Landlord, provided that the amount to be paid by the assignee shall not be in excess of the amount paid by the Tenant.
42. The Tenant acknowledges and agrees that in the event it authorizes users to use a portion of the Rented Space or sub-lets a portion of the Rented Space in accordance with this Lease Agreement, and the Tenant shall remain bound by all obligations pursuant to this Agreement for the balance of the Term and any renewals thereof.

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**Liability, Indemnification and Insurance*****Landlord Responsible for the Property (Other than the Rented Space), its Operations and its Employees***

43. In addition to and without limiting any other provision of this Agreement, the Landlord covenants that it shall be fully responsible for the following:

- (a) any portion of the Library or the Property that is not considered part of the Rented Space, including but not limited to the Library and parking lot;
- (b) its own municipal operations/activities;
- (c) its own employees, Councillors, officers, directors, agents and consultants engaging in the furtherance of their municipal duties, wherever situate.

44. The Landlord hereby agrees to release, indemnify, defend and hold harmless the Tenant, including each their respective members, employees, sub-tenant(s), Councillors, officers, directors, representatives, agents, legal counsel and consultants (as applicable) from and against any and all claims, causes of action, demands, losses, costs, charges, fees, expenses, duties, dues, accounts, covenants, or other proceedings of every kind or nature whatsoever at law or in equity brought against, suffered by or imposed which arise out of or are related to any loss, damage or injury to any person or property (including injury resulting in death) which:

- (a) occurs on any portion of the Library or Property that does not make up the Rented Space (including but not limited to the Library); and/or
- (b) is caused by the actions of its own employees, Councillors, officers, directors, agents and consultants, wherever situate, acting in the course of their municipal duties and/or performing obligations required to be performed pursuant to this Agreement;

save and except those which:

- (i) occur in the Rented Space and do not involve a Landlord employee acting in the course of his/her municipal duties and/or performing obligations required to be performed pursuant to this Agreement;

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*Initials*

- (ii) are caused by the Tenant's own employees, members, officers, directors, agents, representatives and consultants engaging in the furtherance of its operations;
- (iii) are caused by the operations of the Tenant or any of its Community Partners, authorized users, sub-tenant(s) or employees thereof in the furtherance of the operations of the Tenant or any of its Community Partners, authorized users or sub-tenant(s);
- (iv) are sustained by either the Tenant's or the Tenant's sub-contractor(s)' employees during the course of their employment which are covered by WSIB coverage; and/or
- (v) are caused by the negligence or willful conduct of the Tenant, its Community Partners, authorized users, sub-tenant(s) or by those for whom the Tenant is at law responsible.

***Landlord's Insurance Coverage***

45. The Landlord agrees that it shall at its own expense, obtain and maintain in full force and effect during each year of this Agreement and any renewal thereof and for an additional three (3) years following the termination of this Agreement or any renewal thereof, the following policies of insurance coverage:

- (a) Commercial General Liability Insurance ("CGL") on an occurrence basis insuring against damages to persons (personal injury, including death) and property, contractual liability, employer's liability, and employee benefits liability with a limit of not less than five million dollars (\$5,000,000.00) per occurrence or such greater amount that any Party may from time to time request and/or reasonably require. The CGL shall:
  - (i) include the Tenant and the County as additional insured;
  - (ii) contain a cross-liability clause;
  - (iii) contain a severability of interests' clause endorsement;
  - (iv) contain a clause including contractual liability coverage arising out of this Agreement; and shall

- (v) not be subject to a deductible limit in excess of twenty-five thousand dollars (\$25,000.00) unless otherwise agreed to by the Parties in writing. In the event the Parties agree in writing to a higher acceptable deductible limit, the Parties shall forthwith cause this Agreement to be amended accordingly.

The above noted CGL shall include a provision that if cancelled or changed in any manner that would affect the Parties as outlined in the coverage specified, the insurer will endeavor to provide thirty (30) days of prior written notice by mail or facsimile transmission to the Parties.

- (b) Errors and Omissions coverage for potential errors and omissions arising from the operations of its employees (including employee benefits liability) in an amount not less than five million dollars (\$5,000,000.00) exclusive of interest and legal costs, underwritten by an insurer licensed to conduct business in the Province of Ontario, which includes the Tenant and County as additional insured.
- (c) A certificate of insurance evidencing the effective status of the coverage is to be provided by the Landlord at the commencement of the term of this Agreement and at the commencement of any renewal period. The insurance shall be maintained for an additional three (3) years following the termination of this Agreement and any renewals thereof. The Landlord shall advise the Tenant of any changes to the insurance and shall provide a certificate with respect to any such changes. In the event the insurance policy contains an insured vs. insured exclusion, the exclusion must be amended to allow for claims against the named insured by the additional insured. If the insurance policy is to be cancelled or non-renewed for any reason, ninety (90) days of notice of said cancellation or non-renewal must be provided to the Tenant and the County. The post-termination insurance covenants above shall survive the termination of this Agreement.

***Tenant Responsible for Rented Space and its Operations, Employees, Authorized Users and Sub-tenants***

46. In addition to and without limiting any other provision of this Agreement, the Tenant covenants that it shall be fully responsible for the following:
- (a) the Rented Space, except for the actions of the employees of the Landlord in the Rented Space in furtherance of their municipal duties, landlord duties, and/or duties required to be performed pursuant to this Agreement;
  - (b) its operations/activities;
  - (c) its own employees, members, officers, directors, agents, representatives and consultants engaging in the furtherance of its operations; and
  - (d) the operations and actions of any of its Community Partners, authorized users and sub-tenant(s).
47. The Tenant hereby agrees to release, indemnify, defend and hold harmless the Landlord, including each of its respective employees, Councillors, officers, directors, representatives, agents, legal counsel and consultants from and against any and all claims, causes of action, demands, losses, costs, charges, fees, expenses, duties, dues, accounts, covenants, or other proceedings of every kind or nature whatsoever at law or in equity brought against, suffered by or imposed which arise out of or are related to any loss, damage or injury to any person or property (including injury resulting in death) which:
- a. occurs on the Property; and
  - b. is caused by its own employees, members, officers, directors, sub-tenants, agents, Community Partners, authorized users, and representatives or consultants in the course of their duties for the Tenant;
- save and except those which:
- i. are caused by the Landlord's employees, Councillors, officers, directors, agents and consultants, wherever situate, in the course of their municipal duties and/or while performing duties required to be performed pursuant to this Agreement;

- ii. involve injuries to Landlord’s employees engaged in the course of their employment for the Landlord, which are covered by WSIB; and/or
- iii. are caused by the willful or negligent conduct of the Landlord.

**Tenant’s Insurance Coverage**

48. The Tenant agrees that is shall at its own expense, obtain and maintain in full force and effect during each year of this Agreement and any renewal thereof, and for an additional three (3) years following the termination of this Agreement or any renewal thereof, the following policies of insurance coverage:
- a. Commercial General Liability Insurance (“CGL”) on an occurrence basis insuring against damages to persons (personal injury, including death) and property, contractual liability, employer’s liability, and employee benefits liability with a limit of not less than five million dollars (\$5,000,000.00) per occurrence or such greater amount that any Party may from time to time request and/or reasonably require. The CGL shall:
    - include the Landlord as additional insured;
    - contain a cross-liability clause;
    - contain a severability of interests’ clause endorsement;
    - contain a clause including contractual liability coverage arising out of this Agreement;
    - contain tenant’s liability (all risks) coverage for all obligations pursuant to the Rental Agreement; and shall
    - not be subject to a deductible limit in excess of twenty-five thousand dollars (\$25,000.00) unless otherwise agreed to by the Parties in writing. In the event the Parties agree in writing to a higher acceptable deductible limit, the Parties shall forthwith cause this Agreement to be amended accordingly.

The above noted CGL shall include a provision that if cancelled or changed in any manner that would affect the Parties as outlined in the coverage specified, the insurer will endeavor to provide thirty (30) days of prior written notice by mail or facsimile transmission to the Parties.

- b. Errors and Omissions coverage for potential errors and omissions arising from the operations of its employees (including employee benefits liability) in an amount not less than five million dollars (\$5,000,000.00) exclusive of interest and legal costs, underwritten by an insurer licensed to conduct business in the Province of Ontario, which includes the Landlord as additional insured.
- c. A certificate of insurance evidencing the effective status of the coverage is to be provided by the Tenant at the commencement of the term of this Agreement and at the commencement of any renewal period. The insurance shall be maintained for an additional three (3) years following the termination of this Agreement and any renewals thereof. The Tenant shall advise the Landlord of any changes to the insurance and shall provide a certificate with respect to any such changes. In the event the insurance policy contains an insured vs. insured exclusion, the exclusion must be amended to allow for claims against the named insured by the additional insured. If the insurance policy is to be cancelled or non-renewed for any reason, ninety (90) days of notice of said cancellation or non-renewal must be provided to the Landlord. The post-termination insurance covenants above shall survive the termination of this Agreement.

**Proof of Insurance**

- 49. The Landlord and the Tenant agree that they will provide each other and the County with proof of insurance, identifying all lines of coverage required by this Agreement by means of Certificate(s) of Insurance in a form satisfactory to the Parties each year, or ten(10) days prior to renewal of each insurance policy, and for an additional three (3) years following the termination of this Agreement and any renewals thereof.
- 50. In addition to and without limiting the foregoing, the Landlord and the Tenant shall at any time requested by any Party, provide another Party with proof of insurance. The Parties further agree that they shall not change, amend or cancel the insurance policies of this Agreement during the term of this Agreement or any renewals thereof without the written consent of the Parties to this Agreement.

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**Termination**

51. In the event of termination pursuant to this Agreement including but not limited to sections 5, 6, 9 and 10 (expiry), section 53 (cessation of existence), section 55(a) (damage), or section 56 (insufficient insurance proceeds) of this Agreement, any monies owing to the Landlord that have not been paid shall forthwith be paid to the Landlord prior to the date of the said termination. Further, in the event there are any monies for services paid by the Tenant for occupancy which has not been provided by the Landlord, such monies shall be returned forthwith by the Tenant to the Landlord.
52. In the event the Landlord dissolves as a corporation, this Agreement shall terminate as of the date the Landlord ceases operation as a corporation. The Tenant and the Landlord each covenant to inform each other as soon as either has knowledge that either the dissolution of the Tenant as a local board or the cessation of operations of the Landlord is either being considered and/or has any semblance of likelihood.
53. Upon termination of this Agreement, the Tenant agrees to forthwith remove its permitted chattels and Trade Fixtures and vacate the Rented Space, leaving it in good repair, reasonable wear and tear excepted.

**Damage by Fire or Elements**

54. If during the Term of this Agreement or any renewal thereof, the Rented Space is destroyed or damaged by fire or the elements and other termination provisions contained in this Agreement have either not been invoked or have not become effective, the following provisions shall have effect:
  - a. If the Rented Space is so badly damaged that in the opinion of the Landlord's architect or professional engineer it is unfit for occupancy and is incapable of being repaired with reasonable diligence within 180 days of the occurrence of such damage, then at the option of the Tenant, the Term shall cease from the date that such damage or destruction occurred. In the event the aforementioned option is exercised by the Tenant, the Tenant shall immediately surrender possession of the Rented Space to the Landlord and the Landlord shall refund any monies paid by the Tenant for occupancy which is not provided by the Landlord.

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*Initials*



- b. If the Rented Space is capable with reasonable diligence, in the opinion of the Landlord's architect or professional engineer, of being repaired and made fit for occupancy within 180 days from the occurrence of such damage, the Landlord shall repair the damage with all reasonable speed. Payment for the time period when the process of repair is ongoing shall not be owed by the Tenant to the Landlord and if already paid by the Tenant for the repair period, shall be refunded to the Tenant. Regular payment by the Tenant to the Landlord shall re-commence immediately after such repairs are completed.

**Insurance Proceeds**

55. Notwithstanding section 47, in the event of damage or destruction occurring by reason of any cause in respect of which proceeds of insurance are substantially insufficient to pay for the costs of rebuilding the Property, Library or the Rented Space, or are not payable to or received by the Landlord, or in the event that any person entitled thereto shall not consent to the payment to the Landlord of the proceeds of any insurance policy for such purpose, or in the event that the Landlord is not able to obtain all necessary approvals and permits to rebuild the Library and Property or the Rented Space, the Landlord may elect, on written notice to the Tenant, within thirty (30) days of such damage or destruction, to terminate this Lease, and the Tenant shall immediately deliver up vacant possession of the Rented Space to the Landlord.

**Notices**

56. Any Communication shall be in writing and may be delivered:
- a. personally, or by courier;
  - b. by prepaid registered mail; or
  - c. by facsimile; or
  - d. by email or equivalent electronic means of transmission, if a hard copy of the Communication is delivered by one of the three methods of delivery referred to above.

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*Initials*

57. Any Communication shall be delivered to the persons and addresses as follows:

**to the Landlord at:**

The Municipality of Middlesex Centre  
10227 Ilderton Road, R.R. #2  
Ilderton, ON N0M 2A0  
Attention: Municipal Clerk  
Tel. No.: 519-666-0190  
Fax: 519-666-0271

**to the Tenant at:**

The Middlesex County Library  
Board Administration Offices  
399 Ridout Street North London,  
Ontario N6A 2P1  
Attention: Chief Executive Officer  
Tel. No.: (519) 434-7321 x2338  
Facsimile No.: (519) 434-0638

**to the County at:**

The Corporation of the County of Middlesex  
Administration Offices  
399 Ridout Street North  
London, Ontario N6A 2P1  
Attention: County Clerk

Tel. No.: (519) 434-7321 x2250  
Facsimile No.: (519) 434-0638

or to any other address as any Party may at any time advise the other by  
Communication given or made in accordance with this section.

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*Initials*

58. Any Communication delivered to the Party to whom it is addressed will be deemed to have been given or made and received on the day it is delivered at that Party’s address, provided that if that day is not a Business Day then the Communication will be deemed to have been given or made and received on the next Business Day. Any Communication transmitted by facsimile, e-mail or other functionally equivalent electronic means of transmission will be deemed to have been given or made and received on the day on which it is transmitted; but if the Communication is transmitted on a day which is not a Business Day or after 4:00 p.m. (local time of the recipient), the Communication will be deemed to have been given or made and received on the next Business Day.

**Further Assurances**

59. The Parties hereto at all times warrant that they shall do, execute, acknowledge, deliver and/or cause to be done such other acts, agreements and other documents as may be reasonably required or desirable to give effect to the terms of this Agreement.

**Amendment and Waiver**

60. No amendment, discharge, modification, restatement, supplement, termination or waiver of this Agreement or any section of this Agreement is binding unless it is in writing and executed by the Parties to be bound. No waiver of, failure to exercise, or delay in exercising any section of this Agreement constitutes a waiver of any other section (whether or not similar) nor does any waiver constitute a continuing waiver unless otherwise expressly provided.

61. The Parties agree and warrant that in the event this Agreement is renewed, amended or replaced, such amendments or replacement shall be worded to take full force and effect on the 1<sup>st</sup> day of January for the year in which the amendment or new agreement is made.

**Enurement**

62. This Agreement enure to the benefit of and is binding upon the Parties and their respective Councils, members, administrators, employees, successors, employees, agents, representatives, consultants and permitted assigns.

**Dispute Resolution**

63. Any disputes arising under the terms and conditions of this Agreement shall be dealt with in the manner set out as follows: (i) Upon written request to resolve any disputes arising from this Agreement which is sent by one Party to another, the Parties hereby agree to resolve all disputes pursuant to this section; (ii) Upon receipt by the receiving Party of a written request to resolve disputes, the Parties shall first attempt to resolve all disputes by way of formal negotiation between the Parties and their appointed representatives. If the disputes cannot be settled within thirty (30) days from the receipt of the written request to resolve disputes by the receiving Party, then the Parties shall enter into a structured negotiation on a without prejudice basis with the assistance of a mediator appointed by them. (iii) If the disputes cannot be settled within ninety (90) days from the receipt of written request to resolve disputes by the receiving Party, or such longer period as may be agreed to by the Parties, the Parties shall, refer the matter forthwith to an arbitration which shall finally resolve the dispute(s). The aforementioned arbitration shall be conducted in accordance with the *Ontario Arbitration Act, 1991*, c 17, as amended.

**Release and Estoppel**

64. Forthwith upon the Parties entering into this Agreement, the Landlord shall not call into question, directly or indirectly, in any proceedings whatsoever, in law or in equity, or before any administrative tribunal, the right of the Landlord to enter into this Agreement or to enforce each and every covenant and condition herein contained and this Agreement shall be pleaded as an estoppel against the Landlord in such proceeding.

**Entire Agreement**

65. This Agreement, including its schedules, constitutes the entire agreement between the Parties with respect to the renting of the Rental Space and associated potential liability. This Agreement, inclusive of its schedules, supersedes all prior agreements, understandings, negotiations and discussions, whether oral or written, between the Parties and the Parties hereby acknowledge that there are no representations, warranties or other agreements between the Parties in connection with the subject matter of this Agreement except as specifically set out in this Agreement and its schedules. No Party has been induced to enter into this Agreement in reliance on, and there will be no liability assessed, either in tort or contract, with respect to, any warranty, representation, opinion, advice or assertion of fact, except to the extent it has been reduced to writing and included as a term in this Agreement. Except as amended herein, the terms of this Agreement shall remain in full force and effect.

**Voluntary Enforceable Agreement**

66. The Parties warrant that this Agreement is voluntary and that each Party has had an opportunity to seek the advice of separate and independent legal counsel with respect to this Agreement.
67. The Landlord and the Tenant agree that they have the legal right and ability to enforce the said provisions of this Agreement hereunder against each other and both the Landlord or the Tenant are estopped from pleading or asserting otherwise in any action or proceeding.

**Counterparts**

68. This Agreement may be executed and delivered by the Parties in one or more counterparts, each of which will be an original, and each of which may be delivered by facsimile, e-mail or other functionally equivalent electronic means of transmission, and those counterparts will together constitute one and the same instrument.

**Severability**

69. Each section of this Agreement is distinct and severable. If any section of this Agreement, in whole or in part, is or becomes illegal, invalid, void, voidable or unenforceable in any jurisdiction by any court of competent jurisdiction, the illegality, invalidity or unenforceability of that section, in whole or in part, will not affect:
- a. the legality, validity or enforceability of the remaining sections of this Agreement, in whole or in part; or
  - b. the legality, validity or enforceability of that section, in whole or in part, in any other jurisdiction.

**Obligations as Covenants**

70. Each obligation of the Municipality or the Lessee expressed in this Lease, even though not expressed as a covenant, is considered to be a covenant for all purposes.

**Interpretation**

71. The words importing the singular number only shall include the plural, and vice versa, and words importing the masculine gender shall include the feminine and neutral gender and vice versa, and words importing persons shall include firms and corporations and vice versa.

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*Initials*

72. Unless the context otherwise requires, the word “Municipality” and the word “Tenant” or “Library” wherever used herein shall be construed to include heirs, executors, administrators, successors and assigns of the Municipality and Tenant, respectively.

**Governing Law**

73. This Agreement is governed by and is to be construed and interpreted in accordance with the laws of the Province of Ontario and the laws of Canada applicable in that Province.

[ONE (1) ENDORSEMENT PAGE FOLLOWS]

DRAFT

**IN WITNESS WHEREOF** the Parties have hereunto set their hands and seals this on the date(s) noted below and agree that this Agreement shall be effective on the date set out at the top of page one (1) of this Agreement.

**THE MUNICIPALITY OF MIDDLESEX CENTRE**

Date:\_\_\_\_\_

Address:

Attn: Municipal Clerk

10227 Ilderton Road

R.R. #2 Ilderton, ON N0M 2A0

Per: \_\_\_\_\_

Aina DeViet, Mayor

Per: \_\_\_\_\_

James Hutson, Clerk

*We have authority to bind the Corporation*

**THE MIDDLESEX COUNTY LIBRARY BOARD**

Date:\_\_\_\_\_

Address:

Attn: Chief Executive Officer

399 Ridout Street North

London, ON N6A 2P1

Per: \_\_\_\_\_

Jim Maudsley, Chair

Per: \_\_\_\_\_

Lindsay Brock, Chief Executive Officer

*We have authority to bind the Corporation*

**THE CORPORATION OF THE COUNTY OF MIDDLESEX**

Date:\_\_\_\_\_

Address:

Attn: County Clerk

399 Ridout Street North

London, ON N6A 2P1

Per: \_\_\_\_\_

Cathy Burghardt-Jesson, Warden

Per: \_\_\_\_\_

Kathleen Bunting, Clerk

*We have authority to bind the Corporation*

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*Initials*



*SCHEDULE "A"*

**Three-Tier Lease Rate For County Library Services**

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*Initials*

*SCHEDULE "B"*

Sketch of  
Rented Space

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*Initials*

*SCHEDULE "C"*

**Sketch of the Tenant’s Outdoor Area**

\_\_\_\_\_ *Initials*



## County Council

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**Meeting Date:** January 19, 2021

**Submitted by:** Chris Traini, County Engineer &  
Wayne Meagher, County Barrister & Solicitor

**SUBJECT:** OFF ROAD VEHICLE BY-LAW

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### **BACKGROUND:**

Changes to regulations pertaining to the operation of off-road vehicles on many Ontario roads came into effect on January 1, 2021.

### **ANALYSIS:**

These changes effectively allow for the operation of off-road vehicles on all local highways under the jurisdiction of all the local Middlesex County municipalities unless otherwise prohibited. Middlesex County highways are not affected by this regulatory change, and the OPP and the County Engineer have shared safety concerns about the operation of off-road vehicles within County right-of-ways so no change to the current prohibition is recommended.

However, it is the opinion of the County Engineer that a by-law should be enacted in order to clarify the prohibition of these vehicles on County highways. This new regulation is somewhat confusing and this is a good opportunity to remind the public on the rules around operation of these vehicles. Off-road vehicles are only allowed to cross over County roads perpendicular to traffic in approved locations. And of course vehicles being utilized for agricultural purposes or for emergency response are exempt from these regulations.

It is recommended that the attached by-law be approved. A copy of the by-law along with background information provided by the province are attached.

**RECOMMENDATION:**

That the by-law to prohibit and/or otherwise regulation of Off-Road Vehicles (OVRs) on County Roads be approved.

Attachments

## THE CORPORATION OF THE COUNTY OF MIDDLESEX

### BY-LAW #

A By-Law to prohibit and/or otherwise regulation of Off-Road Vehicles (ORVs) on County Roads

#### WHEREAS

- A. The *Municipal Act, 2001*, S.O. 2001, c. 25, as amended or replaced, (hereinafter "***Municipal Act, 2001***"), and in particular section 8 thereof, provides that the powers of a municipality under that or any other Act shall be interpreted broadly so as to confirm broad authority on the municipality to enable the municipality to govern its affairs as it considers appropriate and to enhance the ability of the municipality to respond to municipal issues;
- B. Pursuant to the *Municipal Act, 2001*, and in particular Section 28 thereof, a municipality has jurisdiction over, inter alia, all highways over which it had jurisdiction or joint jurisdiction on December 31, 2002, all highways established by by-law of that municipality as enacted on or after January 1, 2003, and all highways otherwise transferred to that municipality pursuant to the *Public Transportation and Highway Improvement Act* or any other Act;
- C. Pursuant to the *Highway Traffic Act*, R.S.O. 1990, c. H. 8, as amended or replaced (hereinafter the "***HTA***"), and in particular section 191.8 thereof, no person shall drive an off-road vehicle on a highway except in accordance with the regulations and any applicable municipal by-laws;
- D. Pursuant to the HTA, and in particular subsection 191.8 thereof, a municipality is authorized to enact a by-law prohibiting the operation of off-road vehicles on any highway, or any part or parts thereof, within its municipality and under its jurisdiction and/or otherwise permitting and otherwise regulating operation of such off-road vehicles on such highways, or any part or parts thereof;
- E. Pursuant to Ontario Regulation 316/03 (Operation of Off-road Vehicles on Highways), as amended or replaced (hereinafter "**O. Reg 316/03**"), and in particular subsection 4.1(1) thereof, an off-road vehicle shall not be driven on a highway or part of a highway that is under the jurisdiction of a municipality unless a by-law permitting the off-road vehicle or particular class of vehicle has been passed by council in accordance with paragraph 1 or 2 of subsection 4.1(1);
- F. Pursuant to O. Reg 316/03, and in particular subsection 4.1(2) thereof, notwithstanding subsection 4.1(1) of O. Reg 316/03, if the requirements of Part III of O. Reg 316/03 are met, a vehicle described in paragraph 1 or 2 of subsection 4.1(1) may be driven on a highway or part of a highway that is under the jurisdiction of a local municipality if the name of the municipality appears in the Table to Ontario Regulation 8/03 (Local Municipalities Where 80 Kilometres Per Hour Speed Limit Applies);
- G. Pursuant to O. Reg 316/03, and in particular subsection 4.1(3) thereof, a local municipality to which subsection 4.1(2) applies, is authorized to enact a by-law prohibiting the operation of off-road vehicles on any highway or part of a highway under its jurisdiction;
- H. The County of Middlesex has jurisdiction over the highways included in the County of Middlesex road system as defined in By-law 5399 of the Corporation of the County of Middlesex (hereinafter "**County Roads**");

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #   Page 2

- I. The County of Middlesex does not appear in the Table to Ontario Regulation 8/03 and as such no off-road vehicle shall be driven on a County Road unless a by-law permitting off-road vehicles to be driven on County Roads has been passed by Council for the County of Middlesex (hereinafter “**Council**”) in accordance with subsection 4.1(1) of O. Reg 316/03;
- J. Council does not wish to pass a by-law under subsection 4.1(1) of O. Reg 316/03 to allow off-road vehicles on County Roads and deems it expedient to pass a by-law confirming that off-road vehicles are prohibited on County Roads, subject to an exception which allows direct crossing of such County Roads by operators of off-road vehicles in accordance with the said *Off Road Vehicles Act*, R.S.O. 1990, c. O. 4, as amended or replaced;

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

**Section 1 – Definitions**

1. In this by-law:

“**all-terrain vehicle**” means an off-road vehicle that,

- (a) has four wheels, the tires of which are all in contact with the ground,
- (b) has steering handlebars,
- (c) has a seat that is designed to be straddled by the driver, and
- (d) is designed to carry,
  - (i) a driver only and no passengers, or
  - (ii) a driver and only one passenger, if the vehicle,
    - (A) has one passenger seat that is designed to be straddled by the passenger while sitting facing forward behind the drive, and
    - (B) is equipped with foot rests for the passenger that are separate from the foot rests for the driver;

and in all respects meets the requirements of the *Highway Traffic Act* and the *Off-Road Vehicles Act* and any Regulations passed thereunder, as amended and as may be replaced from time to time, and, where thereby applicable, the expression “Off-Road Vehicle” shall have the corresponding meaning.

“**extreme terrain vehicle**” means an off-road vehicle that:

- (a) has six or eight wheels, the tires of which are all in contact with the ground,
- (b) has no tracks that are in contact with the ground,
- (c) has seats that are not designed to be straddled, and
- (d) has a minimum cargo capacity of 159 kilograms;

## THE CORPORATION OF THE COUNTY OF MIDDLESEX

### BY-LAW # Page 3

and in all respects meets the requirements of the *Highway Traffic Act* and the *Off-Road Vehicles Act* and any Regulations passed thereunder, as amended and as may be replaced from time to time, and, where thereby applicable, the expression “Off-Road Vehicle” shall have the corresponding meaning.

**“County”** means the Corporation of the County of Middlesex or the geographic area of the County of Middlesex, as the context requires;

**“highway”** includes a common and public highway, street, avenue, parkway, driveway, square, place, drive, bridge, viaduct or trestle, any part of which is intended for or used by the general public for the passage of vehicles and includes the area between the lateral property lines thereof and which is under the jurisdiction of the County of Middlesex pursuant to the *Municipal Act, 2001*;

**“Highway Traffic Act”** means the *Highway Traffic Act*, R.S.O. 1990, c. H. 8, as amended or replaced;

**“Local Municipality”** means any one or more of the following: The Corporation of the Township of Adelaide-Metcalf; The Corporation of the Township of Lucan Biddulph; The Corporation of the Municipality of Middlesex Centre; The Corporation of the Municipality of North Middlesex; The Corporation of the Municipality of Southwest Middlesex; The Corporation of the Municipality of Strathroy-Caradoc; The Corporation of the Municipality of Thames Centre; and The Corporation of the Village of Newbury.

**“Motor Vehicle”** includes an automobile, a motorcycle, a motor-assisted bicycle unless otherwise indicated in the *Highway Traffic Act*, and any other vehicle propelled or driven otherwise than by muscular power, but does not include a street car or other motor vehicle running only upon rails, a power-assisted bicycle, a motorized snow vehicle, a traction engine, a farm tractor, a self-propelled implement of husbandry, or a road- building machine;

**“multi-purpose off-highway utility vehicle”** means an off-road vehicle that,

- (a) has four or more wheels, the tires of which are all in contact with the ground,
- (b) has a steering wheel for steering control,
- (c) has seats that are not designed to be straddled, and
- (d) has a minimum cargo capacity of 159 kilograms;

and in all respects meets the requirements of the *Highway Traffic Act* and the *Off-Road Vehicles Act* and any Regulations passed thereunder, as amended and as may be replaced from time to time, and, where thereby applicable, the expression “Off-Road Vehicle” shall have the corresponding meaning.

**“municipal law enforcement officer”** means a by-law enforcement officer appointed by the County or a Local Municipality.



## THE CORPORATION OF THE COUNTY OF MIDDLESEX

## BY-LAW # Page 4

**“off-road motorcycle”** means an off-road vehicle, designed primarily for recreational use, that,

- (a) has steering handlebars,
- (b) has two wheels, the tires of which are all in contact with the ground,
- (c) has a minimum wheel rim diameter of 250 millimetres,
- (d) has a minimum wheelbase of 1,016 millimetres,
- (e) has a seat that is designed to be straddled by the driver,
- (f) is designed to carry a driver only and no passengers, and
- (g) does not have a sidecar;

and in all respects meets the requirements of the *Highway Traffic Act* and the *Off-Road Vehicles Act* and any Regulations passed thereunder, as amended and as may be replaced from time to time, and, where thereby applicable, the expression “Off-Road Vehicle” shall have the corresponding meaning.

**“off-road vehicle”** has the same meaning as in the *Off-Road Vehicles Act* and includes but is not limited to an all-terrain vehicle, extreme terrain vehicle, multi-purpose off-highway utility vehicle, off-road motorcycle, and recreational off-highway vehicle;

**“Off-Road Vehicle Act”** means the *Off-Road Vehicles Act*, R.S.O. 1990, c. O. 4, as amended or replaced;

**“police officer”** means an officer of the Ontario Provincial Police or other police service having jurisdiction in the County, who are duly appointed under the *Police Services Act*;

**“Provincial Offences Act”** means the *Provincial Offences Act*, R.S.O. 1990, c. P. 33, as amended or replaced;

**“recreational off-highway vehicle”** means an off-road vehicle that,

- (a) has four or more wheels, the tires of which are all in contact with the ground,
- (b) has a steering wheel for steering control,
- (c) has seats that are not designed to be straddled, and
- (d) has an engine displacement equal to or less than 1,000 cubic centimetres;

and in all respects meets the requirements of the *Highway Traffic Act* and the *Off-Road Vehicles Act* and any Regulations passed thereunder, as amended and as may be replaced from time to time, and, where thereby applicable, the expression “Off-Road Vehicle” shall have the corresponding meaning.

**“seat belt assembly”** means a device or assembly composed of a strap or straps, webbing or similar material that restrains the movement of a person in order to prevent or mitigate injury to the person; and

## THE CORPORATION OF THE COUNTY OF MIDDLESEX

### BY-LAW # Page 5

**“unopened road allowance”** means a highway under the jurisdiction of the County that has neither been opened for public travel nor assumed for maintenance purposes by the County.

#### **Section 2 – Interpretation**

- (1) This by-law includes the Schedule(s) attached to it, and the Schedule(s) are hereby declared to form part of the by-law.
- (2) The headings and subheadings used in this by-law are inserted for convenience of reference only, form no part of this by-law, and shall not affect in any way the meaning or interpretation of the provisions in this by-law.
- (3) Unless the context requires otherwise, references to items in the plural include the singular unless used with a number modifying the term, and words importing the masculine gender shall include the feminine.
- (4) If any section, subsection, paragraph or part thereof is declared by any Court to be illegal or ultra vires such section, subsection, paragraph, or part or parts shall be deemed to be severable and all other parts of this by-law are declared to be separate and independent, and enacted as such.

#### **Section 3 – Prohibitions**

- (1) Except as contemplated and provided for in section 2(2) of the *Off-Road Vehicles Act*, no person shall operate an off-road vehicle upon a highway, or part thereof, under the jurisdiction of the County, provided that, for purposes of crossing a highway pursuant to section 2(2)(a) of that Act, the off-road vehicle shall be operated at all times so as to travel perpendicular to the lateral property lines forming the limits of such highway.
- (2) No person shall operate an off-road vehicle on an unopened road allowance or part of an unopened road allowance under the jurisdiction of the County.
- (3) Following enactment of this by-law, the prohibitions and exception set forth in sections 3(1) and 3(2) above shall remain in effect for each and every calendar day commencing at 12:00:01 a.m. of each such day and ending at 12:00:00 on that same day.

#### **Section 4 – Exemptions**

- (1) The prohibitions set forth in sections 3(1) and 3(2) above do not apply to those exemptions provided for in section 27(1) and 28 of O. Reg. 316/03, as amended, relating to the operation of Off-Road Vehicles on Highways as enacted pursuant to the *Off-Road Vehicles Act*, as amended.

**THE CORPORATION OF THE COUNTY OF MIDDLESEX****BY-LAW # Page 6****Section 5 – Permitted Crossing of a Highway**

- (1) When crossing a highway as permitted, by exception, pursuant to section 3(1) above and unless inconsistent with any other provision of this by-law, the person so operating any off-road vehicle and any passenger thereon shall comply with all provisions of the *Highway Traffic Act*, the *Off-Road Vehicles Act*, and all other federal and provincial laws and municipal by-laws, as applicable, or any Regulations made thereunder, as amended or replaced from time to time, including but not limited to the provisions of Part III of O. Reg 316/03, as amended, relating to the Operation of Off-Road Vehicles on Highways as enacted pursuant to the *Highway Traffic Act*, as amended, save and except that set forth in sections 22 and 24 of the said O. Reg 316/03.
- (2) When crossing a highway as permitted, by exception, pursuant to section 3(1) above, the off-road vehicle shall not be operated at a rate of speed greater than 20 kilometers per hour.

**Section 6 – Limitations on Exception**

- (1) When crossing a highway as permitted, by exception, pursuant to section 3(1) above, the person so operating any off-road vehicle and any passenger thereon shall do so at his, her, or their own risk.
- (2) When crossing a highway as permitted, by exception, pursuant to section 3(1) above, the person so operating any off-road vehicle and any passenger thereon shall, at all times, exercise due care and attention, and otherwise act with due regard to other users of the highway.
- (3) Permission, by exception, to cross a highway pursuant to section 3(1) above does not constitute permission to operate an off-road vehicle on any other public or private property without the consent of the owner thereof.

**Section 7 – Enforcement**

- (1) This by-law may be enforced by a police officer or a municipal law enforcement officer.

**Section 8 – Offences, Fines and Penalties**

- (1) No person shall hinder, obstruct, or interfere with a police officer or a municipal law enforcement officer in the lawful execution of his or her duties under this by-law.
- (2) No person operating an off-road vehicle as contemplated by this by-law shall fail to stop that off-road vehicle when directed to do so by a police officer or a municipal law enforcement officer while executing his or her duties under this by-law.
- (3) No person operating an off-road vehicle or any passenger thereon shall fail to identify himself or herself when demanded to do so by a police officer or a municipal law enforcement officer while executing his or her duties under this by-law.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #   Page 7

- (4) Any person who contravenes any provision of this by-law is guilty of an offence and is subject to any penalty as provided for in the *Provincial Offences Act*.
- (5) Without limiting the generality of that set forth in subsection (4) immediately above, when a person has been convicted of an offence under this by-law, then the court entering that conviction or thereafter any court of competent jurisdiction may, in addition to any other penalty imposed upon such person convicted, make an order prohibiting the continuation or repetition of the said offence by the person so convicted.

**Section 9 – Short Title**

This by-law may be referred to as the “Off-Road Vehicle By-Law”.

**Section 10 – Effective date and repeal**

This by-law shall come into force and effect upon enactment.

PASSED IN COUNCIL this 19<sup>th</sup> day of January, 2021.

\_\_\_\_\_  
Cathy Burghardt-Jesson, Warden

\_\_\_\_\_  
Kathleen Bunting, County Clerk

## Ministry of Transportation

Office of the Director  
Highway Operations Management Branch

659 Exeter Road  
London, Ontario N6E 1L3  
Telephone: 519-200-5219

## ministère des Transports

Bureau du directeur  
Direction de la gestion des opérations routières

659, rue Exeter  
London (Ontario) N6E 1L3  
Téléphone: (519) 200-5219



January 4, 2021

Dear Municipal Stakeholder,

I am pleased to announce that effective **January 1, 2021**, the province has expanded the on-road opportunities for off-road vehicle riders in some parts of Ontario. Off-road vehicle riders are expected to experience enhanced trail access resulting from the increased on-road connections to Ontario's off-road vehicle trail network. The changes apply only to municipalities listed in Ontario Regulation 8/03 and amend the way permitted off-road vehicles are allowed on-road access to municipal highways.

In municipalities listed in [Ontario Regulation 8/03](#), permitted off-road vehicles will be allowed by default on municipal highways unless the municipality has an existing by-law that restricts their use or creates a new by-law to prohibit or restrict the use of some or all off-road vehicles. These new provisions replace the previous requirement that municipalities had to enact a by-law to permit off-road vehicles to operate on municipal highways. The updated regulations can be found at [Ontario Regulation 316/03](#), and [Ontario Regulation 863](#).

It is important to note that the on-road access rules for off-road vehicles in municipalities that are not listed in Ontario Regulation 8/03 will continue to be subject to the existing regulatory framework under Ontario Regulation 316/03 and these municipalities are not affected by this change.

The equipment configuration and performance requirements for off-road vehicles as set out in Section 10 of Ontario Regulation 316/03 also remain unchanged. The *Highway Traffic Act* prohibition of drivers of any motor vehicles causing the vehicle to make unnecessary noise, for example through modification, also applies and violations are subject to fines.

In order to support municipalities with these changes, the ministry has provided a Municipal Guidance Document (attached) to help municipalities decide whether they need to take action to revoke, update or pass new by-laws related to on-road access by off-road vehicles on the highways under their jurisdiction.

I ask you to kindly forward this notice and the attached Municipal Guidance Document to municipal staff responsible for traffic safety and those responsible for enforcing off-road vehicle laws in your area. Although changes have been previously announced on the Ontario Newsroom site and there will be a communication in the backgrounder issued by the Premier's Office, municipalities should ensure that the public and off-road vehicle riders are made aware of the rules in their area.

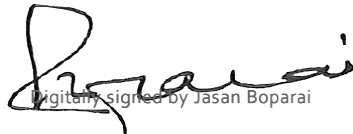
Municipal Stakeholder  
Page 2

If there are any questions regarding off-road vehicles licencing, operation or equipment requirements referenced in the attached guidance material, please contact Angela Litrenta, Manager, Road Safety Program Development Office at (416) 235-5130 or [Angela.Litrenta@ontario.ca](mailto:Angela.Litrenta@ontario.ca).

If there are any questions regarding amendments to Ontario Regulation 316/03, and Ontario Regulation 863, please contact Ron Turcotte, Head, Safety Information Management Section, Provincial Traffic Office at (289)-407-9880 or [Ron.Turcotte@ontario.ca](mailto:Ron.Turcotte@ontario.ca).

Thank you for your assistance in communicating this change.

Sincerely,



Digitally signed by Jasan Boparai

Jasan Boparai  
Director

Attachment – Municipal Guidance document

Municipal Guidance Document

Operation of Off-road Vehicles on Municipal Roadways

January 1, 2021

Effective January 1, 2021, the Ministry of Transportation (MTO) is changing the way the province manages how off-road vehicles (ORVs) are allowed on-road in some municipalities.

The use of ORVs on highways is controlled under Section 191.8 of the [Highway Traffic Act](#) (HTA), [Ontario Regulation 316/03](#) made under the HTA, and municipal by-laws passed in accordance with the legislation and regulations. Currently, ORVs that meet the requirements in Ontario Regulation 316/03 are allowed on some provincial highways and municipal highways where a municipality has passed a by-law allowing the use of such ORVs on highways under their jurisdiction.

WHAT’S NEW?


Effective January 1, 2021, all ORVs that meet the requirements in Ontario Regulation 316/03 for ORVs permitted on-road, will be allowed by default on municipal highways under the jurisdiction of municipalities listed in [Ontario Regulation 8/03](#) unless the municipality has a by-law prohibiting or restricting the use of some or all such ORVs.

Municipalities that are not listed in Ontario Regulation 8/03 will continue to be subject to the existing regulatory framework and are not affected by this change. In these municipalities, ORVs will continue to be allowed only if the municipality has passed a by-law to allow permitted ORVs on municipal highways under their jurisdiction.


Provincial Requirements

Municipal Considerations


► Prohibit ORVs on some or all highways




► Permit only specific ORVs on road



► Prohibit ORVs at specific hours of the day



► Impose additional lower speed limits



Local municipalities listed in Ontario Regulation 8/03 that wish to prohibit ORVs; or restrict the permitted types of ORVs; or restrict the time of day or the season when permitted types of ORVs are allowed on-road; or establish lower speed limits for these vehicles; may need to pass a new by-law.

Where a local municipality affected by the change has an existing by-law providing a blanket permission for ORVs on all municipal highways, the by-law would not be in conflict with the new regulations. If an existing by-law only permits some ORVs or restricts ORVs to only some highways, the municipality may have to revoke the by-law and pass a new by-law as outlined above if the municipality wishes to continue such restrictions.

There is no change to the enforcement of laws related to the use of ORVs. Any issues with the day-to-day operations of police services and the actions of police officers related to ORVs should be raised with the local chief of police or their designated representatives. All set fines can be found on the [Ontario Court of Justice website](#).

This document is provided primarily as a guide. For additional information please refer to the *Highway Traffic Act*, associated regulations and visit [Ontario.ca/ATV](#) for information and tips related to the operation of ORVs in Ontario.

Ministry of Transportation | Highway Operations Management Branch | (905) 704-2960 | [Traffic.Office@Ontario.ca](#)









Off-road Vehicles Allowed On-road

Effective July 1, 2020, MTO made changes to add off-road motorcycles (ORM) and extreme terrain vehicles (XTV) to the existing list of ORVs permitted on-road. These two new ORV types are in addition to the currently permitted 4-wheeled ORV types.

**MUNICIPAL BY-LAWS:** Effective July 1, 2020, the two new ORV types added to the list of ORVs permitted on-road can be allowed on municipal highways in accordance with the HTA and Ontario Regulation 316/03.

ORV is a general term used to capture several different vehicles designed for off-road use, however, only certain off-road vehicles that meet the requirements in Ontario Regulation 316/03 are permitted on-road:

Provincial Requirements	All-Terrain Vehicles	<p>“A “single-rider” all-terrain vehicle (ATV) is designed to travel on four tires, having a seat designed to be straddled by the operator, handlebars for steering control and it must be designed by the manufacturer to carry a driver only and no passengers.</p>	
		<p>A two-up ATV is designed and intended for use by an operator or an operator and a passenger. It is equipped with straddle-style seating and designed to carry only one passenger.</p>	
	Side-by-Sides	<p>A recreational off-highway vehicle (ROV) has two abreast seats, typically built with a hood, and uses a steering wheel instead of a motorcycle steering handlebar.</p>	
		<p>A utility terrain vehicle (UTV) has similar characteristics to an ROV but typically also features a box bed. UTVs are generally designed for utility rather than for recreational purposes.</p>	
	New Off-Road Vehicle Types	<p>Extreme Terrain Vehicles (XTVs), commonly referred to as Argos are 6+ wheeled off-road vehicles capable of riding in multiple terrains, including through water. These vehicles sometimes come with tracks, however, tracked versions are not being permitted on road and are restricted to off-road use only.</p>	
		<p>Off-Road Motorcycles (ORMs) are 2 wheeled off-road vehicles that come in varying configurations such as, but not limited to: Recreational ORM, Trail ORMs or Competition ORM.</p>	





## County Council

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**Meeting Date:** January 19, 2021  
**Submitted by:** Warden Cathy Burghardt-Jesson  
**SUBJECT:** 2021-2024 STRATEGIC PLAN AND PROPOSED  
IMPLEMENTATION STEPS

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### **BACKGROUND:**

In January 2020, Middlesex County Council began to consider the development of a strategic plan and the process in which to use to achieve the development of the strategic plan.

February 18, 2020 - County Council received a presentation from staff outlining the proposed goals to be achieved through the strategic planning process as well as a strategy to accomplish them. During this presentation Council took the opportunity to refine the goals and to provide direction as to how to undertake the strategic planning process.

Throughout the month of June 2020, County Council and staff participated in a number of breakout sessions and working group meetings.

Following the breakout sessions, the strategic planning working group developed the first draft version of the strategic plan for Council's review and consideration. Staff presented County Council with its first draft version of the strategic plan on July 14<sup>th</sup>, 2020. During this time, Council had significant and thoughtful discussion in regard to the strategic priorities, goals, objectives and guiding principles. Through this discussion, County Council's final draft strategic plan was developed.

October 13, 2020 – County Council approved the Strategic Focus, Goals, Objectives and Guiding Principles that were developed through the strategic planning process.

**ANALYSIS:**

It is an exciting time as we move forward with our collective vision and strategic focus for Middlesex County. This Strategic Focus document will help to ensure Council and staff remain committed and aligned with the direction of Council and to ensure we are moving forward in a calculated and deliberate way.

Attached to this report is the final, and branded version of the 2021 – 2024 Strategic Focus (strategic plan) document.

**Implementation**

The County has always been very good at strategically navigating our internal and external environments by aligning administrative actions and resources with Council priorities. However, it's time to take the next step in the County's strategic planning and management evolution.

Typically, the next step after Council approves its strategic focus is to have Council and staff identify and prioritize ways in which the strategic focus can be implemented throughout the plans term (2021 to 2024).

Given that we are entering budget discussions in February, the following and incremental implementation of strategic management is proposed as next steps through 2021 and into 2022.

**Budget Process**

The draft budget presented to County Council in March, will identify alignment with Council's Strategic Focus.

This will provide Council with insight into the first step toward ingraining strategic planning and management into the organization.

**Council Discussion**

In addition to the budget process identified above, it is proposed to have a Council Strategic Planning and Management discussion in the fall of 2021 to better identify Council priorities that will result in the development of an Implementation Plan. This Implementation Plan will inform the 2022 budget process.

This Council Discussion will come generally in the form of a handful of meetings, where Council and staff will start with an idea generation session, and then work toward ensuring the ideas fit Council's Strategic Focus and identifying when they can be implemented.

### Council Staff Report Template

Staff have worked together to develop a new staff report template (attached) that will help staff and Council understand how each report interacts with Council's Strategic Focus. Please note that some reports may not fit Council's Strategic Focus given the operational or opportunistic manner of the matter being discussed. When this occurs, staff will be asked to recognize this situation in their report.

### Annual Report Card

An Annual Report Card is a high-level document that allows Council and staff to measure the success and status of the way in which Council's Strategic Focus is being implemented. Staff will develop a report card for Council in 2021 that will generally look like below:

#### EXAMPLE ONLY

Action(s)	Strategic Focus Reference	Outcome(s) / Output(s) / Measure(s) of Success	Measure of Success Response for Report Card	Status / Comments
Strategic Focus Objective	Strategic Focus	Action identified through Implementation Plan	Response from staff	Status or additional comments
Create an environment that enables the attraction and retention of businesses, talent, and investments	Strengthening Our Economy	Develop Economic Development Strategic Plan	Economic Development Strategy developed in partnership with MCI. Economic Development department to work with Council to implement actions resulting of strategy.	Ongoing

#### **RECOMMENDATION:**

That the Middlesex County 2021 – 2024 Strategic Plan be approved as presented.

Attachments





# 2021 - 2024 STRATEGIC PLAN









2021 - 2024

THE MIDDLESEX  
INITIATIVE

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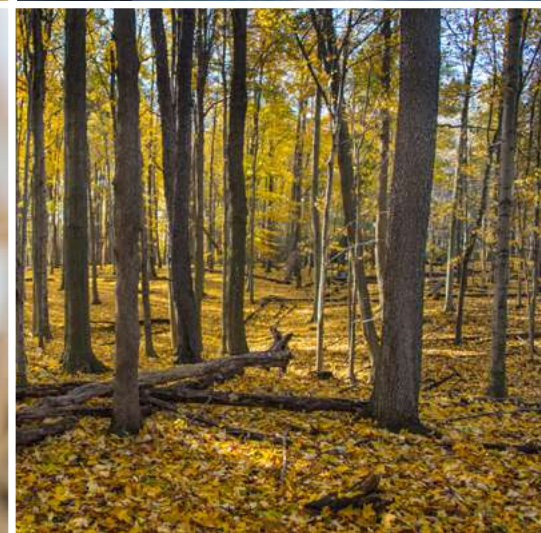
BREAKING  
NEW GROUND



January 19, 2021

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# GREETINGS FROM THE WARDEN

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On behalf of Middlesex County Council, I am pleased to present our **2021 to 2024 Strategic Plan**. The development of this plan was a priority of mine when I became Warden for the County of Middlesex. This year has been a year unlike any other in recent memory; however, I am very thankful that staff and Council were able to embrace the challenge!

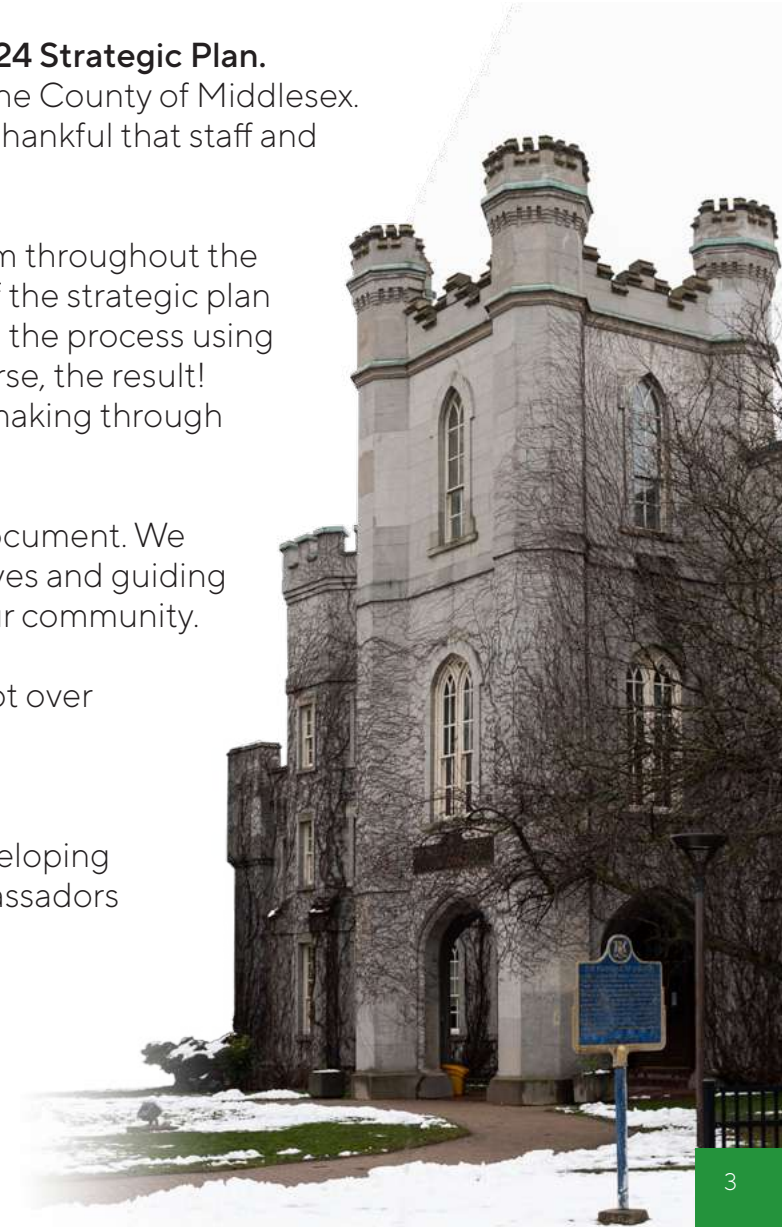
I would like to thank my Council colleagues for their participation and enthusiasm throughout the strategic planning process. When we first started discussing the development of the strategic plan at the beginning of the year, I did not imagine that we would be working through the process using video conferencing. However, I couldn't be happier with the process and, of course, the result! We have been able to develop a plan that will guide Council and staff decision-making through meaningful and deliberate action over the course of the next few years.

The work that Council and staff have put into the plan can be seen in this final document. We were able to genuinely discuss and debate our strategic priorities, goals, objectives and guiding principles in a way that developed a thoughtful and relevant strategic plan for our community.

It is an exciting time for Middlesex County. We have been able to accomplish a lot over the years and I look forward to seeing what can be accomplished with a defined strategic focus.

Thank you to all of those who contributed their time, expertise, and talent to developing this important document and to those who continue to be champions and ambassadors of our Middlesex County!

Cathy Burghardt-Jesson  
*Warden, Middlesex County*





# THE MIDDLESEX COMMUNITY

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Middlesex County is an ideal mix of rural and urban living. The County is strategically located in the heart of Southwestern Ontario and covers a sprawling area of over 2,800 square kilometres. The county is home to the municipalities of North Middlesex, Adelaide Metcalfe, Strathroy-Caradoc, Southwest Middlesex, Thames Centre, Middlesex Centre, Lucan Biddulph, and the Village of Newbury.

The County of Middlesex is an upper tier municipality that provides a range of services to residents including, roads, social services, economic development, emergency services, long term care, libraries, and planning.

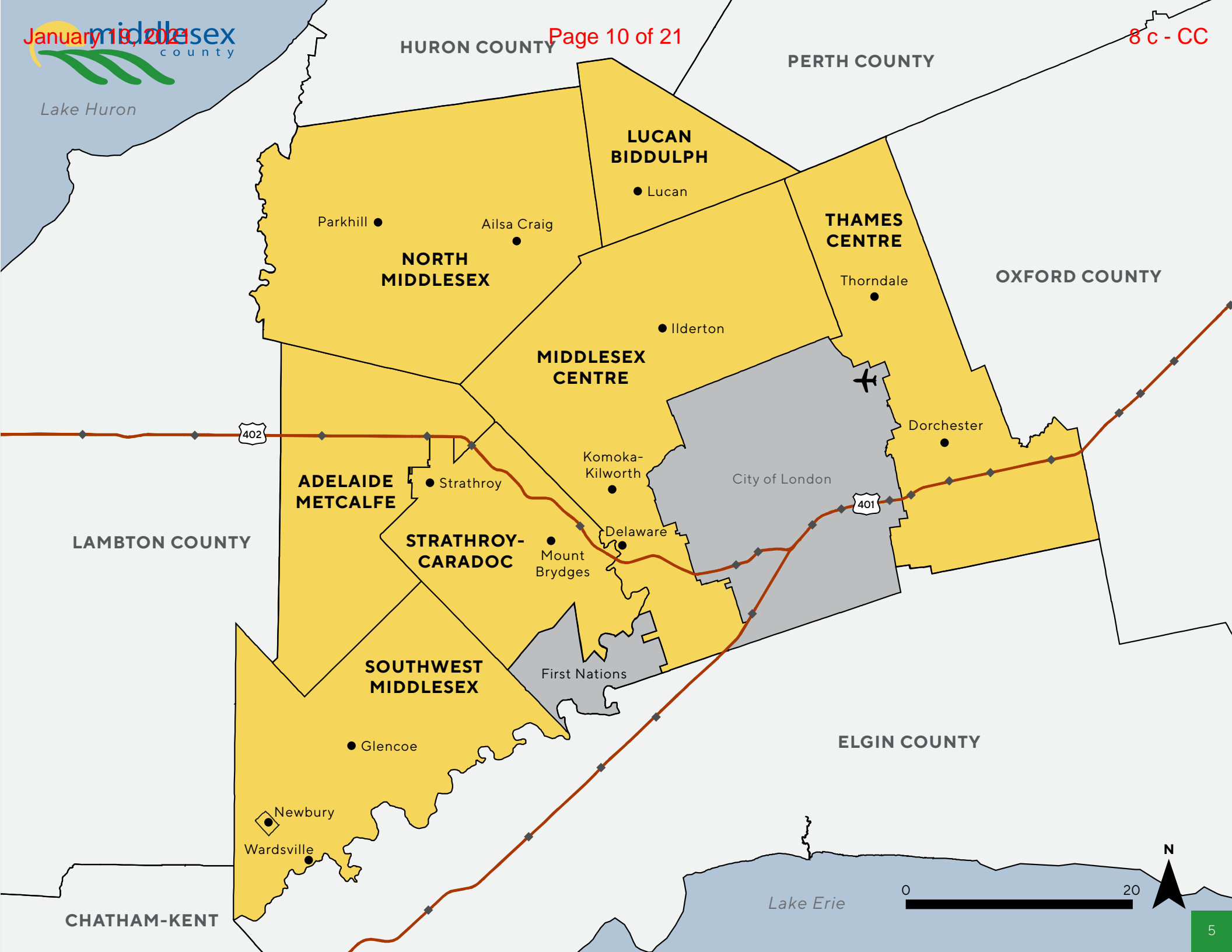
Our Community offers both rural and urban opportunities with vibrant downtown cores, a dynamic and diverse population, economic diversity, high quality of life and bountiful recreation and cultural choices in a picturesque setting.

## KEY COMMUNITY FEATURES

- Part of a growing, prosperous region with a population in 2019 of approximately 77,000 residents. Based on recent planning data in 2020 the population is expected to grow by 7%.
- Strategic location for business and industry due to its proximity and access to major highways including the 401 and 402 highway corridor, airports and railway lines, lower commercial business rents, and land values compared to large urban areas and regions.
- Diverse economy, including a strong foundation in agriculture, agri-food, healthcare professional services and manufacturing and growing retail, logistics, construction and service sectors.
- Highly skilled, educated and ready workforce with a reputation for quality and a strong work ethic. In 2019 there is an estimated 40,538 people who are part of the Middlesex County labour force.
- Affordable, relaxed and family oriented lifestyle which is enhanced by the proximity of quality healthcare and urban opportunities.
- Variety of licensed child care, early years programming and educational institutions, including close proximity to renowned Western University, Fanshawe College and Lambton College.
- The unique villages, towns and rural communities have great attractions for residents and tourists, including museums, parks, nature trails, golf, historical buildings, campgrounds, sugar bushes, crafts, entertainment and much more.



Lake Huron



# THE STRATEGIC PLANNING PROCESS

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The strategic plan will establish a clear direction and focus for the County for the four year period of 2021 to 2024. As the community is constantly growing and changing, strategic planning will assist in developing the right goals and targets to help everyone focus their efforts into achieving them. It will also ensure that the County of Middlesex is well positioned to capitalize on future opportunities that arise.

The discussions regarding the strategic planning process started in January 2020 and the 2021 to 2024 Strategic Plan was approved by County Council in September 2020.

The goals of the strategic planning process were:

- Governance focus
- Actionable and timely
- Communication tool
- Identify new opportunities and issues
- Stimulate internal and external discussion
- Focus on key questions and less on mission statements

## PHASE 1 DATA COLLECTION

### SETTING THE STAGE AND GATHERING INFORMATION

The objective of this phase included planning, process development, collection of department data and business profiles, development of a survey and landscape review.





## PHASE 2 REVIEW

### REVIEWING, DISCUSSING AND CREATING FUTURE STRATEGIES

Council reviewed the information and created the strategic priorities, goals and objectives to be considered in the overall plan. Council also developed a list of guiding principles to be applied to program development, program review, and service delivery.

## PHASE 3 APPROVAL

### CONFIRMING AND FINALIZING THE PLAN

Council reviewed the draft version of the strategic plan and had significant and thoughtful discussion in regard to the strategic priorities, goals, objectives and guiding principles. Through this discussion, County Council's final strategic plan was developed and approved.



# WHERE WE'RE GOING

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2021-2024 is the time for Middlesex County to lead into the future. Growth and opportunity are at the heart of the county's future.

## INNOVATION & READINESS



Innovation and collaboration are happening in Middlesex County, with numerous projects underway that we can leverage into the future. This readiness factor provides us with the ability to go where we want to go.

Innovation and collaboration in action in Middlesex County:

- Middlesex County Connect (Community Transportation)
- Community Safety and Well-Being Plan
- EarlyON Child and Family Centres
- Municipal modernization service delivery reviews
- Libraries shifting to community hubs and becoming a dynamic community destination
- Mobile COVID-19 testing provided by Middlesex London Paramedic Service
- Collaborative infrastructure projects with local municipalities

## MODERNIZATION

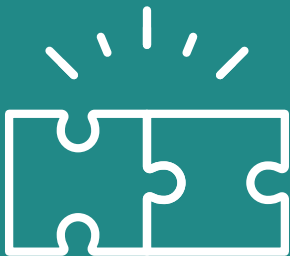


The current environment surrounding all municipalities, including the County of Middlesex, has become focused on modernization and innovation. The Ontario government is looking to municipalities to examine all aspects of its work and to look for new ways to serve its residents.

**COLLABORATION  
& RELATIONSHIPS**

The County of Middlesex has embraced an environment of collaboration, and is actively working with its local, neighbouring, and regional municipalities to achieve common goals. Some examples of this include:

- Provision of shared services (planning, IT, Legal) with local municipal partners
- Southwest Community Transportation – a transportation initiative involving County of Middlesex, Tillsonburg, Oxford County, Perth County, and Norfolk County
- Innovative economic development initiatives, such as: Our Hand to Your Table and the Middlesex County Economic Resiliency Task Force
- Unique Service Manager Agreements between the County of Middlesex and the City of London in relation to social housing, land ambulance, child care and Ontario Works services.

**RESPONSIVE &  
RESILIENT**

The COVID-19 pandemic has caused us to ask new questions and to leverage the learnings from the pandemic to encourage change, including how we support the prosperity of businesses in downtown cores, how we increase internet connectivity, and how we move forward with digital transformation and service provision in a changed environment.

Modernization of services, especially with the pandemic, has forced all organizations, including the public sector, to think differently about how to deliver services – embrace automation and new technologies.

**VISION &  
LEADERSHIP**

We are strategically focused and ready to respond and move into the future with a visionary council and expert senior staff.



County Council includes both progressive/modern ideas and attitudes, but also has a mind to the important history of the County.”



Our staff have a depth of knowledge and experience”



STRATEGIC FOCUS	CULTIVATING COMMUNITY VITALITY	CONNECTING THROUGH INFRASTRUCTURE	STRENGTHENING OUR ECONOMY	PROMOTING SERVICE EXCELLENCE
GOALS	Advance a diverse, healthy, and engaged community across Middlesex County.	Ensure communities are built on a sustainable foundation that is connected and thriving.	Encourage a diverse and robust economic base throughout the county.	Innovate and transform municipal service delivery.
OBJECTIVES	<ul style="list-style-type: none"><li>• Promote and support community wellness</li><li>• Innovate social and community services</li><li>• Attract, retain, and engage youth in our community</li><li>• Champion and encourage active transportation and public transit opportunities</li></ul>	<ul style="list-style-type: none"><li>• Encourage and advocate, through partnerships, the construction of scalable, equitable broadband infrastructure, recognizing our unserved and underserved areas</li><li>• Commit to a sound asset management strategy to maintain and fund critical infrastructure</li><li>• Use County infrastructure in an innovative way to provide a seamless service experience for residents</li></ul>	<ul style="list-style-type: none"><li>• Support opportunities to create a stronger and sustainable agricultural sector</li><li>• Create an environment that enables the attraction and retention of businesses, talent, and investments</li><li>• Attract visitors to Middlesex County</li><li>• Support the development and prosperity of downtown core areas in Middlesex County</li></ul>	<ul style="list-style-type: none"><li>• Anticipate and align municipal service delivery to emerging needs and expectations</li><li>• Engage, educate and inform residents, businesses, and visitors of county services and community activities</li><li>• Strengthen our advocacy and lobbying efforts with other government bodies</li><li>• Collaborate with strategic partners to leverage available resources and opportunities</li><li>• Build organizational capacity and capabilities</li></ul>



# OUR GUIDING PRINCIPLES ARE...

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- 1 Balancing the rural-urban qualities of the County
- 2 Building relationships and working in a collaborative and supportive way
- 3 Leading through innovation, evaluation, and continuous improvement
- 4 Recognizing the uniqueness of our local municipal partners
- 5 Maintaining financial sustainability
- 6 Focusing on diversity and inclusion
- 7 Being flexible and responsive

## FOR FURTHER INFORMATION

399 Ridout Street  
London, ON N6A 2P1

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F: 519.434.0638

  @CountyMiddlesex

[www.middlesex.ca](http://www.middlesex.ca)





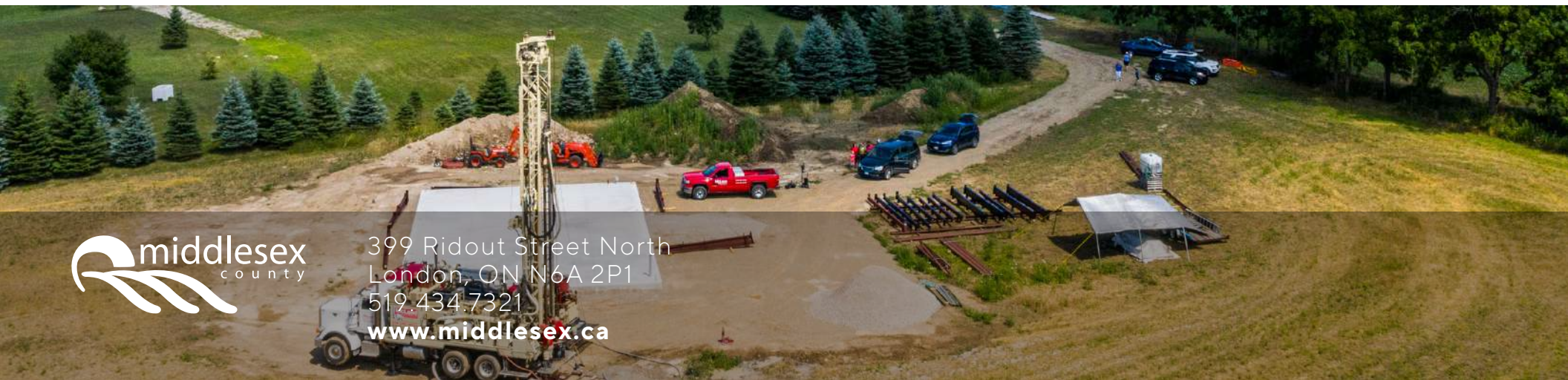




January 19, 2021

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## County Council Committee of Whole

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Meeting Date:      *<insert meeting date, ex. January 4, 2021'>*  
Submitted by:      *<insert name(s) and title(s)>*  
SUBJECT:            *<insert TITLE OF REPORT in capitalized letters>*

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### BACKGROUND:

### ANALYSIS:

### FINANCIAL IMPLICATIONS:

*<insert and highlight all relevant financial information that may impact outcomes of this report>*

### ALIGNMENT WITH STRATEGIC FOCUS:

*<this section of the report is to provide Council with an understanding of how this report, or the outcome of this report, ties to Council's Strategic Focus>*

*<the report has been updated to include Council's 2021 to 2024 Strategic Focus; please delete all irrelevant Strategic Focus connections, leaving only the ones that connect or support the staff report>*

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

<b>Strategic Focus</b>	<b>Goals</b>	<b>Objectives</b>
Cultivating Community Vitality	Advance a diverse, healthy, and engaged community across Middlesex County	<ul style="list-style-type: none"> <li>• Promote and support community wellness</li> <li>• Innovate social and community services</li> <li>• Attract, retain, and engage youth in our community</li> <li>• Champion and encourage active transportation and public transit opportunities</li> </ul>
Connecting Through Infrastructure	Ensure communities are built on a sustainable foundation that is connected and thriving	<ul style="list-style-type: none"> <li>• Encourage and advocate, through partnerships, the construction of scalable, equitable broadband infrastructure, recognizing our unserved and underserved areas</li> <li>• Commit to a sound asset management strategy to maintain and fund critical infrastructure</li> <li>• Use County infrastructure in an innovative way to provide a seamless service experience for residents</li> </ul>
Strengthening Our Economy	Encourage a diverse and robust economic base throughout the county	<ul style="list-style-type: none"> <li>• Support opportunities to create a stronger and sustainable agricultural sector</li> <li>• Create an environment that enables the attraction and retention of businesses, talent, and investments</li> <li>• Attract visitors to Middlesex County</li> <li>• Support the development and prosperity of downtown core areas in Middlesex County</li> </ul>
Promoting Service Excellence	Innovate and transform municipal service delivery	<ul style="list-style-type: none"> <li>• Anticipate and align municipal service delivery to emerging needs and expectations</li> <li>• Engage, educate and inform residents, businesses, and visitors of county services and community activities</li> <li>• Strengthen our advocacy and lobbying efforts with other government bodies</li> <li>• Collaborate with strategic partners to leverage available resources and opportunities</li> <li>• Build organizational capacity and capabilities</li> </ul>

**RECOMMENDATION:**

That

Attachments



## County Council

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**Meeting Date:** January 19, 2021  
**Submitted by:** Chris Bailey, Manager, Information Technology Services  
**SUBJECT:** DATA CENTRE SUBLICENCE AGREEMENT

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### **BACKGROUND:**

In September of 2009, Middlesex County and the City of London entered into an agreement to host the County's IT systems and communications infrastructure in the City's datacentre.

The ITS department has migrated the majority of equipment from this location to the County's new data centre. The equipment still premised at the City of London's site is required to provide required access to software and services for the Social Services department as well as internet and network access services for 399 Ridout Street. The migration project reduced the amount of space required at the City of London datacentre which prompted a review of the existing agreement.

### **ANALYSIS:**

The attached agreement is a form of renewal of the original agreement that has been updated to reflect the changes resulting from the migration project. The term of the agreement is three (3) years with the opportunity to renew if required.

The financial impact on the updated agreement is fifteen hundred dollars (\$1,500.00) yearly with a three percent (3%) increase per year. The agreement is set to expire on December 31, 2023.

### **RECOMMENDATION:**

That the Datacentre Sublicense Renewal Agreement be approved as presented and that the necessary by-law be presented to County Council to authorize the Warden and the County Clerk to execute the Datacentre Sublicense Renewal Agreement with the Corporation of the City of London.

Attachment

SUBLICENCE AGREEMENT

THIS SUBLICENCE AGREEMENT effective the \_\_\_\_ day of \_\_\_\_\_, 20\_\_.

BETWEEN:

THE CORPORATION OF THE CITY OF LONDON  
(the “City”)

OF THE FIRST PART

-and-

THE CORPORATION OF THE COUNTY OF MIDDLESEX  
(the “Sublicensee”)

OF THE SECOND PART

WHEREAS:

- (a) By a licence dated January 1, 2019, between Museum London (the “Head Licencor”) and the City as the head licensee (the “Head Licensee”), a copy of which is attached hereto as *Schedule “A”*, and the Head Licencor did licence to the City certain space (the “Premises”) consisting of an area of approximately 1.340 square feet located on the lower level of the building within the lands described municipally as 421 Ridout Street, London, ON;
- (b) The City has agreed to sublicense to the Sublicensee a portion of the Premises consisting of approximately four (4) square feet (the “Subpremises”) as shown hatched and highlighted in red on *Schedule “B”* attached hereto on the terms and conditions herein;
- (c) The consent of the Head Licencor has been obtained pursuant to the terms of the Head Licence; and
- (d) The Sublicensee would be supplied with an environment that has power and environmental backups in the event of certain emergencies related to possible disasters or sustained electrical outages. This sublicense provides the Sublicensee an economical alternative to building a spate data centre as well as provides the City some relief related to costs associated with the space and environmental operating costs.

NOW THEREFORE in consideration of the mutual covenants and agreements herein contained, and of other good and valuable considerations (the receipt and sufficiency of which are hereby acknowledged), the parties hereby agree and covenant as follows:

Recitals

- 1. The above recitals are true and are hereby incorporated into this Agreement by reference.

Definitions

- 2. In addition to the terms defined elsewhere in this Agreement, the following terms and phrases have the following meanings:
  - (a) “Agreement” means this Agreement, including its schedules, as it may be confirmed, amended, modified, supplemented or restated by written agreement between the Parties.
  - (b) “Annual Adjustment” means an annual adjustment to the amount of the Annual Payment compared to the previous year, in an increased amount of three percent (3%), which shall occur annually every February 1<sup>st</sup> from 2020 through the duration of the Term. If during the course of this Agreement, February 1<sup>st</sup> in any given year does not fall on a Business Day, the Annual Adjustment for that particular year will occur on the next Business Day.

- (c) **“Business Day”** means any day excluding a Saturday, Sunday or statutory holiday in the Province of Ontario.
- (d) **“Communication”** means any notice, demand, request, consent, approval or other communication that is required or permitted by this Agreement to be given or made by a Party.

**Term**

- 3. Subject to termination and amendment provisions of this Agreement (ss. 9-11), the term of this Agreement shall be for three (3) years, commencing on January 1, 2020 and expiring on December 31, 2023 (the “Term”). In the event this Agreement is not terminated pursuant to section 9 of this Agreement prior to December 31, 2023, this Agreement shall automatically continue on a year-to-year basis thereafter, renewing on January 1, 2024 and on every subsequent January 1 thereafter until such time that this Agreement is terminated in accordance with sections 9 of this Agreement.

**Annual Licence Fee**

- 4. For the Term of this Agreement, including any renewals thereto, the Sublicensee covenants and agrees to pay to the City an annual gross licence fee of Fifteen Hundred Dollars (\$1,500.00), subject to an annual increase of three percent (3%) thereafter payable in one annual payment on the first (1<sup>st</sup>) day of October of each year during the Term commencing on October 1, 2019, without any prior demand therefore and without any abatement or set-off whatsoever (“Licence fee”).
- 5. The Sublicensee covenants and agrees to pay to the City, at the same time as a Licence fee, all Harmonized Sales Tax payable on account of the licence fee all of the Subpremises or the City's receipt of the licence fees and other amounts and charges hereunder.

**Sublicensee’s General Covenants**

- 6. The Sublicensee covenants with the City:
  - (a) to pay the Licence fee provided herein, as well as any taxes imposed thereon, as herein provided;
  - (b) to pay directly to the Head Licencor the costs of any special or additional services in respect of the Subpremises;
  - (c) to perform or cause to be performed all of the covenants of the City as Licensee under the Head Licence relating to the Subpremises, including, without limitation, the performance of the Licensee's repairs therein, but excluding the obligations of the City as to Licence fee payable as Licensee under the Head Licence (the obligations of the Sublicensee in that respect being the payment of Basic Licence fee for the Subpremises as provided herein);
  - (d) not to do or omit to be done any act or thing upon the Subpremises which would cause a breach of any of the City's obligations as Licensee under the Head Licence;
  - (e) not to use the Subpremises for any purpose other than such uses as permitted in the Head Licence;
  - (f) at its own expense, to repair and maintain and keep the Subpremises and every part thereof and improvements placed therein in good order and condition, and promptly make all needed repairs and replacements in accordance with the terms of the Head Licence; and
  - (g) not to assign, sublet or part with or share possession of any part of the Subpremises or allow the same to be used or occupied by any persons other than the Sublicensee without the prior consent in writing of the City, which consent may not be unreasonably withheld, and of the Head Licencor in accordance with the provisions of the Head Licence.



**Insurance**

7. The Sublicensee shall take out and keep in force during the Term of the Agreement such insurance policies in respect of the Subpremises and shall comply with the obligations of the City as Head Licensee under the Head Licence, and shall be subject to the same obligations and the same limitations of liability with respect to damage, loss or injury as are set out in the Head Licence. The Sublicensee shall name the City and the Head Licencor as additional named insureds, as their interests may appear, in such insurance policies. The Sublicensee shall provide, upon the request of the City, certificates of its insurance policies and shall, throughout the Term, provide evidence of renewal or replacement of same.

**Covenants of the City**

8. The City covenants with the Sublicensee:
  - (a) for quiet enjoyment;
  - (b) to pay the Licence fee reserved by the Head Licence;
  - (c) to perform or cause to be performed all of its obligations under the Head Licence in respect of the Premises other than the Subpremises; and
  - (d) to enforce, for the benefit of the Sublicensee, and other lawful occupants of the Subpremises, the obligations of the Head Licencor under the Head Licence with the intent that the benefits of such covenants shall be enjoyed by the Sublicensee and its permitted Sublicensees and assigns; and, notwithstanding anything else herein contained, the obligations of the City with respect to the covenants and obligations of the Head Licencor are limited to the foregoing.

**Abatement and Termination**

9. In the event of damage or destruction to the Subpremises or the building of which the Subpremises forms a part by any casualty or occurrence:
  - (a) licence fee hereunder shall abate if and to the extent Licence fee under the Head Licence abates in respect of the Subpremises under the terms of the Head Licence;
  - (b) this Sublicence shall terminate if the Head Licencor or the City shall become entitled to terminate and shall terminate the Head Licence; and
  - (c) the Sublicensee, if the Subpremises are restored by the Head Licencor in accordance with the provisions of the Head Licence, shall perform all of the obligations of the City with respect to the repair and restoration of the Subpremises.
  - (d) either Party at their sole election may at any time, upon providing six (6) months written notice to the other, terminate this Agreement.
  - (e) in the event of termination pursuant this paragraph 9, any monies owing to the City of London which have not been paid shall forthwith be paid to the City of London prior to the date of the said termination. Further, in the event there are any monies for services paid by the County for services that were not provided by the City of London, such monies shall be returned forthwith by the City of London to the County.

**Amendment**

10. No amendment, discharge, modification, restatement, supplement, termination or waiver of this Agreement or any section of this Agreement is binding unless it is in writing and executed by the Parties to be bound.
11. The Parties agree and warrant that in the event this Agreement is amended or replaced; such amendments or replacement shall be worded to take full force and

effect on the 1<sup>st</sup> day of January for the year in which the amendment or new agreement is made.

**Fixtures and Improvements**

12. The rights and obligations of the Sublicensee with respect to the installation, alteration or removal of fixtures and improvements shall be governed by the applicable provisions of the Head Licence. The Parties agree that all fixtures and improvements shall be deemed to comply with the provisions of this Sublicence if they are made in compliance with the provisions of the Head Licence, and the approval of the Head Licencor and the City thereto (such approval not to be unreasonably withheld) shall have been obtained. The Sublicensee shall pay all costs and fees chargeable by the Head Licencor under the Head Licence with respect to alterations or changes to the Subpremises.
13. At the end of the Term of this Agreement, including any renewals thereto, the Sublicensee shall surrender and yield up the Subpremises in such state as the City is required to surrender and yield up the Premises at the end of the term of the Head Licence. Notwithstanding the foregoing, the Sublicensee shall not be required to restore the Subpremises to its original condition as at the commencement of the term of the Head Licence nor to remove any licencehold improvements that existed prior to the Term, but shall, at the City’s option, at the expiration of the Term or earlier termination of this Sublicence, restore the Subpremises to its original condition as at the commencement of the Term and/or remove any licencehold improvements installed by or for the Sublicensee, subject to the rights of the Head Licencor under the Head Licence. The Sublicensee’s right to remove fixtures shall be limited to removal of its fixtures and not those of the City.

**Condition of Subpremises**

14. It is understood and agreed that the Sublicensee shall accept the Subpremises in an “as is” condition, and the Sublicensee acknowledges that the City has made no representations or warranties with respect to the condition thereof.

**Notices**

15. Any notice or Communication delivered to the Party to whom it is addressed will be deemed to have been given or made and received on the day it is delivered at that Party’s address, provided that if that day is not a Business Day then the Communication will be deemed to have been given or made and received on the next Business Day. Any Communication transmitted by facsimile, e-mail or other functionally equivalent electronic means of transmission will be deemed to have been given or made and received on the day on which it is transmitted; but if the Communication is transmitted on a day which is not a Business Day or after 4:00 p.m. (local time of the recipient), the Communication will be deemed to have been given or made and received on the next Business Day.
16. Any Communication shall be in writing and may be delivered:

(a) Personally or by courier; or

(b) By prepaid registered mail; or

(c) By facsimile; or

(d) By email or equivalent electronic means of transmission, if a hard copy of the Communication is delivered by one of the three methods of delivery referred to above.
17. Any Communication shall be delivered to the persons and addresses as follows:

**To the City of London at:**  
  
300 Dufferin Avenue  
London, Ontario, N6A 4L9  
Attention: Manager of Realty Services

**To the County at:**

The Corporation of the County of Middlesex  
County Building  
399 Ridout Street North  
London, Ontario N6A 2P1  
Attention: County Clerk  
Tel. No.: (519) 434-7321 x2250  
Facsimile No.: (519) 434-0638

or to any other address as any Party may at any time advise the other by Communication given or made in accordance with this section.

**Application of Head Licence**

- 18. The Sublicencee acknowledges and agrees that this Sublicence is subject to and subordinate to the terms of the Head Licence and the Sublicencee is subject to all the rights and privileges of the Head Licencor under the Head Licence in the same manner and to the same extent as the City, except as provided herein.
- 19. Except as herein expressly provided, or as modified by the provisions of this Sublicence, all terms, conditions, covenants and agreements contained in the Head Licence shall apply to and be binding upon the parties hereto, and their respective successors and permitted assigns. The appropriate changes of reference being deemed to have been made (that is, every reference therein to “ Head Licencor” being changed on such incorporation to a reference to the City, every reference to the “Head Licencee” being changed on such incorporation to a reference to the Sublicencee and every reference to “Premises” being changed on such incorporation to a reference to the Subpremises, where the context requires), with the intent that such provisions shall govern the relationship in respect of such matters as between the City and the Sublicencee.
- 20. Capitalized words not otherwise defined herein shall have the meaning ascribed to them in the Head Licence.
- 21. Whenever, under the terms of the Head Licence, the consent or approval of the Head Licencor is required, the Sublicencee shall be required to obtain both the consent or approval of the Head Licencor and the City.

**Miscellaneous**

- 22. The City and the Sublicencee hereby agree, from time to time and at any time hereafter, to execute such further assurances as may be necessary or desirable to more effectively sublicense the interests of the City in the Head Licence together with all benefits and advantages to be derived therefrom and to carry out the true intention of this Sublicence.
- 23. The submission of this Sublicence for examination by the Sublicencee, whether or not executed by the City, shall not constitute an offer or agreement, and there shall be no obligation on the part of the City to the Sublicencee hereunder until the Sublicence has been fully executed and delivered by both the City and the Sublicencee.
- 24. Unless the context otherwise requires, words importing the singular in number only shall include the plural and vice versa, words importing the use of gender shall include the masculine, feminine and neuter genders, and words importing persons shall include individuals, corporations, partnerships, associations, trusts, unincorporated organizations, governmental bodies and other legal or business entities. If this Sublicence has been executed by more than one party as Sublicencee, their obligations hereunder shall be joint and several, and all references to the “Sublicencee” herein shall refer to all such parties, as the context requires.
- 25. This Sublicence may be executed by the parties hereto in separate counterparts, each of which so executed shall be deemed to be an original. Such counterparts together shall constitute one and the same instrument and, notwithstanding the date of execution, shall be deemed to bear the effective date set forth above.
- 26. Delivery of an executed copy of a signature page to this Sublicence by facsimile transmission shall be effective as delivery of an original executed copy of this

Sublicence, and each party hereto undertakes to provide each other party with a copy of the Sublicence bearing original signatures forthwith upon demand.

27.
- The rights and liabilities of the parties shall enure to the benefit of their respective legal representatives, heirs, executors, administrators, successors and permitted assigns, as the case may be.

GIVEN UNDER MY/OUR HAND AND SEAL, (OR IN WITNESS WHEREOF) the Licencee hereto has hereunto caused to be affixed its Corporate Seal attested by the hands of its proper signing officers, as the case may be this \_\_\_\_ day of \_\_\_\_\_, 20\_\_\_\_, at the City of London in the County of Middlesex.

THE CORPORATION OF THE COUNTY OF MIDDLESEX

Cathy Burghardt-Jesson, Warden

Kathleen Bunting, County Clerk

IN WITNESS WHEREOF The Corporation of the City of London hereto has hereunto caused to be affixed its Corporate Seal attested by the hands of its proper signing officers pursuant to the authority contained in By-Law No. A-1-11012 of the Council of the Corporation of the City of London.

THE CORPORATION OF THE CITY OF LONDON

Ed Holder, Mayor

Catharine Saunders, City Clerk

SCHEDULE "A"

THIS AGREEMENT made as of the 11<sup>th</sup> day of June, 2018.

BETWEEN:

Museum London  
(the "Licensor")

and

The Corporation of the City of London  
(the "Licensee")

WHEREAS:

1. The Licensor is the owner of the building municipally known as 421 Ridout Street North (the "Building");
2. The Licensor has agreed to grant the Licensee a license to use a portion of the Building for computer data center and office purposes on the terms and conditions contained herein.

NOW THEREFORE this agreement (the "Agreement") witnesses that in consideration of the premises and the sum of Two Dollars (\$2.00) of lawful money of Canada now paid by the Licensee to the Licensor (the receipt and sufficiency of which is hereby acknowledged), and in consideration of the mutual covenants herein contained, the Licensor and Licensee hereby agree as follows:

1. License

- a) The Licensor grants to the Licensee the non-exclusive license for use of the common facilities in the Building and the Licensor hereby grants to the Licensee the exclusive right to occupy an area (the "Licensed Space") in the Building as defined as Rooms 045, 046 and 047 on Schedule "A" in accordance with the provisions of this Agreement for a term of Five (5) years commencing on January 1, 2019 and terminating on December 31, 2023 (the "Term")
- b) The Licensee accepts the Licensed Space in an "as is" condition, and will complete any necessary improvements at its sole expense and in accordance with the terms of this Agreement.

2. License Fee

- a) The Licensee covenants and agrees with the Licensor to pay a fee (the "License Fee") of \$4,680.00 per annum plus all applicable Harmonized Sales Tax and other taxes, payable annually in advance throughout the Term.
- b) In addition to the License Fee, the Licensee shall pay to the Licensor, together with all applicable Harmonized Sales Tax and other taxes, the following:
  - i) the total cost of all utilities supplied to the Licensed Space, as reasonably determined by the Licensor;
  - ii) Tenant's Proportionate Share which shall mean the following:

For any amount separately paid, invoiced, billed, or metered with respect to a supply or service to the Licensed Space only, the Licensee's Proportionate Share shall be 100%;

For any amount separately paid, invoiced, billed or metered with respect to a supply or service to more than the Licensed Space, the Licensee's Proportionate Share shall be the fraction, the numerator of which is the area of the Licensed Space 1,340 square feet and the denominator of which is the total rentable area of the Building which is 52,414 square feet resulting in the Licensee's Proportionate Share being 2.6% of the total operating costs.

The Licensee's Proportionate Share of all of the building operating costs defined as the total amount paid or payable to by the Licensor, either directly or

indirectly, for the complete operation and maintenance of the building including the common areas and the Licensed Space. Operating costs shall include the following:

- a) Repairs and replacements required for such maintenance;
  - b) Repairs, maintenance and replacements to heating, ventilating and air conditioning equipment and systems, except for replacements properly categorized as capital in nature in accordance with standard accounting practices;
  - c) Utilities;
  - d) Refuse removal if not performed by municipality;
  - e) Fire, casualty, liability and other insurance deemed necessary by the Licensor;
  - f) Cleaning of exterior windows;
  - g) Service contracts with independent contractors;
  - h) All other expenses paid or payable by the Licensor in connection with the operation of the Building;
  - i) Administrative fees of 2.6% of Operating Costs
  - h) Security costs
- c) All amounts due and owing under this Agreement shall be paid on the first day of each and every month during the Term. Payment by the Licensee on account of the additional charges shall be due in equal monthly installments as reasonably determined by the Licensor, and as soon as practicable after the expiration of each year (and at the end of the Term) the Licensor shall make a final determination of the actual Additional Charges and shall notify the Licensee of such determination. The parties shall then make any necessary adjustment between them within thirty (30) days of such notification.

### 3. Licensee's Covenants

- a) Subject to Section 12, the Licensee shall use the Licensed Space only for the purposes of a Computer Data Center and office in conjunction with the Corporation of the City of London and for no other purpose. In using the Licensed Space, the Licensee shall comply with all applicable statutes, laws, by-laws, regulations, ordinances and orders from time to time, or at any time, in force during the Term which relate to or affect the condition, maintenance, use or occupation of the Licensed Space by the Licensee.
- b) The Licensee shall not permit or suffer to be permitted any damage or injury to the Licensed Space or the Building, and shall not do or omit to do or suffer to be done or omitted anything upon or in respect of the Licensed Space which shall be or result in a nuisance. If the Licensee breaches any of the provisions of this section and fails within forty-eight (48) hours of notice by the Licensor to rectify, correct or remove the breach, the Licensor may correct the breach at the cost of the Licensee, and the Licensee agrees to indemnify and save harmless the Licensor from all claims, demands, loss or damage to any person or property arising out of any such breach.
- c) The Licensee shall not make any alterations, repairs or installations in the Licensed Space or the Building without the Licensor's prior written consent (which may not be unreasonably withheld), and any such alterations, repairs or installations made shall be: (a) at the Licensee's expense; (b) by contractors designated or approved by the Licensor in writing; and (c) in compliance with all rules and regulations of the Licensor relating thereto. If any construction lien or certificate of action is filed against the Building or any part thereof by reason of work done or to be done or materials furnished or to be furnished for the account of the Licensee, or by reason of alteration, repair or installation made or to be made for the account of the Licensee, the Licensee shall promptly discharge the lien or have the certificate vacated within three (3) days after written notice of demand by the Licensor, in the event that the Licensee fails to comply

with the terms of this Section 3(3), the Licensor may pay into court the amount necessary to discharge the lien and charge the Licensee with the cost of discharge.

- d) At the expiration or earlier termination of the Term, the Licensee shall peaceably surrender and yield up the Licensed Space to the Licensor in as good a condition and repair as the Licensee is required to maintain the Licensed Space throughout the Term, and the Licensee shall surrender all keys to the Licensed Space to the Licensor. The Licensee shall remove all of the Licensee's equipment and trade fixtures (and, at the option of the Licensor, any alterations made to the Licensed Space during the Term) before surrendering the Licensed Space as aforesaid and shall forthwith repair any damage to the Licensed Space caused by their installation or removal, failing which such may be completed by the Licensor at the cost of the Licensee. The Licensee's obligation under this covenant shall survive the expiration of the Term or earlier termination of this Agreement.
- e) The Licensee acknowledges and agrees that the Licensor is not liable for any damages, whether direct, indirect or consequential, or for damages for the personal discomfort, illness or inconvenience of the Licensee or the Licensee's servants, clerks, employees, invitees or others by reason of failure of any equipment, facilities or systems servicing the Licensed Space, or by reason of delays in the performance of any repairs, replacements and maintenance for which the Licensor is responsible pursuant to this License, and no such delay shall entitle the Licensee to any compensation or abatement whatsoever.

#### 4. Licensor's Rights

- a) Notwithstanding anything contained in this Agreement, the Building shall be under the exclusive control and management of the Licensor. Without limitation, the Licensor shall have the right, at any time and from time to time:
  - i) to operate, manage and otherwise deal with the Building as determined by the Licensor in its sole and absolute discretion;
  - ii) to make additions to, or subtractions from, or to change, rearrange or relocate any part of the Building;
  - iii) to grant, modify or terminate easements and other agreements pertaining to the use and maintenance of all or any part of the Building; and
  - iv) to enter into the Licensed Space to undertake any work or alterations to the Building (including the Licensed Space), provided that any such work does not materially interfere with the ability of the Licensee to carry on its business in the Licensed Space.

#### 5. Default and Termination

If and whenever:

- a) the Licensee fails to pay any charges due under this Agreement within three (3) days of the day appointed for payment, whether lawfully demanded or not;
- b) the Licensee fails to keep, observe or perform any of the other terms, conditions, covenants and agreements herein contained which the Licensee is required to keep, observe or perform for five (5) days after notice in writing of such failure has been given to the Licensee and such failure has not been cured;
- c) the Licensee becomes bankrupt or insolvent or takes the benefit of any act now or hereafter in force for bankrupt or insolvent debtors, or files any proposal or makes any assignment for the benefit of creditors; or
- d) the Licensee assigns or encumbers the whole or any part of the Licensed Space or permits the use or occupation of the Licensed Space by anyone, except in the manner permitted in this Agreement,

then, and in any such case, at the option of the Licensee, the full amount of the current month's License Fee and Additional Charges shall immediately become due and payable and the Licensor may, at its sole option, terminate this Agreement.

If the Licensee is in default of any obligation or covenant under this Agreement, the Licensor shall have the right, at all times, to remedy or attempt to remedy any such default of the

Licensee and, in so doing, may make any payments due from the Licensee to third parties and may do any work or other things on the Licensed Space necessary to remedy such default. All expenses of the Licensor incurred in remedying or in attempting to remedy such default shall be payable by the Licensee to the Licensor forthwith upon demand together with interest thereon as set out above, and the Licensor shall not be liable for any loss or damage to the Licensee's property or business caused by the acts of the Licensor in remedying or attempting to remedy any default.

No condoning, excusing or overlooking by the Licensor of any default, breach or non-observance by the Licensee at any time or times in respect of any covenants, provisions or conditions contained in this Agreement shall operate as a waiver of the Licensor's rights hereunder in respect of any continuing or subsequent default, breach or non-observance so as to defeat or affect such continuing or subsequent default or breach, and no waiver shall be inferred or implied by anything done or omitted by the Licensor, save only an express waiver in writing.

#### **6. Indemnity and Insurance**

It is agreed that at inception of this agreement, both parties are insured through the City of London blanket insurance program. If this insurance arrangement should cease during the term of the license, both parties will arrange to carry at least the insurance shown below:

#### **7. Licensee's Insurance**

Throughout the Term and any extension or renewal thereof, the Licensee shall keep in full force and effect the following insurance:

- a) "All Risk" property insurance upon the Licensee's equipment and trade fixtures in an amount not less than the full replacement cost thereof and shall contain a waiver of subrogation clause in favour of the Licensor.
- b) Third party general liability insurance including personal injury liability, contractual liability, contingent employer's liability, non-owned automobile liability, owner's and contractor's protective insurance coverage and contain a severability of interests clause, a cross liability clause and name the Licensor as additional insured with respect to the Licensed Space and the Licensee's use of any part thereof, including the activities, operations and work conducted or performed by the Licensee, by any person on behalf of the Licensee and by those for whom the Licensee is in law responsible; such policy or policies shall be written with inclusive limits of not less than five million dollars (\$5,000,000) for any one occurrence and such higher limits as the Licensor may reasonably require from time to time, and
- c) Tenant's legal liability insurance in an amount not less than \$300,000.00 covering the Licensed Space.
- d) The Licensee shall not do, omit to do, or permit to be done or omit to be done on the Premises anything that may void coverage under the property insurance policies carried by the Licensee and the Licensor.

The insurance described in (a), (b) and (c) above

- a) contain an undertaking to deliver to the Licensor evidence of such insurance promptly at inception of this Agreement and therefore prior to the insurance renewal date
- b) will not be cancelled or permitted to lapse unless the Licensor's insurer notifies the Licensee in writing at least thirty (30) days prior to the date of cancellation of expiry, and
- c) shall be taken out with insurers acceptable to the Licensor and be in a form satisfactory from time to time to the Licensor.
- d) the Licensor reserves the right to request such higher limits of insurance other types of insurance policies as it may reasonably require. Failure to satisfactorily meet these conditions relating to insurance shall be deemed a breach of this Agreement.



**8. Insurance Review**

The Licensor and Licensee agree that the type, form and amount of insurance shall be reviewed, and, if necessary, renegotiated not less than every five (5) years.

**9. Mutual Indemnification**

- a) The Licensee shall indemnify and hold the Licensor harmless from and against all liability, loss, claims, demands, costs and expenses, including reasonable legal fees, occasioned wholly or in part by any negligence or acts or omissions of the Licensee, its officers, agents, assigns, licensees, employees or those for whom it is responsible at law, occasioned through its use and occupation of the Licensed Space or occasioned wholly or in part in any manner by any use or occupation of the Licensed Space.
- b) The Licensor shall indemnify and hold the Licensee harmless from and against all liability, loss, claims, demands, costs and expenses, including reasonable legal fees, occasioned wholly or in part by any negligence or acts or omissions by the Licensor, its officers, agents, assigns, licensees, employees or those for whom it is responsible at law, occasioned through its ownership, use and occupation of the Building or occasioned wholly or in part in any manner by any construction, alteration, repair or reconstruction, undertaken or directed by the Licensor of the Building.

**10. Notices**

Any notices required or permitted to be provided hereunder shall be in writing and shall be deemed to have been received five (5) business days after the post-marked date thereof if sent by registered mail, the next business day following transmission if sent by fax, or at the time of delivery if hand delivered (including prepaid courier), and shall be addressed as follows:

- To the Licensee: Museum London  
421 Ridout Street North  
London, Ontario N6A 5H4
- To the Licensor: Corporation of the City of London  
Attention: Manager of Realty Services  
300 Dufferin Avenue  
London, Ontario N6A 4L9

Either the Licensee or the Licensor may change its address by notice in writing to the other.

**11. Miscellaneous**

This Agreement and any Schedules hereto contain the entire understanding between the parties relating to the subject matter hereof. No amendment to this Agreement shall be valid unless in writing and signed by each of the parties hereto.

Every provision of this Agreement is intended to be severable. If all or any part of any term or provision hereof is illegal, invalid or unenforceable for any reason, such illegality, invalidity or unenforceability shall not affect the validity or enforceability of the remainder of this Agreement.

No omission or delay by either party in exercising any right, power or privilege hereunder shall operate as a waiver thereof, nor shall any single or partial exercise of such right, power or privilege preclude any other or further exercise thereof or of any other right, power or privilege. The rights and remedies herein provided are cumulative with and not exclusive of any rights or remedies provided by the law.

The Licensor and the Licensee acknowledge and agree that the relationship between them is solely that of independent contractors, and nothing herein shall be construed to constitute the parties as employer/employee, partners, joint venturers, co-owners, or otherwise as participants in a joint or common undertaking. Neither party, nor its employees, agents or representatives shall have any right, power or authority to act or create any obligation, express or implied, on behalf of the other.

This Agreement shall enure to the benefit of and be binding upon each of the parties hereto and their respective successors and permitted assigns.

This Agreement shall be construed in accordance with and governed by the laws, and subject to the jurisdiction of the courts, of the province in which the Building is located.

The Licensee agrees that it shall not register this Agreement or any notice or reference in respect of this Agreement against title.

12. Sublet or Assign

If the Licensee sublets or assigns or transfers its interest in this licence without securing the written consent of the Licensor, which consent will not be unreasonably withheld, the Licensee shall remain liable for all the Licensee's obligations under this lease.

GIVEN UNDER MY/OUR HAND AND SEAL, (OR IN WITNESS WHEREOF the Licensee hereto has hereunto caused to be affixed its Corporate Seal attested by the hands of its proper signing officers, as the case may be: this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, at the City of London in the County of Middlesex.

MUSEUM LONDON

Per: [Signature]  
Name: Brian Meenan  
Title: executive director

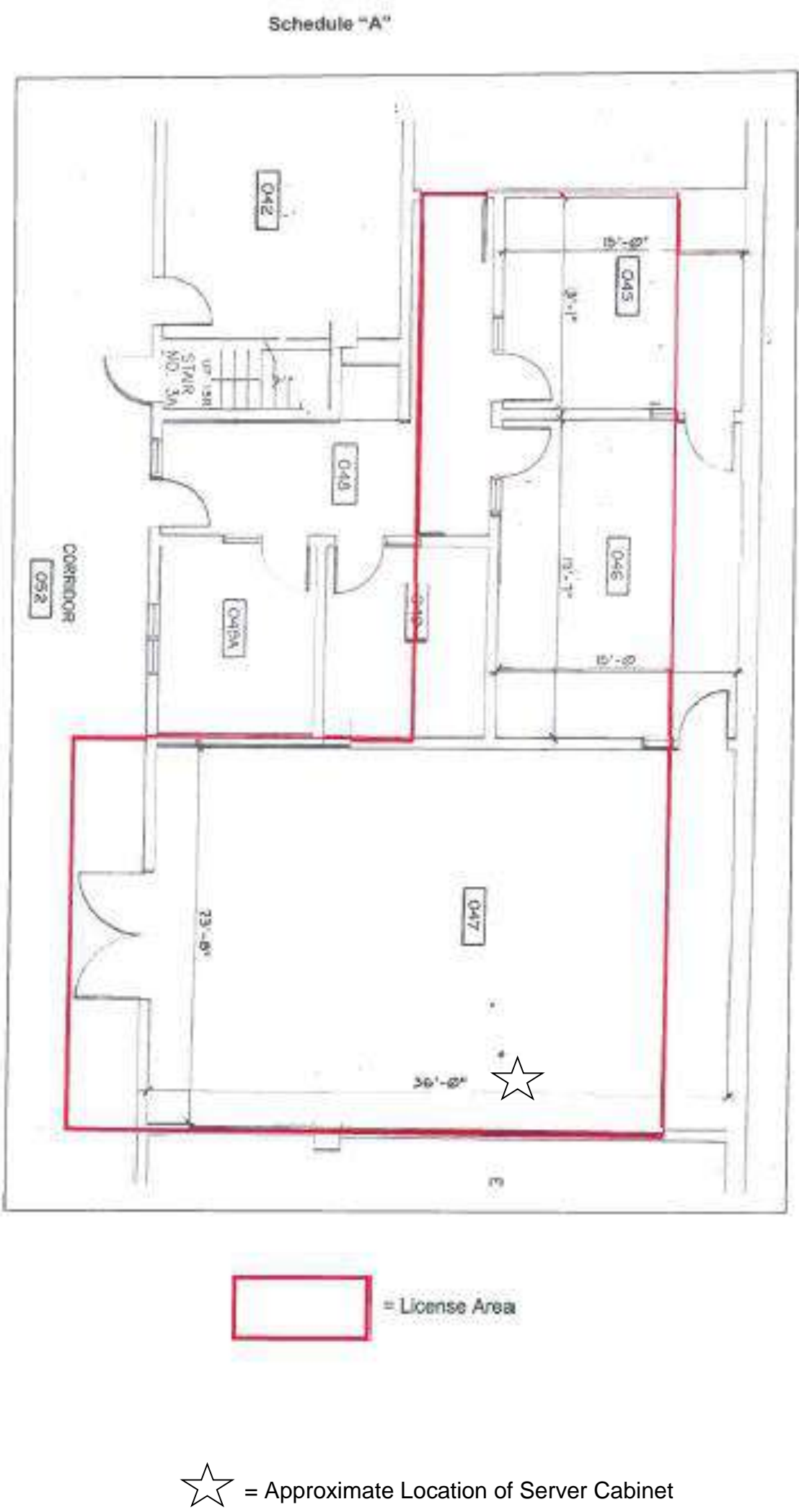
I/We Have the Authority to Bind the Corporation

IN WITNESS WHEREOF The Corporation of the City of London hereto has hereunto caused to be affixed its Corporate Seal attested by the hands of its proper signing officers pursuant to the authority contained in By-Law No. \_\_\_\_\_ of the Council of the Corporation of the City of London passed on the \_\_\_\_\_ day of \_\_\_\_\_

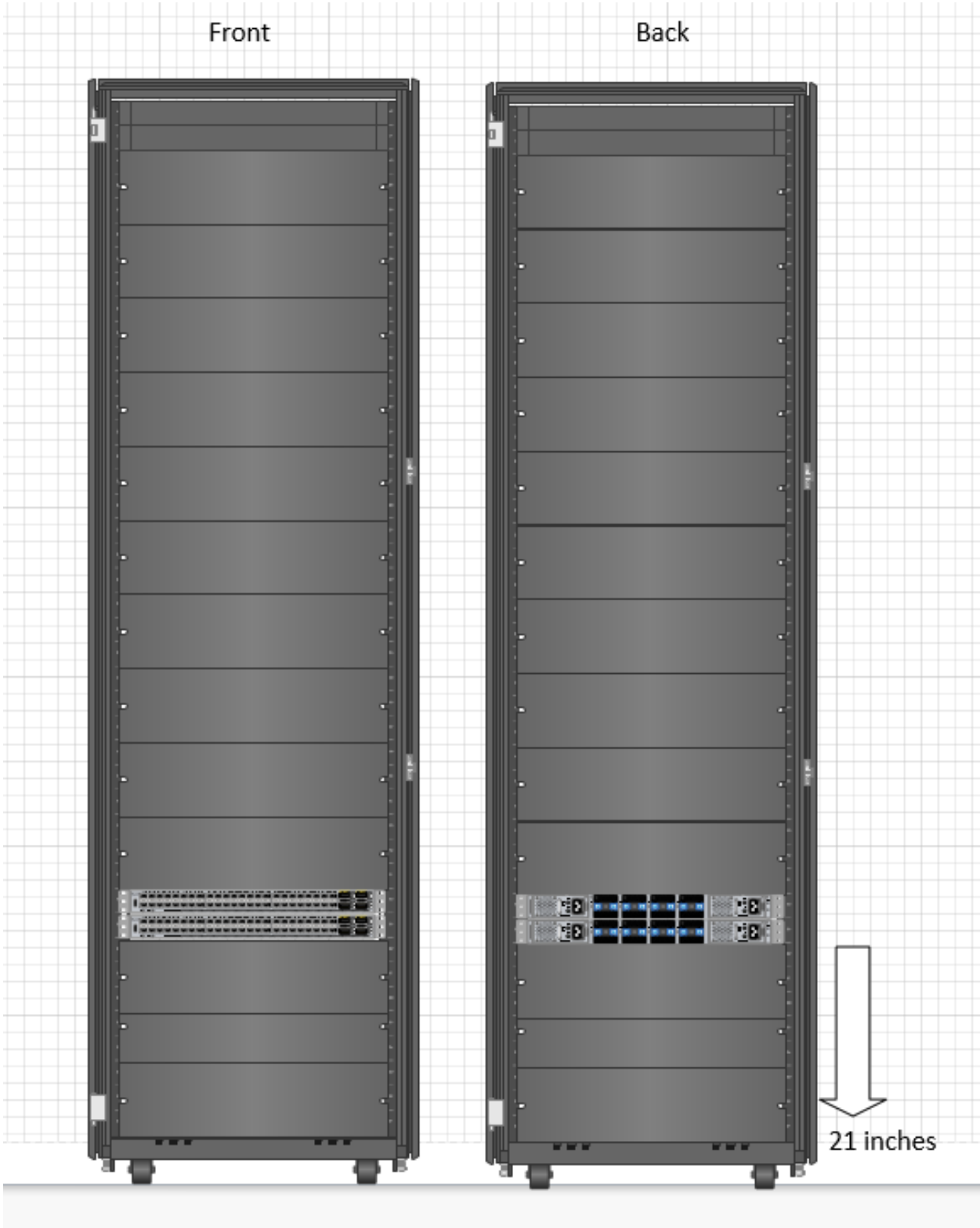
THE CORPORATION OF THE CITY OF LONDON

[Signature]  
Matt Brown, Mayor  
[Signature]  
Catharine Saunders, City Clerk

CITY SOLICITOR  
OFFICE  
CITY OF LONDON  
DATE: Jan 6 2021  
APPROVED AT: TO FORM ONLY



SCHEDULE “B”





## County Council

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**Meeting Date:** January 19, 2021  
**Submitted by:** Durk Vanderwerff, Director of Planning  
**Subject:** APPEAL TO SOUTHWEST MIDDLESEX CONSENT  
APPLICATION NO. B-09/2020

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### **BACKGROUND:**

The Planning Act assigns the authority to grant consents to the County level of municipal government. County Council has in turn delegated this authority to each local municipality. County staff review consent application decisions against Provincial and County planning policy and occasionally bring an application to the attention of Council. A matter can be taken to the Local Planning Appeal Tribunal (LPAT) if County Council feels that Provincial or County planning policies are not satisfied.

Christine Carruthers owns 39 hectares (97 acres) located at 23683 McArthur Road within the Municipality of Southwest Middlesex. The lands are designated 'Agricultural Areas' under the County Official Plan, 'Agricultural' under the Municipal Official Plan and are zoned 'General Agricultural (A1)'. The applicant wishes to sever a 19 hectare (47 acre) agricultural property without structures and retain a 20 hectare (50 acre) agricultural property containing a dwelling and accessory structures. The submitted material indicates that the purpose of the severance is for the purposes of 'succession planning'.

On October 28<sup>th</sup>, 2020 the Southwest Middlesex Committee of Adjustment provisionally granted the consent. The decision does not however appear to satisfy the farm parcel creation policies of the Provincial Policy Statement and the County and Municipal official plans. The creation of farm parcels is generally only permitted where both the severed and retained parcels are about 40 hectares (100 acres) whereas this application would create farm parcels of approximately 20 hectares (50 acres).

On November 16<sup>th</sup>, 2020, the Chief Administrative Officer, on behalf of the County, appealed the decision of the Southwest Middlesex Committee of Adjustment with respect to application B-09/2020. This report is submitted in accordance with County practice whereby staff submits an appeal of an application within the statutory time-



frame and then reports to Council. The decision to proceed with, or withdraw, an appeal rests with Council.

A location map, a letter to Warden Burghardt-Jesson from the Middlesex Federation of Agriculture, and the local planning report are appended to this report.

## **ANALYSIS:**

### Provincial Policy Statement

The Provincial Policy Statement (PPS) provides policy direction on land use planning matters that are of Provincial interest and all planning decisions 'shall be consistent' with the PPS.

The PPS seeks to protect 'prime agricultural areas' for long-term use for agriculture and discourages lot creation within the 'prime agricultural area'. In this regard, Section 2.3.4.1(a) of the PPS permits lot creation for:

*"agricultural uses, provided that the lots are of a size appropriate for the type of agricultural use(s) common in the area and are sufficiently large to maintain flexibility for future changes in the type or size of agricultural operations"*

Agricultural uses are defined as:

*"the growing of crops, including nursery, biomass, and horticultural crops; raising of livestock; raising of other animals for food, fur or fibre, including poultry and fish; aquaculture; apiaries; agro-forestry; maple syrup production; and associated on-farm buildings and structures, including, but not limited to livestock facilities, manure storages, value-retaining facilities, and accommodation for full-time farm labour when the size and nature of the operation requires additional employment."*

### County Official Plan

The County Official Plan provides land use policy direction on a broad basis by dealing with issues of Provincial and County interest. The Plan states:

*"In the Agricultural Areas, farm parcels shall remain sufficiently large to ensure flexibility and the economic viability of the farm operation. The creation of parcels of land for agriculture of less than 40 hectares shall generally not be permitted."*

*"Fragmentation of farm holdings is discouraged."*

Section 4.5.3.4(c) of the Plan outlines the farm parcel creation policies and states:

*"consents for new farm lots shall generally not be considered where the result is the creation of a farm lot less than a typical township lot of about 40 hectares. Consents for the creation of new farm lots shall be considered where both the size of the lands being severed and the lands being retained are appropriate to:*

1. *the type of agriculture being engaged in or proposed to be engaged in; and*
2. *the type of agricultural activity and farm lot size common in the area.*

*In general, farm lot size shall be sufficiently large to create large contiguous farming blocks and to maintain flexibility to adapt to future changes in agriculture and to avoid the unwarranted fragmentation of farmland. A minimum farm lot size shall be established in the Zoning By-laws of the local municipalities"*

#### Southwest Middlesex Official Plan

The Municipality's Official Plan provides policy direction concerning the creation of farm parcels in Section 5.4.1.6 and states:

*"The splitting of prime agricultural land into smaller parcels shall generally be discouraged. Where the splitting of prime agricultural land is proposed, the proponent shall demonstrate that the resulting smaller parcels will have no detrimental impact on agricultural productivity, operating efficiency and future farming options. In considering such applications, regard shall also be had to:*

- a) the need to discourage the unwarranted fragmentation of farmland;*
- b) the agricultural capability of the land;*
- c) the type of agricultural activity engaged in and proposed to be engaged in;*
- d) whether both parcels are sufficiently large to constitute viable production units and to meet changing market conditions;*
- e) whether both parcels are suitable for the type of agriculture common in the area and the size of both parcels is appropriate to the type of agriculture proposed;*
- f) the viability of cultivating smaller parcels with current farm machinery and equipment;*
- g) the need to discourage the creation of new parcels primarily for residential purposes*
- h) the minimum farm parcel size as established in the Zoning Bylaw.*
- i) the policies of the County of Middlesex Official Plan which discourages the creation of agricultural parcels less than 40 hectares."*

It is noted that the Southwest Middlesex Zoning By-law establishes a minimum lot area of 40 hectares (100 acres) within the 'General Agricultural (A1)' Zone.

#### Analysis

Agriculture is the predominant land use within the County and an important component of the economy and culture. The protection of agriculture and agricultural land therefore represents a major pillar of the County's Official Plan and also of the PPS. A key component of managing the agricultural resource is the general discouragement of lot creation to avoid the unwarranted fragmentation of agricultural land.

From a land use planning perspective, the policies that seek to limit smaller farm parcel creation are an attempt to ensure that viable agricultural parcels are available to support

current and future farming practices. It is generally thought that farming practices are supported by larger farm parcels in part because they are operationally more efficient (tile drainage, large farm equipment, etc), maintain greater flexibility, are more suitable for livestock, are less expensive on a per-hectare basis, are less likely to face non-farmer ownership competition, etc.

The PPS, the County Official Plan and the Municipal Official Plan provide policy direction to allow the creation of farm parcels provided the lots are of a size appropriate for the type of agricultural uses common in the area and sufficiently large to maintain flexibility for future changes in the type or size of agricultural operations. The County Official Plan and the Southwest Middlesex Official Plan specify that this is generally about 40 hectares (100 acres) in size.

In support of this application, no information has been provided that addresses or demonstrates compliance with the planning policies. Rather, it appears that non-farming and non-land use planning reasons have been forwarded in support of the proposal. As I understand it, in granting the application, the Committee of Adjustment considered a number of factors including that the owner wishes to undertake estate planning by transferring two properties to two children so as to minimize tax, that the lands would continue to be farmed, the impact of increasing land values, and that there are other 20 hectare (50 acre) properties within proximity to the subject lands that are farmed.

Across the County, a move to a 20 hectare (50 acre) minimum farm parcel size would represent a significant policy change and would substantially increase the number of potential farm severances, although undoubtedly not all landowners would choose to do so. Based on a preliminary analysis completing using the County's mapping system, if a 20 hectare (50 acre) minimum farm parcel size was utilized, as many as 2600 additional farm parcels could be created within the County.

Based on the above, it is my opinion that the Southwest Middlesex Application B-09/2020 to create two farm parcels of approximately 20 hectares (50 acres) is not consistent with the PPS, is not in conformity with the County of Middlesex Official Plan, is not in conformity with the Southwest Middlesex Official Plan and does not represent good land use planning.

This report is submitted in accordance with County policy whereby staff submits an appeal of a local application within the statutory time frame and then reports to Council the rationale for the appeal. The decision to proceed with, or withdraw, an appeal rests with Council.

**RECOMMENDATION:**

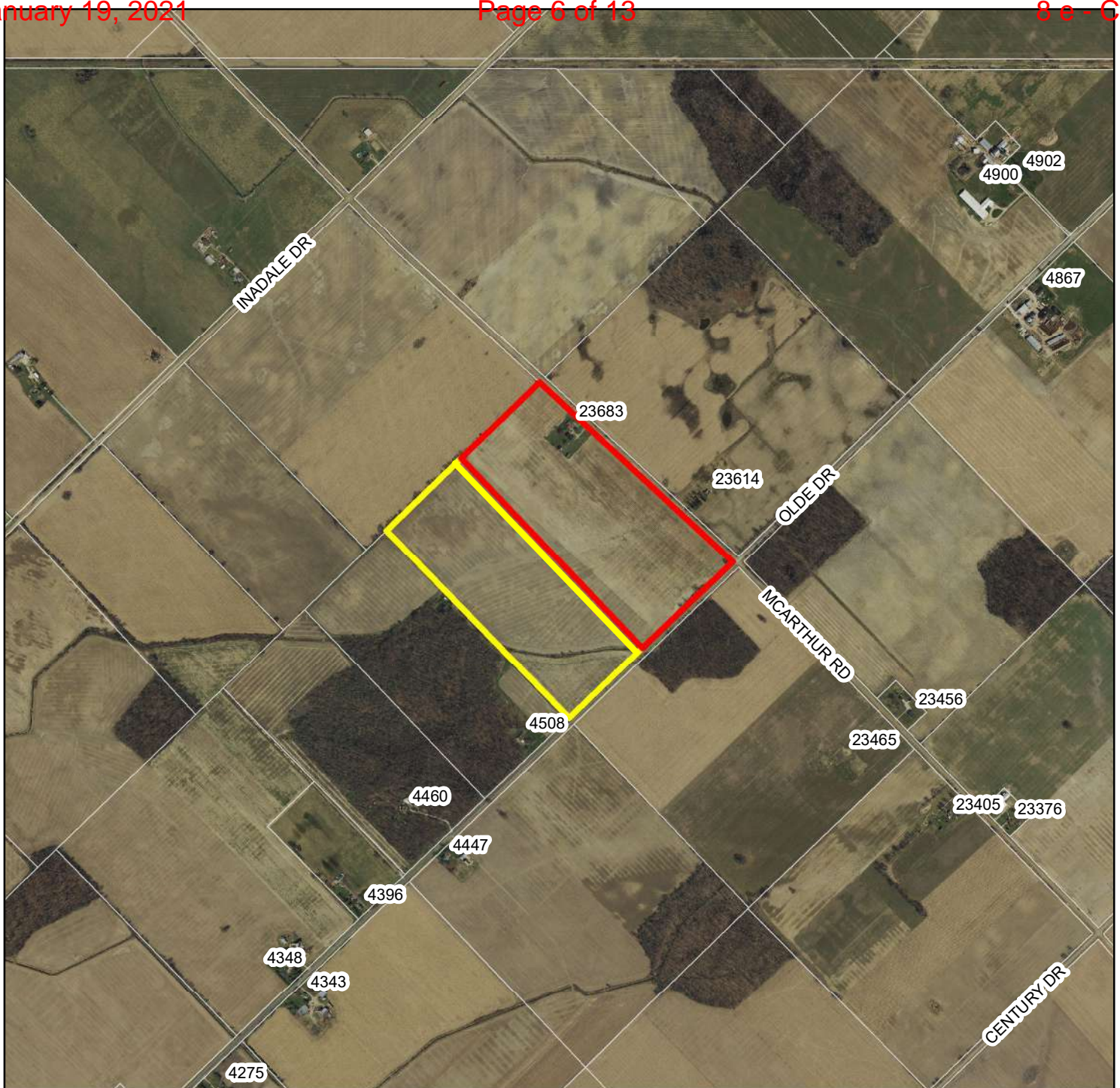
That staff be directed to pursue the appeal of the Municipality of Southwest Middlesex Application B-09/2020 before the Local Planning Appeal Tribunal.

or

That staff be directed to withdraw the appeal of the Municipality of Southwest Middlesex Application B-09/2020.

Attachments





## LOCATION MAP



Description:  
APPLICATION FOR CONSENT  
MUNICIPALITY OF SOUTHWEST MIDDLESEX

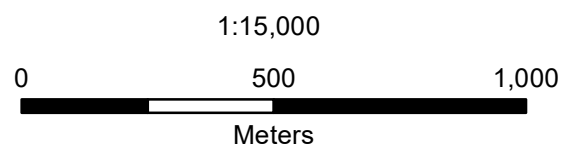
File Number:  
B9-2020

Prepared by: Planning and Economic Development,  
The County of Middlesex, November 30, 2020.



## LEGEND

-  LANDS TO BE SEVERED
-  LANDS TO BE RETAINED







January 4<sup>th</sup>, 2021

Warden Burghardt-Jesson and Council Members  
Middlesex County  
Administration Offices  
399 Ridout Street North  
London, ON N6A 2P1

633-5 Lions Park Drive  
Mt. Brydges, ON  
N0L 1W0

Dear Warden Burghardt-Jesson and Council:

On behalf of the Middlesex Federation of Agriculture, we are sending this letter to Middlesex County Council objecting to Southwest Middlesex's decision approving Application for Consent #B9-2020, severing 47 acres from a 97 acre parcel of land. We understand County Council will be considering continuing to move forward with an appeal submitted by staff due to timing issues. We strongly urge council to move forward with an appeal.

The Middlesex Federation of Agriculture (MFA) was formed in 1939 and represents the voice of agriculture in the local community. MFA advocates on behalf of 1,900 Middlesex County farmers on local agricultural issues and works to advance agriculture and the rural community through partnership, education and advocacy.

It was recently brought to our attention that a severance was passed by Committee of Adjustment at Southwest Middlesex's October 28<sup>th</sup> meeting which we would like to provide some input on.

The MFA firmly believes that the preservation of our productive Agriculture lands for their ability to produce food, fibre, and fuels is in Ontario's best interest. To that end, we believe that maintaining large, contiguous blocks of agricultural land is in the best interest of today's farmers as well as future farmers. Maintaining large, contiguous blocks of agricultural land solely for farming not only ensures protecting it's agricultural use but also gives farmers the flexibility to change the nature of their farm operation without incurring restrictions due to neighboring non-farm land uses.

Local planning policies are dictated by the Provincial Policy Statement. This document sets out the provincial interest in land use planning. Conformity to the PPS policies on land use planning is mandatory.

The MFA believes the highest and best use of Ontario's arable land is for agriculture. Land capable of supporting agricultural activities is a finite, strategic, non-renewable resource worthy of preserving for its ability to provide safe, affordable and sustainable food/fibre/fuel for Ontario, Canada and the world. The world's population is projected to

rise to 9.8 billion by 2050, underlining the need to keep Ontario's highly productive agricultural land producing food.

Within Southwest Middlesex, the General Agricultural (A1) Zone permits agricultural uses and requires a minimum lot frontage of 300 m (984 ft) and a minimum lot area of 40 ha (100 ac).

The recent severance application that was passed DOES NOT meet Provincial Policy Statement 2.3.4.1a, is CONTRARY to Southwest Middlesex's Official Plan, is CONTRARY to Middlesex County's Official Plan, and is CONTRARY to Southwest Middlesex's zoning by-law. Stephanie Poireir, Planner for the Municipality authored the planning report advising the members of Committee of Adjustment (who are also members of local Council) to deny the application. The members in a recorded vote gave no reason for their approval. Creating small lots such as this also brings the likelihood that a residence will be built on the parcel with no farm buildings; potentially limiting the expansion of an existing livestock/poultry operation or blocking the establishment of a new livestock/poultry operation. Data from OMAFRA indicates that for every 1-acre residential lot, the surrounding 250 acres are sterilized from hosting livestock/poultry facilities.

We strongly suggest that County Council use your existing policy and follow through with an appeal to the board. We would be more than pleased to voice our concerns at that hearing and thank you for your consideration of this matters.

Sincerely;

David Bolton  
President, Board of Directors  
Middlesex Federation of Agriculture



---

**REPORT TO:** Chair and Members of the Committee of Adjustment  
**DATE:** October 28<sup>th</sup>, 2020  
**FROM:** Stephanie Poirier, Planner  
**SUBJECT:** Consent Application B9-2020  
23683 McArthur Road  
Owner: Christine Carruthers

---

### **RECOMMENDATION**

**THAT** Application for Consent B9-2020, submitted under Section 53 of the Planning Act, which proposes to sever a 19 ha (47 ac) agricultural parcel of land from an existing farm parcel consisting of 39 ha (97 ac) of land be **DENIED**.

#### **Reasons**

Application is not consistent with the Provincial Policy Statement;

Application is not in conformity with the County of Middlesex Official Plan;

Application is not in conformity with the Municipality of Southwest Middlesex Official Plan;

The requirements of the Municipality of Southwest Middlesex Zoning By-law would not be maintained.

### **BACKGROUND:**

The subject lands are located on the west side of McArthur Road, north of Olde Drive. The lands are legally described as Concession 5, South Part Lot 17, Municipality of Southwest Middlesex.

The subject lands are designated 'Agricultural' within the Southwest Middlesex Official Plan, and are zoned 'General Agricultural (A1) Zone' within the Southwest Middlesex Zoning By-law.

The applicant has advised that they wish to sever the agricultural property in two parcels for succession planning.

The purpose and effect of the Application for Consent B7-2020 is to sever an agricultural parcel with an area of approximately 19 ha (47 ac) from an agricultural property known municipally as 23683 McArthur Road. An illustration of the proposed severance is attached.

The proposal is summarized below:

	'Lands to be retained' <i>23683 McArthur Road</i>	'Lands to be severed' <i>Remnant agricultural land</i>
Lot Frontage	+/- 330 m (1,083 ft) Olde Drive	+/- 270 m (886 ft) Olde Drive
Lot Depth	+/- 690m (2,264 ft)	+/- 690 m (2,264 ft)
Lot Area	20 ha (50 ac)	19 ha (47 ac)

The lands proposed to be retained consist of a residential dwelling, a driveshed, a chicken coop and a pump house. The lands currently have a private well, private septic, and have an existing access onto McArthur Road. No change of use is proposed at this time. Majority of the lands proposed to be retained are regulated by the St. Clair Region Conservation Authority.

The lands proposed to be severed contain agricultural land in crop production and are unserviced. No change of use is proposed at this time. The lands proposed to be severed contains a small portion of hazardous lands as per Schedule F of the Southwest Middlesex Official Plan and are entirely regulated by the St. Clair Region Conservation Authority.

Surrounding land uses are predominantly agricultural in nature.

## **POLICY:**

### Provincial Policy Statement 2020

2.3.1 *Prime agricultural areas* shall be protected for long-term use for agriculture.

2.3.4.1 Lot creation in *prime agricultural areas* is discouraged and may only be permitted for:

- a) *agricultural uses*, provided that the lots are of a size appropriate for the type of agricultural use(s) common in the area and are sufficiently large to maintain flexibility for future changes in the type or size of agricultural operations;
- b) *agriculture-related uses*, provided that any new lot will be limited to a minimum size needed to accommodate the use and appropriate *sewage and water services*;
- c) a *residence surplus to a farming operation* as a result of farm consolidation, provided that:

1. the new lot will be limited to a minimum size needed to accommodate the use and appropriate *sewage and water services*; and
  2. the planning authority ensures that new residential dwellings are prohibited on any remnant parcel of farmland created by the severance. The approach used to ensure that no new residential dwellings are permitted on the remnant parcel may be recommended by the Province, or based on municipal approaches which achieve the same objective; and
- d) *infrastructure*, where the facility or corridor cannot be accommodated through the use of easements or rights-of-way

#### County of Middlesex Official Plan

2.2.2.1 The County is committed to the protection of agriculture as both an industry and a way of life.

2.3.9 Fragmentation of farm holdings is discouraged.

4.5.3.4 In order to protect the Agricultural Area for agricultural uses, the following policies shall apply:

c) consents for new farm lots shall generally not be considered where the result is the creation of a farm lot less than a typical township lot of about 40 hectares. Consents for the creation of new farm lots shall be considered where both the size of the lands being severed and the lands being retained are appropriate to:

1. the type of agriculture being engaged in or proposed to be engaged in; and
2. the type of agricultural activity and farm lot size common in the area.

In general, farm lot size shall be sufficiently large to create large contiguous farming blocks and to maintain flexibility to adapt to future changes in agriculture and to avoid the unwarranted fragmentation of farmland. A minimum farm lot size shall be established in the Zoning By-laws of the local municipalities;

f) the creation of a lot for farm retirement purposes shall not be permitted.

#### Southwest Middlesex Official Plan

5.4.1 The policies of the 'Agricultural' designation are intended to ensure the continuation of farming as the predominant use of the rural area of Southwest Middlesex -- free in its ability to function and expand in accordance with sound technological, conservation and environmental practices and without the constraints imposed by potentially conflicting land uses. The nature of farming



requires that large contiguous areas of productive land be reserved for farming purposes and activities, which are either supportive of, or complementary to, farming.

5.4.1.3 Within areas designated 'Agricultural', prime agricultural land shall be protected for farming. Prime agricultural lands shall include specialty crop lands and lands falling within the top three soil capability rankings of the Canada Land Inventory of Soil Capability for Agriculture.

5.4.1.6 The splitting of prime agricultural land into smaller parcels shall generally be discouraged. Where the splitting of prime agricultural land is proposed, the proponent shall demonstrate that the resulting smaller parcels will have no detrimental impact on agricultural productivity, operating efficiency and future farming options. In considering such applications, regard shall also be had to:

- a) the need to discourage the unwarranted fragmentation of farmland;
- b) the agricultural capability of the land;
- c) the type of agricultural activity engaged in and proposed to be engaged in;
- d) whether both parcels are sufficiently large to constitute viable production units and to meet changing market conditions;
- e) whether both parcels are suitable for the type of agriculture common in the area and the size of both parcels is appropriate to the type of agriculture proposed;
- f) the viability of cultivating smaller parcels with current farm machinery and equipment;
- g) the need to discourage the creation of new parcels primarily for residential purposes
- h) the minimum farm parcel size as established in the Zoning Bylaw.
- i) the policies of the County of Middlesex Official Plan which discourages the creation of agricultural parcels less than 40 hectares.

#### Southwest Middlesex Zoning By-law

The General Agricultural (A1) Zone permits agricultural uses, and requires a minimum lot frontage of 300 m (984 ft) and a minimum lot area of 40 ha (100 ac).

**ANALYSIS:**

The Provincial Policy Statement (PPS), the County of Middlesex Official Plan and the Southwest Middlesex Official Plan provides policy direction to allow the creation of farm parcels provided the lots are of a size appropriate for the type of agriculture common in the area and sufficiently large to maintain flexibility for future changes in the type or size of agriculture. Specifically, new farm parcels shall generally be 40 hectares (100 ac) in size as noted in both Official Plans.

The subject property is zoned 'General Agricultural (A1) Zone' within the local Zoning By-law. The 'General Agricultural (A1) Zone' permits a range of agricultural and related uses. The A1 zone generally requires a minimum lot area of 40 ha (100 ac) with a minimum lot frontage of 300 m (984 ft). Given that the proposed severed agricultural lot of 19 ha (47 ac) would result in the creation of an undersized agricultural parcel of land, the application is not considered to be consistent with the Provincial Policy Statement, and is not in conformity with the County and Southwest Middlesex Official Plans, or the Southwest Middlesex Zoning By-law as it does not meet the intent of an agricultural zone. Staff are therefore not in a position to support the proposed consent application.

**RELATIONSHIP TO STRATEGIC PLAN:**

- ☒ Neutral issues (does not support negatively or positively)

**ATTACHMENT(S):**

- Key Map

**OTHERS CONSULTED:**

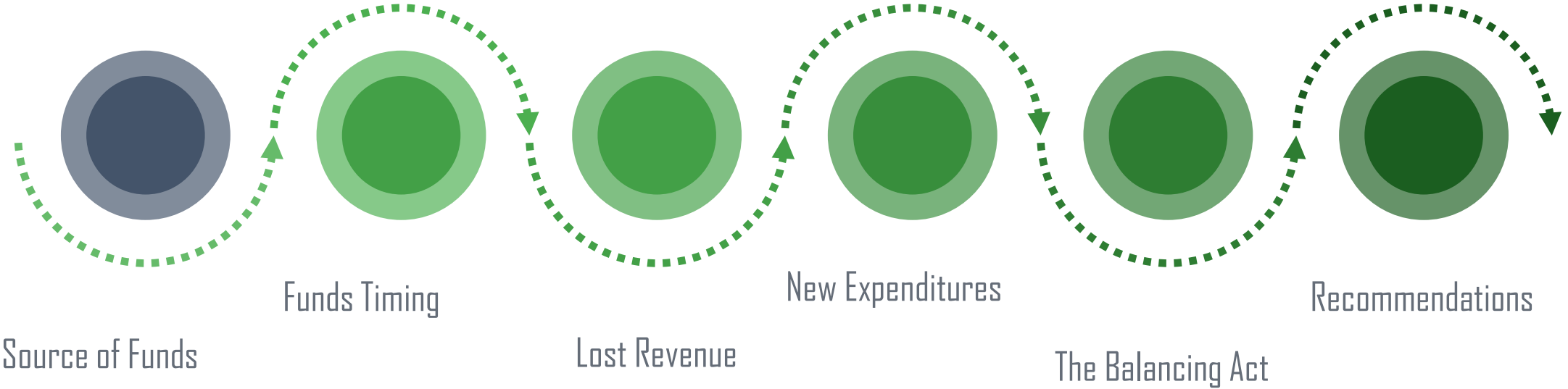
- St. Clair Region Conservation Authority recommends that if approved, as a condition of approval, a site-specific floodplain assessment be required to determine if there is a safe building envelope outside of the hazard on the severed lot, which meets the requirements of the PPS policy 3.1.7. If it is determined that a safe building envelope is available, SCRCA has no concerns with the proposed severance application. Additionally, *Ontario Regulation 171/06* does apply to the subject site. A permit from SCRCA will be required prior to any development taking place.

# Use Of Proceeds

Middlesex County Council, Tuesday January 19<sup>th</sup>, 2021



# Discussion Points







# Source **Of** Funds

*399 Ridout and 50 King*

\$30 M

3 Payments (2020,2021,2025)

*Strathmere Lands*

\$6 M

1 Payment (2021)



# Double Benefit

We Hit “Peak Market” Conditions For  
Both Properties

The Sale Supports Our Long-Term  
Decentralization Strategy



# Facility Project



## Decentralization

- Central Garage Renovation
- Repurposing Library Office
- The Remote Work Initiative
- Footprint Review

# Lost Revenue / Future Expenditures

50 King Lease Revenue

Annual financial impact

Invest to replace



New Facility  
Investment

Much smaller  
footprint

Leverage existing  
infrastructure

Lease or own

# Investing In Tax Relief



**We already have very low tax rates compared to our full-service County neighbours**



**We are also in a strong financial position that was built on decades of prudent financial governance and strategy**



**One of the most important stimulants we can provide coming out of the pandemic is tax relief**



**Reducing and stabilizing our tax rate is a competitive advantage that will allow us to continue our significant growth**



# Infrastructure Investment Fund



Annexation Compensation



Replace Lost Assessment



Consistently reviewed



Self-replenishing

## Finding **The Right** Balance

\$11M



**Tax Relief**

\$11M



**Growing our Communities**

\$8M



**Replace Lost Revenue**

\$6M

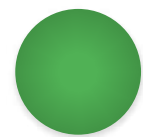
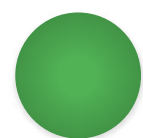
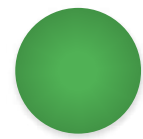


**New Facility Investment**

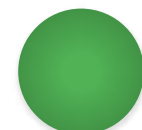
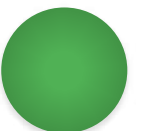
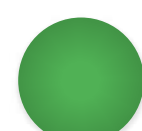
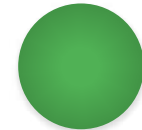


# 2020 Allocation (\$13M)



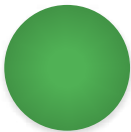
-  **\$6M**  
**Revenue Replacement Investment**
-  **\$3M**  
**Infrastructure Fund**
-  **\$4M**  
**Tax Rate Stabilization**

# 2021 Allocation (\$8M)

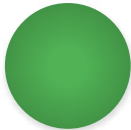
-  **\$2M**  
**Revenue Replacement Investment**
-  **\$3M**  
**Infrastructure Fund**
-  **\$2M**  
**Tax Rate Stabilization**
-  **\$1M**  
**New Facility Investment**



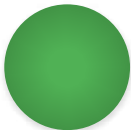
# 2025 Allocation (\$15M)



**\$5M**  
**Tax Rate Stabilization**



**\$5M**  
**Infrastructure Fund**



**\$5M**  
**Facility Investment**

# Questions





## Committee of the Whole

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**Meeting Date:** January 19, 2021

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

**SUBJECT:** NEW TRAFFIC SIGNALS ON MIDDLESEX COUNTY ROADS

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### **BACKGROUND:**

Each fall several intersections are investigated to determine if the installation of new traffic signals is warranted. Six intersections were examined in 2020.

### **ANALYSIS:**

It has been the policy of the County of Middlesex to install traffic signals when traffic counts at intersections meet the minimum warrants as established by the Ministry of Transportation in the Ontario Traffic Manual. These warrants include minimum vehicle volumes, delays to cross traffic, accident hazards and minimum pedestrian volumes.

None of the intersections examined in the fall of 2020 came close to the warrants with regards to pedestrian volumes or collision hazards. Typically vehicle volumes and delays to cross traffic are the most significant factors when determining whether traffic signals are warranted on Middlesex County roads.

Many people have the misconception that the installation of traffic signals improve safety or help to eliminate vehicular collisions. In reality, installation of traffic signals where they are not warranted can actually lead to an increased number of collisions and with greater severity.

The results of this year's intersection investigations are as follows:

### **County Road 2 (Dundas Street) and County Road 27 (Nissouri Road)**

County staff continue to monitor this intersection as consistent growth in Thorndale and high traffic volumes on Dundas Street are beginning to create long wait times for vehicles turning left from Nissouri Road during peak traffic periods. This intersection will be reviewed again in 2022 but traffic signals are not recommended at this time.

**County Road 14 (Glendon Drive) and Tunks Lane**

Traffic at this intersection still does not meet the warrants for traffic signals. However, with the large residential developments ongoing in the Kilworth/Komoka area, the new commercial plaza on the north east corner of Tunks Lane and Glendon Drive and planned multi-use trail along Glendon Drive this intersection will be monitored closely and will be reviewed again as development in the area progresses. It is likely that additional counts will not be scheduled until after the roundabout at Glendon Drive and Vanneck Road has been completed.

**County Road 16 (Ilderton Road) and County Road 17 (Nairn Road)**

This intersection was counted at the request of Middlesex Centre and due to the complaints of a number of local area residents who are concerned with safety at this intersection. Traffic volumes are well below the recommended warrants and no collisions have been reported since the installation of the enhanced rumble strips at this location.

**County Road 16 (Ilderton Road) and County Road 23 (Highbury Avenue North)**

Similar to the intersection above this intersection was reviewed due to local concerns and the request of Middlesex Centre. Traffic volumes and delays to turning traffic are well below warranted levels for traffic signal installation.

**County Road 7 (Elginfield Road) and County Road 81 (Parkhill Main Street)**

Traffic growth and particularly delays to turning traffic are exceeding the recommended warrants and as such traffic signal installation at this intersection is recommended. This intersection met the warrants previously but installation was delayed at that time. Traffic growth over the last few years has been significant and there are a number of pedestrians crossing at this location as well.

**Town of Strathroy – multiple locations**

The Municipality of Strathroy Caradoc has initiated a number of local studies in 2021 including a transportation master plan. The County of Middlesex is participating in this study and will review and make recommendations for future traffic signals in the Town of Strathroy once the new master plan is completed.

**RECOMMENDATION:**

That the installation of traffic signals at the intersection of County Road 7 (Elginfield Road) and County Road 81 (Parkhill Main Street) be included in the Middlesex County capital budget for 2021.



## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Chris Bailey, Manager, Information Technology Services  
**SUBJECT:** ELECTRONIC AGENDA MANAGEMENT SYSTEM

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### **BACKGROUND:**

In 2014 Middlesex County identified a gap with how agendas were being created and presented to council, members of the public and staff. The County underwent a procurement process to find a new solution that would allow for advanced features relating to agenda creation, annotations and improved electronic access. This process resulted in choosing a developer to create and implement an online meeting management solution. The resulting solution, eGenda provided the necessary tools for electronic agenda management that Middlesex County and many Local Municipalities have been using for the past five years.

In October 2018, Middlesex County purchased the eGenda platform. At that time, it was determined the software in its existing form could be leveraged for another two to three years by the County and Local Municipalities without any significant investment. Without significant development eGenda has reached the end of its useful life.

### **ANALYSIS:**

After a review of the current state of eGenda and the Digital Transformation Top 10 project identifying "Council/Committee Meetings and Agenda Management" the ITS department worked with the Clerk to review available electronic agenda management systems. Three quotes were obtained to ensure compliance with Middlesex County's purchasing policy. Thames Centre and Middlesex Centre have implemented eSCRIBE, North Middlesex and Lucan Biddulph are working towards implementing and other Local Municipalities are in the process of reviewing the agreements.

Based on the quotes received, the consistent approach provided by utilizing the same platform across locations and recommendations from the Digital Top 10 project, eSCRIBE was chosen as the most suitable replacement.

**FINANCIAL IMPACT**

ITS budgeted twenty-five thousand dollars (\$25,000.00) in 2020 to update eGenda and get it back to a useful form. After review, updating eGenda at this cost was not feasible to ensure the required features, accessibility and cybersecurity measures were in place. eSCRIBE's yearly subscription fee of forty-nine hundred dollars (\$4,900.00) and one-time implementation fee of fifteen hundred dollars (\$1,500.00) saves money and provides consistency across locations. The eSCRIBE agreement is attached to this report for review.

**RECOMMENDATION:**

That County Council approves this upcoming change to electronic agenda management systems.

Attachment



## Subscription Agreement

This Subscription Agreement (the "Agreement") together with any appendices referenced herein and attached hereto, is dated the \_\_\_\_ day of \_\_\_\_, 2020;

### BETWEEN:

**eSCRIBE Software Ltd. ("eSCRIBE")**

- and -

**Middlesex County ("Customer")**

**WHEREAS**, eSCRIBE (and/or its affiliates) has developed certain proprietary software applications and platforms for the purpose of meeting and agenda automation which it makes available as services via the internet (the "Services").

**NOW THEREFORE**, the Customer desires to use the Services in accordance with the terms and conditions of this Agreement.

### Definitions

**"Customer Data"** shall mean all electronic data, including documents, audio and video uploaded or inputted to the Services or created, generated or produced by the Customer during Use of the Services.

**"Data Storage"** refers to the online electronic secure storage of all Customer Data during the Use of the Services.

**"Documentation"** includes any and all printed or electronic guides and manuals, including sales, marketing and training materials provided by eSCRIBE for the proper Use of the Services.

**"Implementation Services"** refers to the configuration and training services, and other services set out in Appendix C.

**"Legacy Data"** refers to the ongoing Data Storage of Customer Data from previous Term(s) as set out in Appendix E.

**"Personal Information"** means information which relates to an identified or identifiable individual, and includes any information defined from time to time as "personal information" under applicable Provincial or Federal privacy legislation.

**"Location and Meeting Types"** refers to the location and meeting types of the Customer authorized to Use the Services as set out in Appendix D.

**"Support Services"** shall mean the technical support and product updates for the Services as made available under eSCRIBE's Support Services set out in Appendix B.





## Subscription Agreement

**“Taxes”** refers to all present or future sales tax, consumption tax and similar taxes.

**“Use”** shall mean the ability for the Customer to login with username and password and access the Services via the internet.

### 1. Services

- a. eSCRIBE shall provide the Implementation Services, the Services and the Documentation to the Customer subject to the terms of this Agreement.
- b. eSCRIBE shall provide the Implementation Services in a professional, timely, and competent manner and in accordance with industry standards. eSCRIBE shall make every effort and take all appropriate steps to carry out the Implementation Services to the reasonable satisfaction of the Customer, in such a manner as is in the best interests of the Customer, and in compliance with all federal and provincial laws, municipal by-laws, and policies and procedures of the Customer.
- c. eSCRIBE shall make the Services available twenty-four (24) hours a day, seven (7) days a week, and will credit the Customer 10% of the equivalent monthly Subscription Fees listed in Appendix A for each three (3) hour period for which the Services are unavailable for Use by the Customer in a monthly period. "Uptime" and "Downtime" is recorded and calculated on a monthly basis and will be applied as a credit towards the annual Subscription Fees listed in Appendix A, for the next year. Downtime does not include scheduled outages for software updates, server or network maintenance (which will generally be scheduled for weekends or after midnight eastern time), notification of which will be provided to the Customer's designated Support Contacts five (5) days in advance. Unsuitable Customer operating environment, including, but not limited to, inadequate end user computer configuration, installed third party software, internet connection issues or general internet congestion issues are excluded from any downtime calculations. Account credits of eSCRIBE for any twelve (12) month period is hereby limited to a maximum of twenty percent (20%) of the annual Subscription Fees listed in Appendix A paid by the Customer during the prior twelve (12) month period up to the outage. Downtime is measured from the time that a trouble ticket is registered with Support Services by the Customer for the Services being unavailable for Use or the time that eSCRIBE becomes aware that the Services are unavailable for Use (whichever is earlier), to the time the problem is resolved and the Services are restored. In the event that eSCRIBE becomes aware that the Services are unavailable for Use, eSCRIBE shall notify the Customer immediately.



## Subscription Agreement

- d. The Customer may not make available the Service for Use by any third parties.
- e. The Customer may not directly or indirectly through any third parties attempt to reverse-engineer or de-compile the operation of the Services in any manner through current or future available technologies, except that Customer may modify the Customer Data to the extent and in the manner described in the Documentation.
- f. Customer Data, which shall be hosted in Canada along with all copies and backups, together with all intellectual property rights therein, will belong to the Customer and the Customer remains the sole and exclusive owner of the Customer Data. During the Term of this Agreement, the Customer may retrieve such data from the Services at any time and, within ten (10) days of the Customer's request, eSCRIBE will make available any Customer Data that is stored in native file format (Word, Excel, PowerPoint, PDF, MP4). eSCRIBE shall not access, use, disclose, sell, rent, transfer or copy the Customer Data for any purpose (or authorize or permit a third party to perform such acts) other than as required to perform eSCRIBE's obligations pursuant to this Agreement.
- g. At the execution of this Agreement and during the Term, eSCRIBE represents and warrants to and in favour of the Customer and acknowledges that the Customer is relying thereon as follows:
  - i. eSCRIBE has the legal capacity and right to execute this Agreement and carry out and observe the provisions thereof to be performed or observed by eSCRIBE hereunder and to take all actions pursuant hereto and all necessary approvals have been given or obtained to authorize eSCRIBE to execute this Agreement and perform thereunder and to take all actions required pursuant hereto;
  - ii. eSCRIBE's execution, delivery, and performance of this Agreement will not constitute a violation of any judgment, order or decree, a default under any agreement by which it or any of its assets are bound or an event that would, with notice or lapse of time, constitute such a default;
  - iii. eSCRIBE has the full and unencumbered right to grant to the Customer access to and use of the Services as provided in this Agreement, either through ownership or license, including upgrades, updates, improvements, modifications or enhancements to the Services including any third party components embedded in the Services, and that the rights



## Subscription Agreement

granted herein will not violate the terms of its agreements with any third parties;

- iv. The Implementation Services and the Customer's access to or use of the Services or of the Documentation do not and will not conflict with, infringe upon or violate and are not alleged by any person to conflict with, infringe upon or violate the intellectual property rights of any other person. In addition, there are no existing or threatened legal proceedings brought against eSCRIBE in respect of the Services, the Documentation or the Implementation Services, or eSCRIBE's right to grant others the right to access and use the Services or the Documentation. Should eSCRIBE become aware of any such conflict, infringement or violation or potential conflict, infringement or violation, eSCRIBE will notify the Customer immediately;
- v. eSCRIBE's proprietary software applications and platforms are free of spyware and malware of any kind;
- vi. The Services and the Implementation Services provided by eSCRIBE hereunder will comply with the service and functional specifications set out in this Agreement, including the Documentation;
- vii. eSCRIBE will provide personnel who have the necessary technical skills, qualifications, experience, and training to provide information and expertise to the Customer in accordance with this Agreement; and
- viii. The Documentation is complete and will allow the Customer to access and use the Services.
- h. The Customer acknowledges that this Agreement is not contingent on the delivery of any future functionality or features of the Services.
- i. eSCRIBE shall retain such records in respect of the provision of the Implementation Services or of the Services and the fulfillment of its obligations hereunder as the Customer may from time to time reasonably require and shall make such records available at any time for inspection by the representatives of the Customer.

## 2. **Support Services**

- a. During the Term of this Agreement, eSCRIBE will provide the Customer the Support Services as described in Appendix B.

## 3. **Fees**



## Subscription Agreement

- a. The first year's Subscription Fees and the Implementation Fees as described in Appendix C, are due upon the date of this Agreement. The Subscription Fees are due annually thereafter, and will increase from the previous year's Subscription Fees by five percent (5%).
- b. Implementation Fees are for remote personnel. Optionally, should the Customer wish to have eSCRIBE personnel attend onsite during the onboarding process, additional travel and living expenses would apply in addition to the Implementation Fees listed in Appendix C.
- c. All fees and other charges set forth in this Agreement are exclusive of any and all applicable Taxes due to eSCRIBE from Customer. Payment of all applicable Taxes shall be the responsibility of the Customer. If any such Taxes has to be withheld under this Agreement, Customer shall increase payment under this Agreement by such amount as to ensure that eSCRIBE has received an amount equal to the payment otherwise required after such withholding or deduction.
- d. Legacy Data fees if any, will be added to the annual Subscription Fees as set out in Appendix E.
- e. All payments are due thirty (30) days from the date of invoice.
- f. All references to currency are in Canadian Dollars.

### 4. **Term**

- a. The term of this Agreement commences on the date of this Agreement for a period of three (3) years (the "Term"), and will automatically renew for an additional Term unless notice of cancellation is received 60 days prior to the expiry of the Term.

### 5. **Termination**

- a. If either party is adjudged bankrupt, becomes insolvent, makes an assignment for the benefit of creditors, makes any arrangement for the liquidation of its debts or a receiver or a receiver and manager is appointed with respect to all or any part of its assets, or commences winding up proceedings, or bankruptcy or insolvency proceedings are instituted by or against such party, and such proceedings are not removed within sixty (60) days (an "Event of Bankruptcy"), then the party affected by such an Event of Bankruptcy must immediately give notice thereof to the other party, and the other party at its option may terminate this Agreement upon written notice to such affected party.



## Subscription Agreement

- b. If this Agreement is terminated by the Customer before the end of the Term other than for a breach of this Agreement on the part of eSCRIBE, the Customer will be liable for a termination penalty amounting to 35% of the remaining Subscription Fees due to the end of the Agreement if terminated in the first year, 25% of the remaining Subscription Fees due to the end of the Agreement if terminated in the second year and 15% of the remaining Subscription Fees due to the end of the Term if terminated in the third year or subsequent year of the Agreement.
- c. Either party may terminate this Agreement upon written notice to the other party in the event that one party breaches any term or condition of this Agreement, provided that the non-breaching party gives the other party notice of the breach, and such breach is not remedied to the non-breaching party's satisfaction within ten (10) days after delivery of such notice.
- d. Within thirty (30) days after the termination of this Agreement by Customer pursuant to section 5 (a) or section 5 (c), eSCRIBE shall refund to the Customer any Subscription Fees paid by the Customer for the period from the date of termination to the end of the Term on a pro-rated monthly basis commencing with the month following the date of termination.
- e. Within thirty (30) days after the termination or expiration of this Agreement, eSCRIBE will make available any Customer Data that is stored in native file format (Word, Excel, PowerPoint, PDF, MP4). After the thirty (30) day period, eSCRIBE will delete or destroy all copies of Customer Data in its possession or control, unless legally prohibited and upon request, provide the Customer with a certificate of destruction.

### 6. Limitation of Liability

- a. Liability of eSCRIBE under this Agreement will be limited to the maximum amount of the annual Subscription Fees listed in Appendix A, or the value of insurance listed in section 10, whichever is greater. eSCRIBE will not be liable for any general, special, incidental or consequential damages including, but not limited to, loss of production, loss of profits, loss of revenue, loss of data, or any other business or economic disadvantage suffered by the Customer arising out of the use or failure to use the Service.

### 7. Indemnity



## Subscription Agreement

- a. eSCRIBE does hereby fully release, indemnify, hold harmless, and agrees to defend the Customer, its servants, elected officials, agendas, Councillors, officers, employees, legal counsel, and contractors, from and against any suits, investigations, liabilities, judgements, claims, demands, expenses, actions, causes of action, duties, assessments, fees, penalties, losses and costs (including indirect, special, consequential, remote, and economic damages) arising out of any suit, claim or action relating to eSCRIBE's performance or non-performance of its obligations pursuant to this Agreement, including any breach of any representation or warranty, or relating to safeguarding the Customer's personal information in a reasonable matter against loss or theft, as well as unauthorized access, disclosure, copying, use, or modification in a manner that either meets or exceeds security safeguards pursuant to Provincial and/or Federal legislation, or for actual or alleged direct or contributory infringement of, or inducement to infringe, any intellectual property right relating to the Implementation Services, the Services or the Documentation or for actual or alleged misuse or misappropriation of a trade secret resulting directly or indirectly from eSCRIBE's action. These obligations of indemnity will survive the termination or expiration of this Agreement however caused.
- b. eSCRIBE shall have no liability hereunder for any claim of intellectual property infringement based on the combination, operation or use of the Service with software, hardware or other materials not furnished or approved in writing by eSCRIBE if such infringement would have been avoided without such software, hardware or other materials.
- c. In the event the Service or a component part thereof is held by a court of competent jurisdiction, or is believed by eSCRIBE, to infringe or potentially infringe a third party's rights, eSCRIBE shall, with prior notice to the Customer, (i) modify, at its expense, the Service to be non-infringing; provided that such modification does not adversely affect the Service as set out in this Agreement, or (ii) obtain for Customer the right to continue using the Service in its current state at no additional expense to the Customer, or (iii) if eSCRIBE determines that neither of the foregoing options are reasonably available, eSCRIBE may terminate this Agreement and refund any prepaid Fees to the Customer for which it has not received Services.

## 8. Confidentiality

- a. **"Confidential Information"** means all information disclosed by one party (the **"Disclosing Party"**) to the other party (the **"Receiving Party"**),





## Subscription Agreement

- whether verbal or in writing, that is marked as confidential or that reasonably should be understood to be confidential given the nature of the information. The Customer's confidential information includes Customer Data, and eSCRIBE's confidential information includes the Services and Documentation. Confidential information of each party includes, the terms of this Agreement, as well as current and future technical specifications, product plans, features and roadmaps, business and marketing plans, customer lists and relationships, costs and pricing strategies, financial and employee information and records, as they may be disclosed by either party during the Term of this Agreement.
- b. Confidential information does not include any information that (i) is or becomes publicly available without a breach of the terms of this Agreement, (ii) is received from a third-party without breach of any obligation owed to the Disclosing Party, or (iii) the Receiving Party is entitled to disclose in response to a court order or as otherwise required by law; provided that the Receiving Party notified the Disclosing Party prior to such disclosure forthwith after receipt of such order to give the Disclosing Party time to contest such order.
  - c. All Confidential Information shall remain the sole property of the Disclosing Party.
  - d. The Receiving Party shall not divulge or disclose any Confidential Information communicated to or acquired by it, or disclosed by the Disclosing Party in the course of carrying out this Agreement. No Confidential Information will be used by the Receiving Party on any other project or for any other purpose without the prior written consent of the Disclosing Party, which consent may be not unreasonably withheld. The Receiving Party shall receive and store the Confidential Information with the same degree of care that it uses to protect the confidentiality of its own confidential information from unauthorized use, duplication or disclosure to third parties; provided such standard is no less than a reasonable standard considering the nature of the Confidential Information.
  - e. Upon termination or expiration of this Agreement, the Receiving Party shall immediately cease to use Confidential Information in any manner whatsoever, shall return to the Disclosing Party or securely destroy all Confidential Information, and shall not retain any copies of the Confidential Information.
  - f. eSCRIBE agrees and acknowledges that the Customer may be subject to Provincial or Federal privacy legislation that may be in effect during the Term of this Agreement. The provisions of this section 8(f)



## Subscription Agreement

supplement the terms of section 8 as it pertains to Confidential Information that is "Personal Information". eSCRIBE acknowledges that in the course of its provision of the Software Services, it will be provided with and have access to Customer Data which includes "Personal Information", and that such information is confidential. eSCRIBE agrees that such Personal Information will be used solely for the purposes of performing the Software Services and that it will safeguard such Personal Information by appropriate physical and technological means, including those specified in section 13. eSCRIBE will not, other than as required to provide the Software Services, disclose, transfer, sell, assign, publish or otherwise make available the Personal Information for its own use or the use of any other person or entity, except (and provided the Customer is promptly notified so as to permit it an opportunity to object to disclosure before it takes place, if feasible) where disclosure: (i) may be required to comply with a subpoena, warrant, or court order; (ii) is requested by a government institution that has the lawful authority to obtain the Personal Information; or (iii) is otherwise required by law. In addition, the Customer will be solely responsible for responding to any request by any Customer employee or other individual for access to, or correction of, any Personal Information. eSCRIBE will notify the Customer immediately of any breach of this section 8(f).

- g. These obligations of confidentiality will survive the termination or expiration of this Agreement however caused.

### 9. **Non-Solicitation**

The Customer agrees that during the term of this Agreement, and for a period of one year following the date of termination of this Agreement, Customer will not to attempt to obtain withdrawal from eSCRIBE of any employee or person retained or engaged by eSCRIBE in any capacity whatsoever.

### 10. **Insurance**

- a. eSCRIBE shall obtain and maintain in force during the Term of this Agreement the following policies of insurance (all amounts in USD):
  - i. General liability insurance insuring eSCRIBE's obligations and responsibilities with respect to the performance of Services as set out in this Agreement. The policy will be extended to include bodily injury and property damage, products and completed operations, personal and advertising injury, Implementation



## Subscription Agreement

Services, contingent employer's liability, and contractual liability to a limit of no less than two million dollars (\$2,000,000) per occurrence. The policy will include a cross liability and severability of interest clause and be endorsed to name the Client as an additional insured;

- ii. Non-owned automobile insurance to a limit of no less than one million dollars (\$1,000,000);
- iii. If applicable, automobile insurance (OAP1) for both owned and leased vehicles with inclusive limits of no less than one million dollars (\$1,000,000); and
- iv. Errors and omissions liability insurance insuring eSCRIBE to a limit of no less than two million dollars (\$2,000,000) per claim and five million dollars (\$5,000,000) in the aggregate. The coverage under the policy will be maintained continuously during the Term of this Agreement and for an additional two (2) years after the termination or expiration of this Agreement and will cover insurable losses arising out of or in association with an error or omission in the rendering of or failure to complete and provide the services as set out in this Agreement. Coverage under the policy will respond to, but not be limited to the following occurrences:
  - A. Privacy breach and violations as a result of but not limited to unauthorized access to or wrongful disclosure or dissemination of private information, failure to properly handle, manage, store, destroy or control personal information and include the failure to comply with privacy laws and their respective regulations regarding the collection, access, transmission, use, and accuracy. Coverage will extend to include the costs associated with notification of affected parties, regardless if required by statute as well as any fines or penalties or costs imposed as a result of the breach including defence of any regulatory action involving a breach of privacy;
  - B. Network security incidents arising from system security failures such as, but not limited to, unauthorized access, theft or destruction of data, electronic security breaches, denial of service, spread of virus within eSCRIBE's computer network or other third party computer information systems and will further include expenses related to third party computer forensics;
  - C. Privacy breach expenses including crisis management related to electronic and non-electronic breaches;



## Subscription Agreement

- D. Content or media liability including personal and advertising liability, intellectual property infringement coverage (copyright, trademark, trade name, service mark, trade dress or trade secret) arising out of media content created, produced or disseminated by eSCRIBE;
- E. Coverage for delay in performance of a contract or agreement resulting from an error or omission; and
- F. Coverage for damages resulting from dishonest and criminal acts committed by an employee of eSCRIBE.

If coverage is to be cancelled or non-renewed for any reason, eSCRIBE shall provide the Customer with ninety (90) day notice of said cancellation or non-renewal. The Customer may request an Extended Reporting Endorsement be purchased by eSCRIBE at eSCRIBE's expense. The term of the Extended Reporting Endorsement will be decided by the Customer and eSCRIBE.

- b. eSCRIBE shall ensure that all policies of insurance will:
  - i. be written with an insurer properly licensed to do business;
  - ii. contain an undertaking by the insurers to notify the Customer in writing no less than thirty (30) days prior to any termination or cancellation of coverage unless otherwise required by law; and
  - iii. be non-contributing with and will apply only as primary and not excess to any other insurance or self-insurance available to the Customer.
- c. Any deductible amounts will be borne by eSCRIBE.
- d. eSCRIBE shall deliver to the Customer certificates of insurance evidencing renewal or replacement of policies required under this Agreement at least fifteen (15) days prior to the expiration or replacement of the current policies without demand by the Customer.
- e. If eSCRIBE fails to maintain in force any insurance required to be maintained by it hereunder, then the Customer, without prejudice to any of its other remedies, may obtain such insurance on behalf of and at the cost of eSCRIBE.
- f. eSCRIBE and its agents, volunteers, contractors, subcontractors, employees, and insurer(s) hereby release the Customer from any and all liability or responsibility, including anyone claiming through or under them, by way of subrogation or otherwise for any loss or damage which eSCRIBE may sustain incidental to or in any way related to eSCRIBE's obligations under this Agreement.



## Subscription Agreement

### 11. Advertising

- a. Customer agrees that eSCRIBE may use and disclose Customer's name in its marketing material with prior written approval of the Customer, which will not be unreasonably withheld.

### 12. Trademarks

- a. Any trademarks and service marks ("Trademarks") adopted by eSCRIBE to identify the Services, Documentation and other products and services, belong to eSCRIBE. Nothing herein grants, or shall be construed to grant, to Customer any rights to such Trademarks.

### 13. Development Input

- a. Customer shall be entitled to provide eSCRIBE with information and feedback concerning the Service's functional requirements and product definition which eSCRIBE shall consider when formulating the product development roadmap and plans. This co-operative process between eSCRIBE and the Customer does not create any obligation upon eSCRIBE to adhere to Customer's feedback, nor does it create any ownership interest in the Services on the part of Customer should eSCRIBE incorporate any of Customer's suggestions into the development plan or ultimately into the Services.

### 14. General Provisions

- a. **Relationship of Parties.** In all matters relating to this Agreement Customer and eSCRIBE are independent contractors, and nothing in this Agreement shall be deemed to place the parties in the relationship of employer-employee, principal-agent, partners, or joint ventures.
- b. **Entire Agreement.** This Agreement, including all Appendices, is the entire Agreement between the parties and supersedes all prior negotiations, understandings and agreements between the parties concerning the subject matter hereof. No amendment or modification of this Agreement shall be made except by written agreement of both parties.
- c. **Ride Along:** The terms of this Agreement may be extended for use by other parties, including: municipalities, school boards and government agencies upon execution of an addendum outlining the associated



## Subscription Agreement

Services and Fees applicable. This term is not intended to circumvent any procurement rules and regulations of the additional party.

- d. **No Waiver.** The failure of either party to exercise any right or the waiver by either party of any breach shall not prevent a subsequent exercise of such right or be deemed a waiver of any subsequent breach of the same or any other term of the Agreement.
- e. **Partial Invalidity.** Should any provision of this Agreement be held to be void, invalid, or inoperative, the remaining provisions of this Agreement shall not be affected and shall continue in effect as though such provisions were deleted.
- f. **Force Majeure.** Neither party shall be deemed in default of this Agreement to the extent that performance of its obligations or attempts to cure any breach are delayed or prevented by reason of any act of God, fire, natural disaster, act of government, or any other similar cause beyond the reasonable control of such party ("Force Majeure"), provided that such party gives the other party written notice thereof promptly and, in any event, within ten (10) days of discovery thereof and uses its reasonable efforts to cure the delay. Upon receipt of such notice, all obligations under this Agreement shall be immediately suspended. If the period of non-performance exceeds ten (10) days from the receipt of notice of the Force Majeure event, the party whose performance has not been affected may, by giving written notice, immediately terminate this Agreement.
- g. **Assignment; Enurement.** Neither Party may assign, delegate, or otherwise transfer this Agreement or any of its rights or obligations hereunder, without the prior written consent of the other Party (such consent not to be unreasonably withheld); provided, however, that either Party may assign this Agreement without the other Party's consent in the event of any successor or assign that has acquired all, or substantially all, of the assigning Party's business by means of merger, stock purchase, asset purchase, or otherwise. Any assignment or attempted assignment in violation of this Agreement shall be null and void.
- h. **Injunctive Relief.** The parties recognize that a remedy at law for a breach of the provisions of this Agreement relating to either party's Confidential Information will not be adequate for the non-breaching party's protection, and accordingly the non-breaching party shall have the right to seek, in addition to other relief and remedies available to it,





## Subscription Agreement

injunctive relief to enforce the provisions of this Agreement in any court of competent jurisdiction.

- i. **Governing Law.** This Agreement shall be governed and interpreted in accordance with the laws of the Province of Ontario, Canada and the federal laws of Canada applicable therein.
- j. **Calendar Days.** All references to a day or days in this Agreement mean a calendar day or calendar days.
- k. **Time of the Essence.** Time is of the essence of this Agreement and of every part hereof and no extension or variation of this Agreement will operate as a waiver of this provision.
- l. **Survival.** All obligations of the parties which expressly or by their nature survive termination or expiration of this Agreement will continue in full force and effect subsequent to and notwithstanding such termination or expiration and until they are satisfied or by their nature expire.
- m. **Headings.** Headings are inserted for the convenience of the parties only and are not to be considered when interpreting this Agreement. Words in the singular mean and include the plural and vice versa. Words in the masculine gender include the feminine gender and vice versa. Words in the neuter gender include the masculine gender and the feminine gender and vice versa.
- n. **Notice.** Any notice required or permitted to be sent hereunder shall be in writing and shall be sent in a manner requiring a signed receipt, such as courier delivery, or if mailed, registered or certified mail, return receipt requested. Notice is effective upon receipt. Notice to both parties shall be to the address and contact set forth below and updated from time to time.

eSCRIBE Software Ltd.  
204-60 Centurian Drive  
Markham, ON L3R 9R2

Attention: Office of the President

### Customer Contact Info for Notices:

Attention:  
Clerks Department  
Middlesex County



**Subscription Agreement**

399 Ridout Street North  
London, ON, N6A 2P1

The undersigned parties hereby enter into this Agreement,

eSCRIBE Software Ltd

Middlesex County

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Robert Treumann, CEO  
\_\_\_\_\_  
Authorizing Officer, Title

\_\_\_\_\_  
Authorizing Officer, Title

I have the authority to bind the organization



## Subscription Agreement

### Appendix A – Annual Subscription Fees

Module	License Type	License Fee	Quantity	Cost
<b>Efficiency Bundle</b>	Annual	\$ 4,900	1	\$ 4,900
eSCRIBE Meeting Manager		INCL		
eSCRIBE Participant Access Module		INCL		
eSCRIBE Internet Publishing + Citizen Engagement		INCL		
Forms Authentication		INCL		
<b>Annual Software and Support Fees</b>				<b>\$ 4,900</b>

Optional Modules	Annual
eSCRIBE Meetings Pro App (iOS or Windows) Bundle Discount	\$50/Device



## Subscription Agreement

### Appendix B – Support Services

Subject to the terms and conditions of this Agreement, eSCRIBE shall perform the Support Services as defined.

#### Definitions:

The definitions used in the Agreement are incorporated herein. In addition, the following terms shall have the following ascribed to them:

**“Business Hours”** means the hours during which eSCRIBE's helpdesk is available to take live incoming calls, emails and be available to respond to the Customer's Support Contacts, namely 8:00 a.m. to 8:00 p.m., Monday through Friday eastern time (excluding statutory holidays).

**“Extended Hours”** means the hours during which eSCRIBE's helpdesk is available to take urgent calls during 8:00 p.m. to 11:00 p.m. EST, Monday through Friday eastern time (excluding statutory holidays).

**“Support Contacts”** means the Customer designated individuals (to be identified in the attached Problem Reporting Schedule) and any replacements designated in writing to eSCRIBE who will serve as technical liaison between eSCRIBE and Customer and who are to have technical knowledge and experience with the Services used by the Customer.

**“Updates”** shall mean fixes, patches, modifications, improvements to functionality or revisions to the Services and Documentation.

All other capitalized terms shall have the meanings set out in the Agreement.

#### Support Services:

eSCRIBE will provide the following services to Customer:

- a. Technical assistance by telephone or electronic mail.
- b. Receipt and monitoring of calls during Business Hours at eSCRIBE's support desk.
- c. Direct access for Customer Support Contacts to eSCRIBE's team of support technicians.
- d. Provision of any available problem solutions related to the Services
- e. Make all reasonable commercial efforts to provide a response to reported problems in the manner described in the Problem Reporting Process below.
- f. Make available any Updates to the Services and Documentation at no additional charge, subject to Customer's responsibility for any Implementation Services fees for any new Services.



## Subscription Agreement

### Exclusions:

- a. Customer's third-party hardware and software not part of this Agreement.

### Problem Reporting Process:

#### **Step 1: Contact eSCRIBE using one of the following methods:**

Toll free number 1-855-299-0023

Email: [support@escribemeetings.com](mailto:support@escribemeetings.com)

Portal: <https://customerportal.escribemeetings.com>

#### **Step 2: Provide the following information:**

Provide Support Contact's name, location the Services are in Use, telephone number and E-mail address.

#### **Step 3: Provide a description of the problem.**

Provide as much detail, including system error messages and screen printouts, as possible. eSCRIBE assign a Priority Level based on the response matrix below.

Priority Level	Initial Response	Status Updates
<b>1- Complete Services or business critical functions unavailable or impaired</b>	Within 2 hours	Every 4 hours
<b>2- Specific Services functions unavailable or impaired</b>	Within 4 hours	Every 8 hours
<b>3- Services operational, isolated or individual user issues</b>	Next Business Day	As required on each reported incident

eSCRIBE shall assign a ticket number to reference the case in all future communications with Customer regarding the reported incident. Customer understands that failure to provide accurate and detailed call information as described above may increase the amount of time needed by eSCRIBE to diagnose the problem and develop a possible solution.

Regardless of the priority assignment, Customer's problem must relate to the Services in order for Support Services to be applied hereunder. Where eSCRIBE is required to perform Support Services outside of the scope of the Agreement, including but not limited to investigations, efforts and



## Subscription Agreement

resolutions pertaining to third party software, hardware, networks or facilities, eSCRIBE shall charge Customer at its daily Implementation Services rate for the services rendered.

Using the Customer Community Portal, customers are able to check the status of their support tickets at any time.

The case will not be closed by eSCRIBE until receipt of written confirmation from the Support Contact that the problem has been resolved. If written confirmation or feedback is not received within ten (10) business days, it will be assumed the problem has been resolved and the case will be closed.

### **General Support Terms:**

- a. The Support Contacts will be the only persons authorized to receive the Support Services hereunder and to instruct eSCRIBE in respect of Support Services.
- b. The delivery of Support Services hereunder does not extend to: i) Inadequate Customer computer configurations, installed third party software, internet connection issues or general internet congestion issues; ii) Services which have been altered, modified or improperly configured by the Customer, its customers, or any third party without eSCRIBE's prior written consent; iii) failures related to an accident, disaster or other Force Majeure event; iv) any unauthorized use of the Services;
- c. eSCRIBE warrants that its Support Services personnel shall deliver services in a professional manner and in accordance with industry standards.
- d. Response and resolution times provided in the Problem Reporting Process or otherwise whether orally or in writing, are intended as good faith estimates, guidelines or objectives only and are not to be taken as warranties or representations.





## Subscription Agreement

### Appendix C – Implementation Services

Subject to the terms and conditions of this Agreement, eSCRIBE shall perform the Implementation Services as listed below.

Professional Services		Service Fee	Quantity	Cost
Setup and Training	One-Time	\$ 1,500	1	\$ 1,500
2 Meeting Types		INCL		
Training - Administrator & Participant sessions		INCL		
<b>Implementation and Training Fees</b>				<b>\$ 1,500</b>



Subscription Agreement

Appendix D – Authorized Customer Locations and Meeting Types

Authorized Meeting Types

Meeting Type	Name
Main Meeting Body	Council/Board of Trustees
Standing Committees (Standing Committees are established by Council, report directly to Council.)	
Reporting Subcommittees (Sub-Committees are established by Council and report up to an established Standing Committee.)	

Authorized Locations

Name	Address	Authorized Contact



## Subscription Agreement

### Appendix E – Legacy and Third Party Migrated Data Storage Fees

Upon the completion of the initial, or any subsequent Term or Third Party Data Migration, (Appendix F) eSCRIBE will measure the total Customer Data Storage in gigabytes (GB) to calculate any Legacy Data storage fees based on the following schedule:

<b>GB</b>	<b>Price / GB / Year</b>
<b>0-50</b>	\$ 10.00
<b>51-100</b>	\$ 9.50
<b>101-150</b>	\$ 9.00
<b>151-200</b>	\$ 8.50
<b>201-300</b>	\$ 8.00
<b>301+</b>	\$ 7.50



## Subscription Agreement

### Appendix F – Third Party Data Migration – Project Scope

Subject to the terms and conditions of this Agreement, eSCRIBE shall perform the Third Party Data Migration Services listed below.

#### In Scope

N/A

#### Out of Scope

N/A

#### Assumptions

N/A

#### Optional Sections

N/A

#### Additional Notes

It is important to note that this migration does not replace the need for customer to obtain a backup of all data upon termination of contract with incumbent vendor. Migrated data is strictly for presentation through eSCRIBE's Internet Publishing module, and should not be used as an archive or backup of incumbent system's data.

It is also important to note that once the web interface for the incumbent system has been taken down, the data can no longer be accessed by eSCRIBE for any future migration work. Incumbent system should not be terminated until all migrated data has been *fully* validated and verified complete.

#### Additional Fees

At the completion of the migration, an additional legacy data storage fee will be charged based on the amount of migrated data in gigabytes (GB) as per the table in Appendix E.



## Subscription Agreement

### Modification to Services

The Customer wishes to modify the Services as defined below, effective the \_\_\_\_\_ day of \_\_\_\_\_, 2020, in accordance with the terms and conditions of the Client Subscription Agreement (the "Agreement"), dated \_\_\_\_\_

#### Services Fees:

Module	Addition/Deletion	Annual Fee	Quantity	Cost
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
				\$ -
<b>Total - Annual Subscription Fees</b>				<b>\$ -</b>

#### Implementation Fees:

Training Fees	Service Fee	Quantity	Cost
			\$ -
			\$ -
<b>Total Training Fees</b>			<b>\$ -</b>
Implementation Fees	Service Fee	Quantity	Cost
			\$ -
			\$ -
			\$ -
			\$ -
<b>Total - One-time Implementation Fees</b>			<b>\$ -</b>

The first year's Subscription Fees and the Implementation Fees are due upon the date of this Appendix, and the Subscription Fees are due annually thereafter.

The undersigned parties hereby enter into this Agreement,

eSCRIBE Software Ltd

Client

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Robert Treumann, CEO  
Authorizing Officer, Title

\_\_\_\_\_  
Authorizing Officer, Title

I have the authority to bind the organization



## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Durk Vanderwerff, Director of Planning  
**SUBJECT:** POPULATION AND HOUSING PROJECTIONS FOR MIDDLESEX COUNTY

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### **BACKGROUND:**

Population Projections for Middlesex County are included within the County's Official Plan and are intended to be used by the County and local municipalities to assist in managing growth and development. The County's Projections were last updated in 2018 following the release of the 2016 Census population information. At that time, Council endorsed a Projected Population Range (which included low and high projections) as being the most likely to represent the future population for Middlesex (attached). The ranged approach provided local municipalities with flexibility to select projections that suit local purposes while maintaining positive projections for all municipalities.

It is considered timely to update the projections as a number of underlying factors have changed. The 2018 projections were completed for a 20-year planning horizon, as was required by the Provincial Policy Statement (PPS) in place at that time, whereas the PPS now requires a 25-year planning horizon. Provincially, the Ministry of Finance Population Projections were updated. Locally, there has been an upswing in development activity. The projections have therefore been updated to reflect the 25-year planning horizon, the more recently available Provincial numbers, the rapid development that is occurring within the County as best can be captured, and also the passing of time.

To support this work, Watson & Associates Economists (Watson) were engaged to refine and update the County's projections. They have reviewed the projections against the broader economic and demographic changes occurring within Southwestern Ontario and Middlesex County, have updated the projections, and have provided a level of detailed demographic analysis (age cohorts, headship rates, housing propensity trends, scenario testing, housing forecasts) that staff are unable to complete (attached).



This report summarizes the work undertaken by Watson and recommends that the projected growth scenarios be endorsed by Council. It is noted that for the sake of consistency, the figures in this summary report utilize the same numbering as in the source Watson report and therefore are not in numerical order and not all are included.

## **ANALYSIS:**

### Population Forecast

Three growth scenarios (Low, Reference and High) were completed for the County and for each local municipality (Figures 2, A-5, A-6, A-7 and Watson Appendix B). The Provincial Ministry of Finance Projections are the foundation of this work however the scenarios adjust for different assumptions including differing levels of within Ontario migration given recent development activity.

- Under the Low Scenario, the County's population is forecast to increase from 74,000 in 2016 to 96,300 in 2046, which represents an annual population growth rate of 0.9%. This would result in a housing growth rate of 1.3% annually.
- Under the Reference Scenario, the County's population is forecast to increase to 107,600 by 2046, representing an annual growth rate of 1.3%. This would result in a housing growth rate of 1.7% annually.
- Under the High Scenario, the County's population is forecast to increase to 115,000 by 2046, representing an annual growth rate of 1.5%. This would result in a housing growth rate of 1.9% annually.
- This can be compared to between 2001 and 2016, when Middlesex County experienced relatively modest annual population growth of 0.5%.
- Under all three growth scenarios, all local municipalities are anticipated to experience moderate to strong population and housing growth.

The inclusion of growth scenarios allows municipalities to select a forecast that is appropriate for their local circumstances. While a High growth scenario may represent the most likely growth scenario for some municipalities, for others the Reference growth scenario or the Low growth scenario may be more appropriate as municipalities balance anticipated growth with the increased service provision (in particular servicing infrastructure such as roads, sewers, and water) that accompanies such growth.

Figure 2  
Middlesex County  
Population Forecast Scenarios, 2016 to 2046

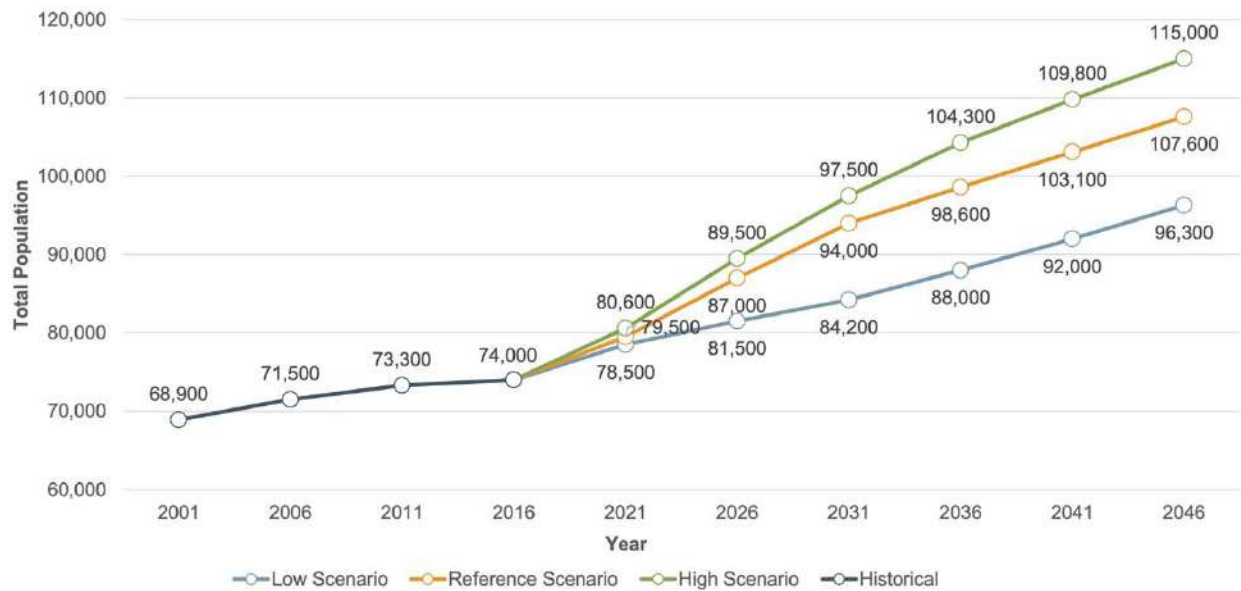


Figure A-5  
Middlesex County  
Population and Housing Growth, 2016 to 2046  
Low Scenario

Year		Population		Housing Units				Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>		
Historical	Mid-2001	68,900	66,600	20,960	510	1,480	220	2.98	2.88
	Mid-2006	71,500	69,100	21,810	820	1,530	400	2.91	2.81
	Mid-2011	73,300	70,800	23,180	650	1,600	420	2.84	2.74
	Mid-2016	74,000	71,500	24,060	650	1,720	400	2.76	2.67
Forecast	Mid-2021	78,500	75,900	25,750	780	1,840	400	2.73	2.64
	Mid-2026	81,500	78,800	27,670	940	2,020	400	2.63	2.54
	Mid-2031	84,200	81,400	29,230	1,130	2,200	400	2.55	2.47
	Mid-2036	88,000	85,000	30,870	1,380	2,410	400	2.51	2.43
	Mid-2041	92,000	88,900	32,590	1,710	2,690	400	2.46	2.38
	Mid-2046	96,300	93,100	34,140	2,060	2,970	400	2.43	2.35
Incremental	Mid-2001 to Mid-2006	2,600	2,500	850	310	50	180	1,390	
	Mid-2006 to Mid-2011	1,800	1,700	1,370	-170	70	20	1,290	
	Mid-2011 to Mid-2016	700	700	880	0	120	-20	980	
	Mid-2016 to Mid-2021	4,500	4,400	1,690	130	120	0	1,950	
	Mid-2016 to Mid-2026	7,500	7,300	3,610	290	300	0	4,210	
	Mid-2016 to Mid-2031	10,200	9,900	5,170	480	480	0	6,130	
	Mid-2016 to Mid-2036	14,000	13,500	6,810	730	690	0	8,240	
	Mid-2016 to Mid-2041	18,000	17,400	8,530	1,060	970	0	10,560	
	Mid-2016 to Mid-2046	22,300	21,600	10,080	1,410	1,250	0	12,740	

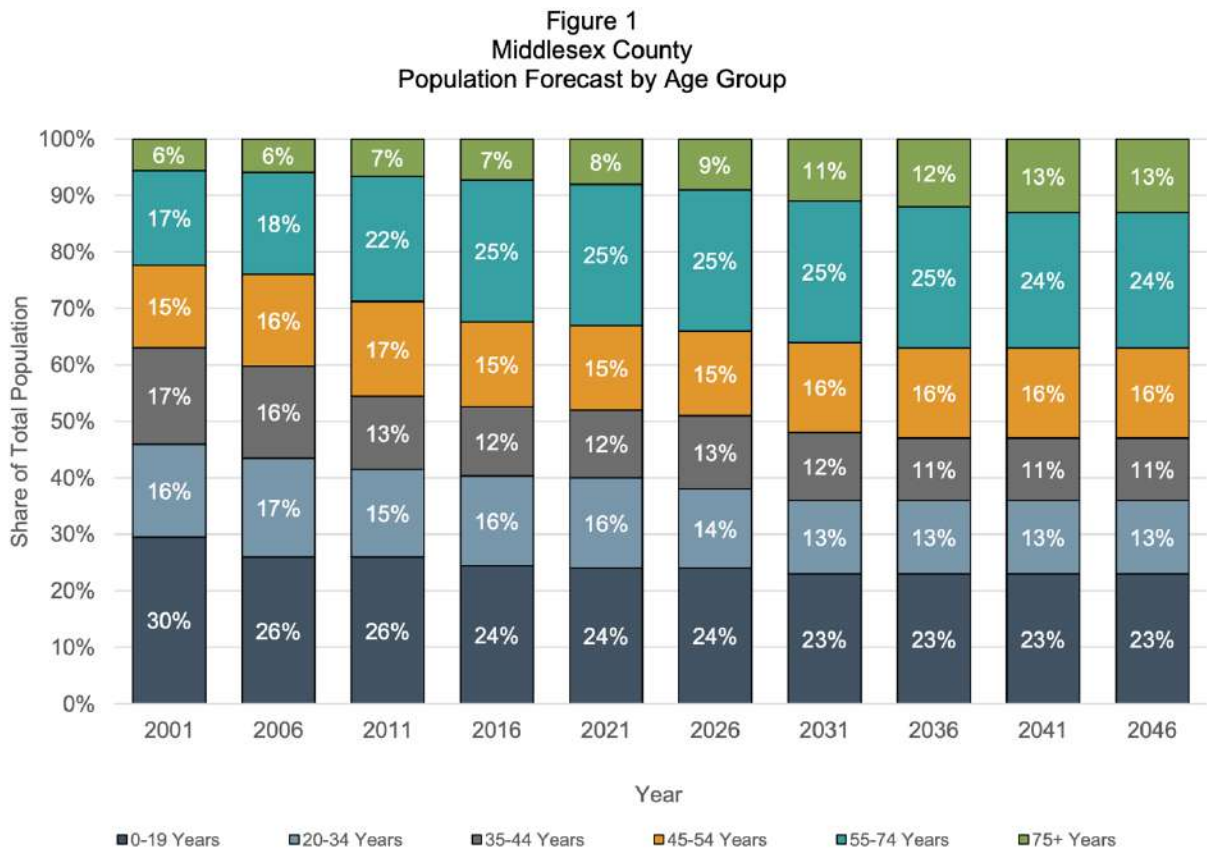
**Figure A-6**  
**Middlesex County**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units				Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount	
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>			Total Households
Historical	Mid-2001	68,900	66,600	20,960	510	1,480	220	23,160	2.98	2.88
	Mid-2006	71,500	69,100	21,810	820	1,530	400	24,550	2.91	2.81
	Mid-2011	73,300	70,800	23,180	650	1,600	420	25,840	2.84	2.74
	Mid-2016	74,000	71,500	24,060	650	1,720	400	26,820	2.76	2.67
Forecast	Mid-2021	79,500	76,900	26,050	800	1,860	400	29,110	2.73	2.64
	Mid-2026	87,000	84,100	29,470	1,080	2,190	400	33,150	2.62	2.54
	Mid-2031	94,000	90,800	32,470	1,450	2,520	400	36,850	2.55	2.47
	Mid-2036	98,600	95,200	34,410	1,750	2,770	400	39,330	2.51	2.42
	Mid-2041	103,100	99,600	36,350	2,120	3,080	400	41,950	2.46	2.38
	Mid-2046	107,600	104,000	38,000	2,490	3,390	400	44,280	2.43	2.35
Incremental	Mid-2001 to Mid-2006	2,600	2,500	850	310	50	180	1,390		
	Mid-2006 to Mid-2011	1,800	1,700	1,370	-170	70	20	1,290		
	Mid-2011 to Mid-2016	700	700	880	0	120	-20	980		
	Mid-2016 to Mid-2021	5,500	5,400	1,990	150	140	0	2,290		
	Mid-2016 to Mid-2026	13,000	12,600	5,410	430	470	0	6,330		
	Mid-2016 to Mid-2031	20,000	19,300	8,410	800	800	0	10,030		
	Mid-2016 to Mid-2036	24,600	23,700	10,350	1,100	1,050	0	12,510		
	Mid-2016 to Mid-2041	29,100	28,100	12,290	1,470	1,360	0	15,130		
	Mid-2016 - Mid-2046	33,600	32,500	13,940	1,840	1,670	0	17,460		

**Figure A-7**  
**Middlesex County**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units				Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount	
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>			Total Households
Historical	Mid-2001	68,900	66,600	20,960	510	1,480	220	23,160	2.98	2.88
	Mid-2006	71,500	69,100	21,810	820	1,530	400	24,550	2.91	2.81
	Mid-2011	73,300	70,800	23,180	650	1,600	420	25,840	2.84	2.74
	Mid-2016	74,000	71,500	24,060	650	1,720	400	26,820	2.76	2.67
Forecast	Mid-2021	80,600	77,800	26,370	830	1,890	400	29,480	2.73	2.64
	Mid-2026	89,500	86,500	30,300	1,150	2,260	400	34,110	2.62	2.54
	Mid-2031	97,500	94,200	33,650	1,560	2,630	400	38,240	2.55	2.46
	Mid-2036	104,300	100,800	36,310	1,970	2,970	400	41,660	2.50	2.42
	Mid-2041	109,800	106,100	38,580	2,400	3,340	400	44,720	2.46	2.37
	Mid-2046	115,000	111,100	40,450	2,820	3,680	400	47,360	2.43	2.35
Incremental	Mid-2001 to Mid-2006	2,600	2,500	850	310	50	180	1,390		
	Mid-2006 to Mid-2011	1,800	1,700	1,370	-170	70	20	1,290		
	Mid-2011 to Mid-2016	700	700	880	0	120	-20	980		
	Mid-2016 to Mid-2021	6,600	6,300	2,310	180	170	0	2,660		
	Mid-2016 to Mid-2026	15,500	15,000	6,240	500	540	0	7,290		
	Mid-2016 to Mid-2031	23,500	22,700	9,590	910	910	0	11,420		
	Mid-2016 to Mid-2036	30,300	29,300	12,250	1,320	1,250	0	14,840		
	Mid-2016 to Mid-2041	35,800	34,600	14,520	1,750	1,620	0	17,900		
	Mid-2016 to Mid-2046	41,000	39,600	16,390	2,170	1,960	0	20,540		

The population forecast by major age group is shown in Figure 1 and highlights certain population age structure trends that are explored below.



Baby Boom Generation

The average age of the population in the County is getting older, similar to the Province as a whole. This is due to the large concentration of Baby Boomers (empty-nesters and young seniors) between 56 and 74 years of age (born 1946 to 1964) which represents approximately a quarter of the total population. As the Baby Boom population continues to age, the percentage of seniors, particularly older seniors (seniors 75 years of age and older), is anticipated to steadily increase and is forecast to almost double, from 7% in 2016 to 13% by 2046. This trend is anticipated to be largely driven by the aging of the County’s existing population as opposed to net-migration of older residents into the County.

Watson observe that on average, seniors, particularly those in the 75+ age group, have less mobility, less disposable income and have increased health care needs. Typically, these characteristics drive demand for relatively higher density housing forms that are in proximity to urban amenities. Ultimately, the aging of the population will continue to

place downward pressure on County-wide population growth and labour force participation while at the same time increasing demand for housing, amenities, and community services on the County's larger urban areas.

#### Millennials, Generation Z, and Future Generations

Future population growth, as well as associated housing needs will largely be driven by the "Millennial" generation and "Generation Z". The Millennial generation can be considered those persons born between 1980 and 1992 (currently 28 to 40 years of age) and Generation Z can be considered those persons born between 1993 and 2005 (currently 15 to 27 years of age).

A diverse range of housing by both type and tenure (ownership and rental) are anticipated to be required to accommodate these two demographic groups. Watson note that the extent to which Middlesex County can capitalize on potential demand from these groups is subject to a number of economic and socio-economic variables such as relative housing costs, local and regional employment opportunities, technological disruption and advancement, fuel costs, lifestyle preferences, local amenities, community services, and perceived quality of life.

#### Labour Force

The Millennial generation, Generation Z, and the generations following Generation Z, represent the majority of the County's existing and future labour force supply. Watson note that it is important to recognize that the accommodation of skilled labour and the attraction of new businesses are linked and positively reinforce one another.

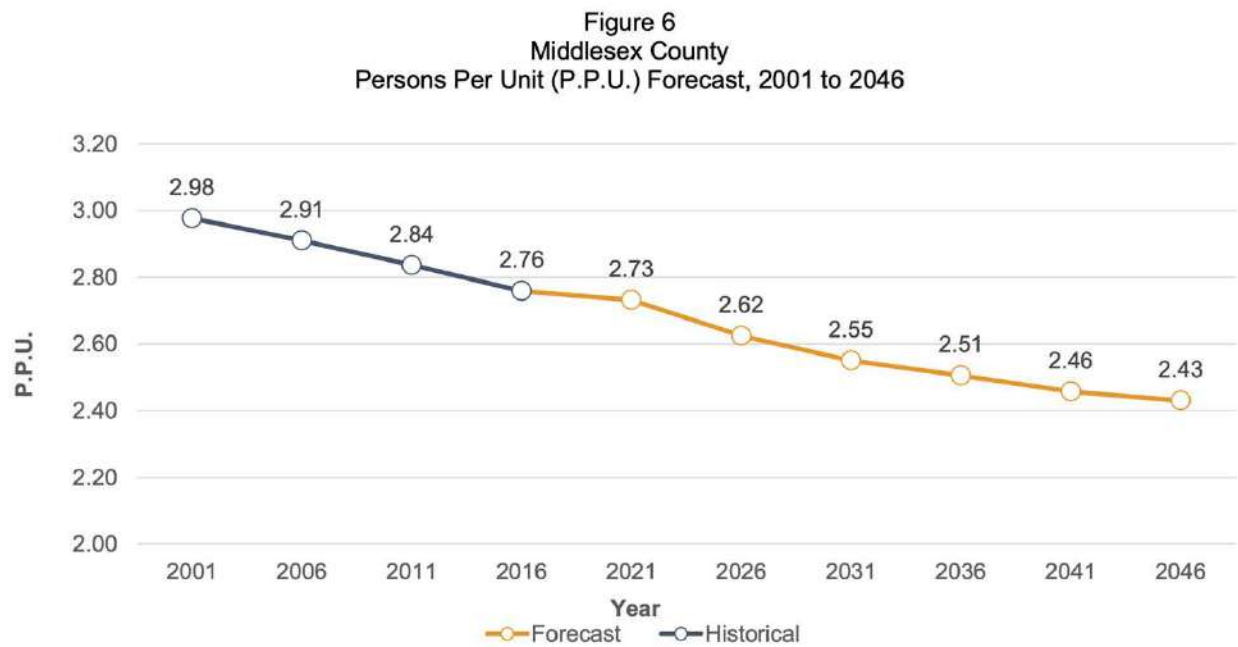
They note that to ensure that economic growth is not constrained by future labour shortages, effort is required to attract and accommodate new skilled working residents to the County across a diverse range of employment opportunities and a broad choice of competitively priced housing options. Attraction efforts must also be linked to housing accommodation (both ownership and rental), municipal services, and infrastructure, as well as quality of life attributes that appeal to a younger mobile population.

#### Housing

Forecast trends in population age structure provide insights into future housing needs based on anticipated average household occupancy. Total housing growth is generated from the population forecast using a headship rate forecast, being the number of primary household maintainers or heads of households by major population age group. This results in an estimated Persons Per Unit (PPU) which generally represents the average number of people within a household.



Figure 6 summarizes historical and forecast PPU for Middlesex. The average PPU has steadily declined over the 15-year historical period, falling from 2.98 in 2001 to 2.76 in 2016. This can be attributed to several factors including the aging of the County's population and overall household composition trends of less children per household and more single-person households. A declining PPU can be expected to translate into continuing demand for new construction even where a stable population is projected.



Over the long-term planning horizon, average PPU levels for the County are forecast to continue to decline, from 2.75 in 2016 to 2.43 in 2046. This projected moderation in the County's PPU rate of decline is largely a result of an anticipated increase in the number of young adults and children migrating to the County under all three Growth Scenarios, relative to the past. Figures 7, 8 and 9 include the housing forecast for the County and local municipalities under the three Growth Scenarios.



**Figure 7**  
**Middlesex County**  
**Housing Forecast by Local Municipality – Low Scenario, 2016 to 2046**

Year	Village of Newbury	Municipality of Southwest Middlesex	Municipality of Strathroy-Caradoc	Municipality of Thames Centre	Municipality of Middlesex Centre	Municipality of North Middlesex	Township of Adelaide-Metcalf	Township of Lucan Biddulph	Middlesex County
2016	180	2,350	8,300	4,920	5,990	2,330	990	1,790	26,820
2021	180	2,390	9,050	5,240	6,550	2,370	1,020	1,970	28,770
2026	200	2,550	9,800	5,620	7,110	2,560	1,110	2,080	31,030
2031	210	2,620	10,530	5,910	7,690	2,630	1,150	2,210	32,950
2036	220	2,680	11,230	6,220	8,430	2,700	1,190	2,380	35,060
2041	240	2,740	11,980	6,550	9,310	2,770	1,230	2,560	37,380
2046	250	2,790	12,660	6,840	10,180	2,810	1,260	2,780	39,560
Share of 2016 County Housing	1%	9%	31%	18%	22%	9%	4%	7%	100%
Share of 2046 County Housing	1%	7%	32%	17%	26%	7%	3%	7%	100%
<b>Housing Growth</b>									
2016-2046	70	440	4,360	1,920	4,190	480	270	990	12,740
Annual Growth Rate, 2016-2046	1.1%	0.6%	1.4%	1.1%	1.8%	0.6%	0.8%	1.5%	1.3%
Share of County Housing Growth, 2016-2046	1%	3%	34%	15%	33%	4%	2%	8%	100%

**Figure 8**  
**Middlesex County**  
**Household Forecast by Local Municipality – Reference Scenario, 2016 to 2046**

Year	Village of Newbury	Municipality of Southwest Middlesex	Municipality of Strathroy-Caradoc	Municipality of Thames Centre	Municipality of Middlesex Centre	Municipality of North Middlesex	Township of Adelaide-Metcalf	Township of Lucan Biddulph	Middlesex County
2016	180	2,350	8,300	4,920	5,990	2,330	990	1,790	26,820
2021	180	2,390	9,180	5,290	6,650	2,380	1,020	2,010	29,110
2026	220	2,660	10,560	5,970	7,680	2,680	1,170	2,230	33,150
2031	240	2,790	11,960	6,540	8,770	2,830	1,250	2,470	36,850
2036	250	2,860	12,760	6,900	9,700	2,890	1,290	2,690	39,330
2041	260	2,920	13,540	7,270	10,760	2,960	1,330	2,910	41,950
2046	280	2,950	14,210	7,570	11,750	3,000	1,360	3,160	44,280
Share of 2016 County Housing	1%	9%	31%	18%	22%	9%	4%	7%	100%
Share of 2046 County Housing	1%	7%	32%	17%	27%	7%	3%	7%	100%
<b>Housing Growth</b>									
2016-2046	100	600	5,910	2,650	5,760	670	370	1,370	17,460
Annual Growth Rate, 2016-2046	1.5%	0.8%	1.8%	1.4%	2.3%	0.8%	1.1%	1.9%	1.7%
Share of County Housing Growth, 2016-2046	1%	3%	34%	15%	33%	4%	2%	8%	100%

**Figure 9**  
**Middlesex County**  
**Household Forecast by Local Municipality – High Scenario, 2016 to 2046**

Year	Village of Newbury	Municipality of Southwest Middlesex	Municipality of Strathroy-Caradoc	Municipality of Thames Centre	Municipality of Middlesex Centre	Municipality of North Middlesex	Township of Adelaide-Metcalfe	Township of Lucan Biddulph	Middlesex County
2016	180	2,350	8,300	4,920	5,990	2,330	990	1,790	26,820
2021	180	2,400	9,320	5,350	6,760	2,380	1,030	2,040	29,480
2026	220	2,700	10,900	6,130	7,930	2,730	1,200	2,300	34,110
2031	240	2,860	12,470	6,760	9,160	2,900	1,290	2,570	38,240
2036	260	2,950	13,600	7,260	10,390	3,000	1,350	2,850	41,660
2041	280	3,020	14,510	7,690	11,630	3,080	1,390	3,110	44,720
2046	290	3,060	15,260	8,040	12,760	3,110	1,420	3,410	47,360
Share of 2016 County Housing	1%	9%	31%	18%	22%	9%	4%	7%	100%
Share of 2046 County Housing	1%	6%	32%	17%	27%	7%	3%	7%	100%
<b>Housing Growth</b>									
2016-2046	110	710	6,960	3,120	6,770	780	430	1,620	20,540
Annual Growth Rate, 2016-2046	1.6%	0.9%	2.1%	1.7%	2.6%	1.0%	1.2%	2.2%	1.9%
Share of County Housing Growth, 2016-2046	1%	3%	34%	15%	33%	4%	2%	8%	100%

Watson observe that relative to the past, it is anticipated that housing demand will shift more towards medium / high density housing (townhomes, apartments) from low-density housing (single-detached). It is forecast that 21% of new housing will be medium / high density forms which will over time will result in 13% of all housing being that form.

### Limitations

When considering population projections, it is important to note some of the limitations to this work. Projections are necessarily based on past population statistics and therefore are trend based. This is reasonably accurate for large populations but is more challenging for smaller populations.

Past population statistics are based on the Census, which is the best available information, but which may be less reflective of the current local population. For example, the 2011 Census showed a population decline for Thames Centre and the 2016 Census showed a population decline for Strathroy-Caradoc whereas the experience 'on the ground' is of development and growth. It will be very informative when the 2021 Census population and housing statistics are released in 2022 and 2023.

Projections are based on assumptions that can be significantly impacted by external factors such as declining birth rates, changes in migration patterns, the aging of the population, changes in life expectancy, and differences in commuting patterns. Those external factors tend to occur at the societal level and are difficult to influence at the municipal level. It can also be some time before those factors are reflected in the Census, in part, because of the inertia of existing populations. A future population is strongly influenced by the current base population such that changes, even significant changes, are moderated by the existing population.

The County is experiencing greater development activity when compared to the past – it remains to be seen how that translates into sustained population growth. The upward trend in building and development within the County appears to signal changing within-Ontario migration but it will be some time before the extent of this is fully known. The High Growth Scenario attempts to capture aspects of this growth. Similarly, any impact as a result of COVID-19 is not yet known.

Reviewing the population forecasts and recent development activity has highlighted to staff that the County should, working with local municipalities, more closely monitor the residential land supply on an ongoing basis and consider any actions that may need to be undertaken to help ensure that sufficient supply continues to be available. This is especially important at this time, when housing affordability has increasingly become an issue within the County, and where ensuring that land is available for housing across the affordability spectrum is increasingly important.

### Conclusion

Population Projections for Middlesex County are included within the County's Official Plan and are intended to be used by the County and local municipalities to assist in managing growth and development. The Projected Population Range numbers have been updated to reflect the 25-year planning horizon, the more recently available Provincial numbers, the rapid development and growth that is occurring within the County as best can be captured, and also the passing of time. This was an iterative process and staff consider that the projections are now reasonable.

Finally, it is important to note that it is a requirement of the PPS for the County Official Plan to identify and allocate population and housing projections based on local municipalities. The County Plan does not however constrain municipalities from realizing growth at a faster or slower rate than the projections. It is not the intention of the County Official Plan to limit well planned housing and the Official Plan is flexible in this regard.

**RECOMMENDATION:**

That the 'Middlesex County Housing Growth Forecast and Allocations by Local Municipality' completed by Watson & Associates Economists Ltd. and dated December 11<sup>th</sup>, 2020, be selected as the projected growth scenarios that are most likely to occur over the 25-year planning horizon and that this be included in the draft amendment to the County Official Plan for the purposes of consultation.

Attachments

December 11, 2020

Mr. Durk Vanderwerff  
Director of Planning  
Middlesex County  
399 Ridout Street North  
London, ON  
N6A 2P1

Dear Mr. Vanderwerff:

Re: Middlesex County Housing Growth Forecast and Allocations by Local Municipality

During the spring of 2020, updated population projections for Middlesex County and its local municipalities were prepared by Middlesex County staff. These projections provided a low and high range of projected population and households by local municipality to the year 2046. As part of this review, Middlesex County has retained Watson & Associates Economists Ltd. to review the population and housing projections for the County and allocations by local municipality associated with the 2020 update of the County's Low and High Population Growth Scenarios.

The purpose of this work is to review the projections, provide an update to the 2020 forecast the County had prepared, and provide Low, Reference, and High Scenarios to allow the local municipalities to select projections that reflect anticipated growth trends.

The results of the study are presented on the following pages.

Yours very truly,

WATSON & ASSOCIATES ECONOMISTS LTD.



Jamie Cook, MCIP, RPP, PLE  
Managing Partner and Director



## 1. Introduction

### 1.1 Study Purpose

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Middlesex County is in the process of undertaking a Five Year Review of the County's Official Plan (O.P.). The *Planning Act* requires that County Council regularly review its O.P. to determine the need for updates or changes. A number of topic areas are being reviewed as part of the current Five Year Review, including a review of the County's long-term population projections.<sup>1</sup>

During the spring of 2020, updated population projections for the County and its local municipalities were prepared by County staff. The updated projections provide a low and high range of projected population and households by local municipality to the year 2046. As part of this review, Middlesex County has retained Watson & Associates Economists Ltd. (Watson) to review the housing projections for the County and allocations by local municipality associated with the 2020 update of the County's Low and High Population Growth Scenarios.

### 1.2 Background

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Population and housing projections for Middlesex County and its local municipalities, included within the County's O.P., are intended to be used by the County and its local municipalities to assist in managing growth and development. The County's projections were last updated in July of 2018 following the release of the 2016 Census population data from Statistics Canada. The 2018 growth projections update provides a review of past growth trends and includes an overview of five projection methods, including the Ministry of Finance, Employment Land Needs Study, Geometric, Geometric Adjusted, and Cohort Survival techniques.<sup>2</sup>

In accordance with the recommendations of the 2018 growth projections update, Council endorsed a projected population range as being the most likely to represent the future population for Middlesex County. The ranged approach provides the County and its local municipalities with flexibility to select projections that suit local purposes while maintaining positive projections for all municipalities. As previously noted, the 2018 population projections are being updated as part of the County's Five Year O.P. Review to reflect recent economic and demographic changes occurring across the broader regional economy and more locally across the County.

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<sup>1</sup> <https://www.middlesex.ca/departments/planning/county-official-plan>

<sup>2</sup> Population Projections for Middlesex County. Committee of the Whole. July 17, 2018





## 2. Middlesex County Population Forecast, 2016 to 2046

### 2.1 Summary of Low, Reference, and High Population Growth Scenarios

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Figure 1 summarizes Middlesex County's population forecast by major age group.<sup>1</sup> Forecast trends in the County's age structure provide important insights with respect to the County's anticipated household formation trends. For example, a municipality with a higher percentage of older adults and seniors will typically result in lower average housing occupancy levels compared to a municipality with a younger population. This is because households occupied by seniors typically have fewer children than households occupied by adults under 65 years of age.

Middlesex County's population forecast by major age group utilizes the most recent Ministry of Finance (M.O.F.) 2019 population forecast by age cohort prepared for the County and the City of London. Consideration was also given to historical Statistics Canada Census trends from 2001 to 2016 regarding population change by major age group for Middlesex County to ensure that local demographic trends within the County (excluding the City of London) were considered.

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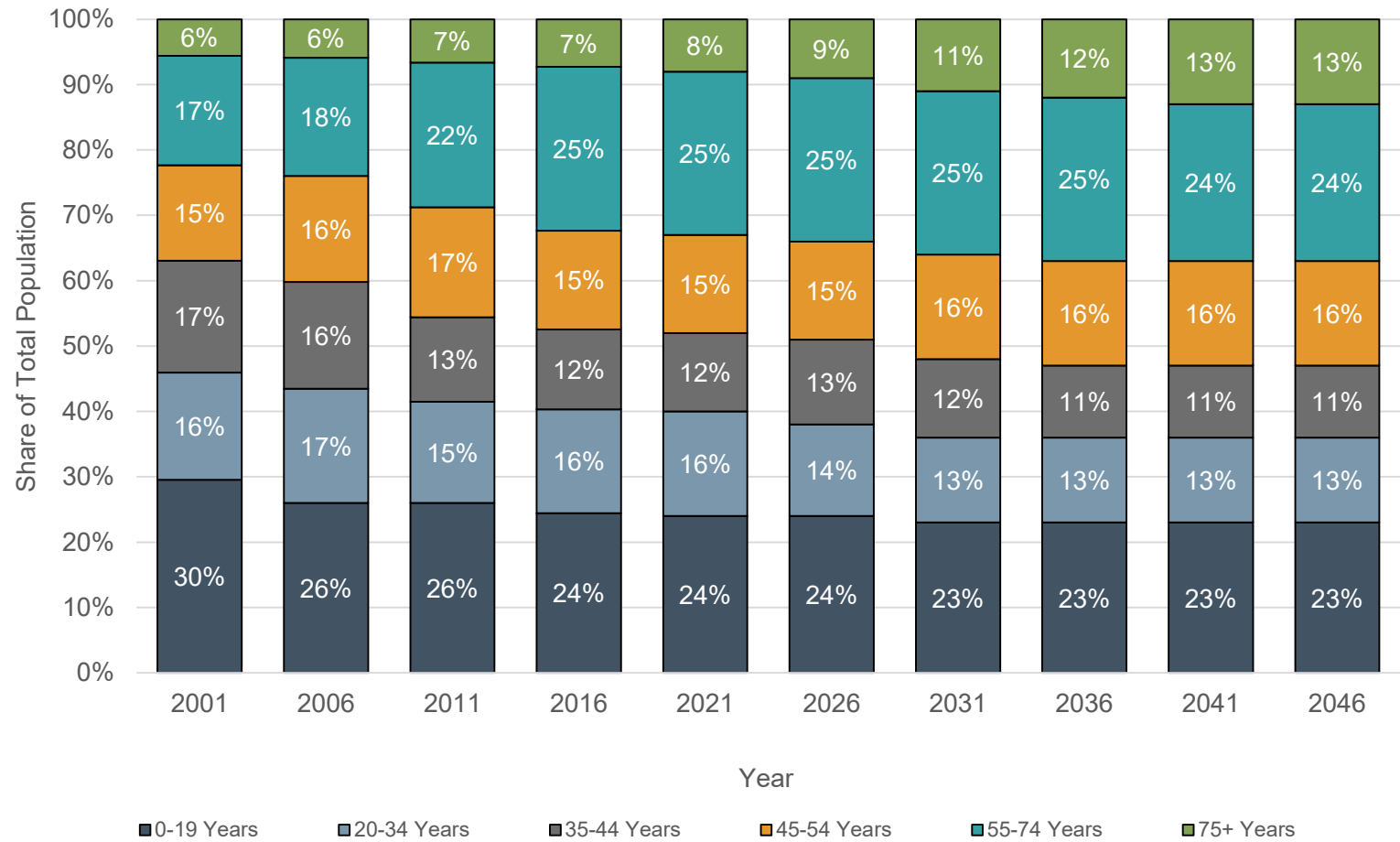
<sup>1</sup> Population forecast by age derived by Watson & Associates Economists Ltd., December 2020. Population by age is forecast to remain relatively consistent by major age group under the Low, Reference and High Growth Scenarios.

Figure 1 summarizes Middlesex County's population forecast by major group from 2016 to 2046. It is noted that the County's population forecast by age group is not anticipated to vary considerably under the Low, Reference, and High Growth Scenarios.

Key observations include:

- The percentage of population in the 0 to 19 age group (youth population) is forecast to decline slightly from 24% in 2016 to 23% by 2046;
- Similar to the youth population, the percentage share of the County's young adult population (20 to 34 age group) is forecast to gradually decline, falling from 17% in 2016 to 13% by 2046;
- The proportion of population in the 45 to 54 age group is forecast to slightly increase from 15% in 2016 to 16% by 2046;
- The proportion of population in the 55 to 74 age group (i.e. empty-nesters and young seniors) represents a quarter of the total population in the County. The percentage share of this age group is expected to gradually decline from 25% in 2016 to 24% by 2046; and
- The percentage of older seniors (75+ age group) is forecast to almost double, increasing from 7% in 2016 to 13% by 2046.

Figure 1  
Middlesex County  
Population Forecast by Age Group



Source: 2001 to 2016 historical data based on Statistics Canada. 2021 to 2046 forecast data based on Ministry of Finance 2019 Summer projections for Middlesex County.  
Note: Middlesex County does not include the City of London and population figures include net Census undercount estimated at 3.46%.  
Figures may not add precisely due to rounding.



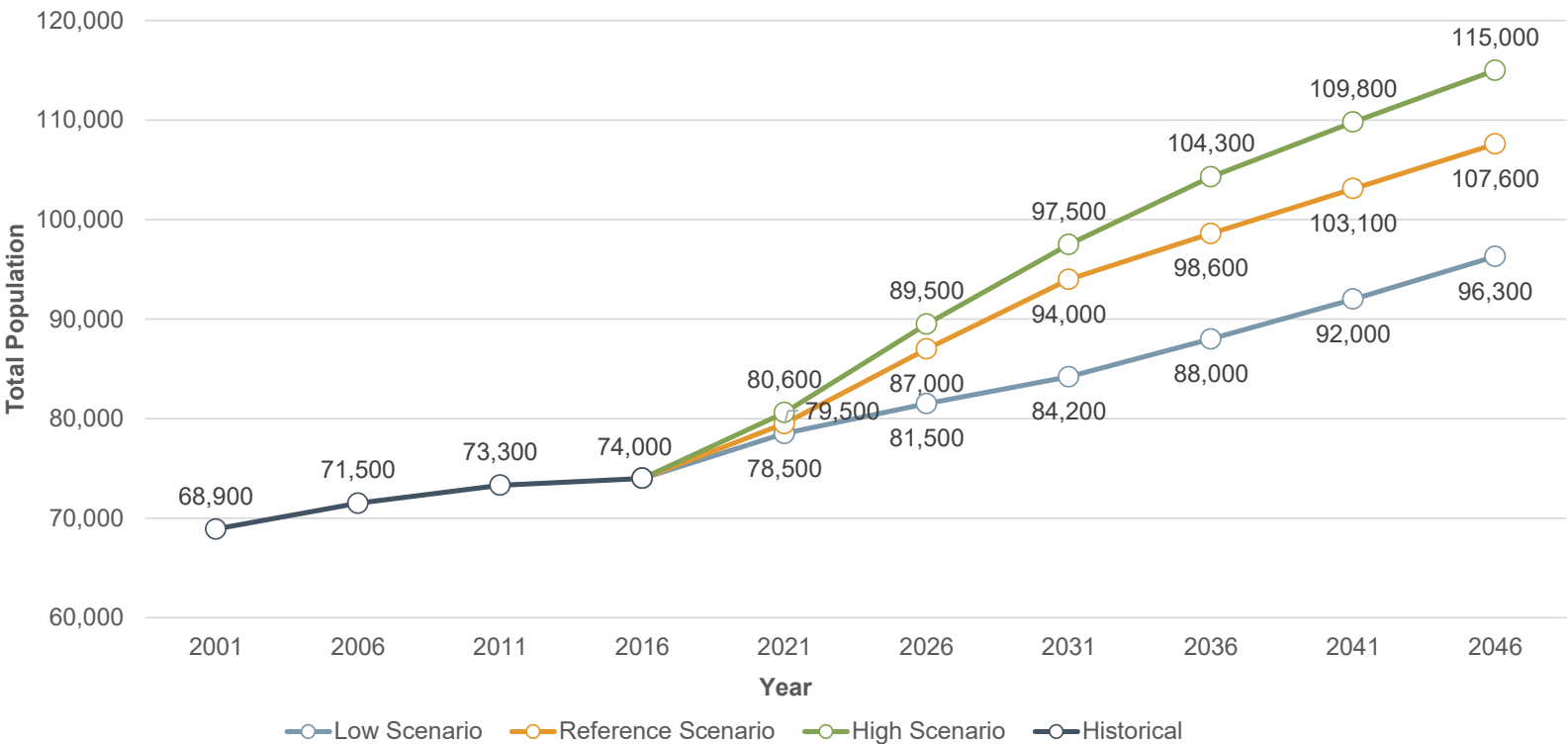
Figure 2 summarizes the Low, Reference, and High Population Growth Scenarios for the County (refer to Appendix A for additional details). It is noted that the short-term County population forecast (2016 to 2021) has been adjusted by Watson to reflect recent residential development trends that have occurred in the County.<sup>1</sup> Key observations include:

- Between 2001 and 2016, Middlesex County experienced relatively modest annual population growth of approximately 340 people per year, which represents an annual population growth rate of 0.5%;
- Under the Low Scenario, the County's population base is forecast to increase from 74,000 in 2016 to 96,300 in 2046, which represents an annual population growth rate of 0.9% or approximately 740 people per year;
- Under the Reference Scenario, the County's population base is forecast to increase to 107,600 by 2046, representing an annual growth rate of 1.3%, or approximately 1,120 people annually; and
- Under the High Scenario, the County's population base is forecast to increase to 115,000 by 2046, representing an annual growth rate of 1.5%, or approximately 1,370 people annually.

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<sup>1</sup> Building permits (new units only) for Middlesex County derived from Statistics Canada, with the exception of building permits from the Municipality of Middlesex Centre.

Figure 2  
Middlesex County  
Population Forecast Scenarios, 2016 to 2046



Source: 2001 to 2016 historical data derived from Statistics Canada Table 17-10-0139-01. 2021 forecast prepared by Watson & Associates Economists Ltd., 2020.  
2026 to 2046 forecast by Middlesex County presented by Watson & Associates Economists Ltd., 2020.  
Note: Population includes net Census undercount estimated at approximately 3.46%. Numbers may not add precisely due to rounding.



### 3. Middlesex County Housing Forecast, 2016 to 2046

#### 3.1 Introduction

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In accordance with the Low, Reference, and High Population Growth Scenarios summarized in section 2, three housing forecast scenarios have been prepared for Middlesex County based on a headship rate analysis. A headship rate is defined as the ratio of primary household maintainers, or heads of households, by major population age group (i.e. cohort).<sup>1</sup> An understanding of historical headship rate trends is important because this information provides insights into household formation trends associated with population growth by age. While major fluctuations in headship rates are not common over time, the ratio of household maintainers per capita varies by population age group.

In accordance with 2016 Statistics Canada Census data a constant headship rate by age cohort has been calculated and applied to Middlesex County's population forecast scenarios by major age group to generate a total household forecast from 2016 to 2046 (refer to Appendix A for further details). The ratio of total population divided by total households is referred to as the average number of persons per unit (P.P.U.). Using this approach, the County's 2046 housing forecast is projected to range from 39,600 households under the Low Scenario to 47,400 households under the High Scenario (refer to Figures 3 through 5).

Figures 3 through 5 provide additional details regarding Middlesex County's housing forecast by type over the 2046 planning horizon in five-year increments. Forecast trends in household structure were derived by Watson based on a review of the following:

- Historical housing trends by structure type between 2001 and 2016;
- Forecast housing propensity trends by structure type by major age group; and
- Consideration of future demographic trends (i.e. aging of the population) and socio-economic trends across the County.

Key observations include:

- Under the Low Scenario, the County is forecast to average approximately 425 new housing units per year, which represents an annual growth rate of 1.3%;
- Under the Reference Scenario, the County is forecast to average approximately 580 new units per year from 2016 to 2046, which represents an annual growth rate of 1.7%;

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<sup>1</sup> It is noted that each household is represented by one household maintainer.





- Under the High Scenario, the County is forecast to average approximately 685 new units per year, which represents an annual growth rate of 1.9%;
- Forecast housing demand is anticipated to be largely represented by low-density housing forms accounting for approximately 79% of new households constructed between 2016 and 2046, while medium- and high-density housing is forecast to account for the remaining 21%; and
- Relative to recent historical trends observed, it is noted that housing demand across the County is anticipated to gradually shift from low-density housing forms to medium- and high-density housing types. The factors influencing this shift are discussed further below.

## **3.2 Accommodating Existing and Future Generations in Middlesex County**

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### **3.2.1 Planning for the Baby Boom Generation**

As previously summarized in Figure 1, the average age of the population base in Middlesex County is getting older, similar to the Province as a whole. This is due to the large concentration of Baby Boomers (born between 1946 and 1964) currently living within the County. As of 2020, this age group is between 56 and 74 years of age and comprises 23% of the County's population base. As the County's Baby Boom population continues to age, the percentage of seniors, particularly older seniors (i.e. seniors 75 years of age and older), is anticipated to steadily increase over the next few decades. From 2001 to 2016, the County's 75+ population grew at an annual rate of 2.2%. Between 2016 and 2046, the forecast annual population growth rate for the 75+ age group is forecast to steadily increase from 3.1% under the Low Scenario, 3.5% under the Reference Scenario, and 3.7% under the High Scenario. This demographic trend is anticipated to be largely driven by the aging of the County's existing population as opposed to net-migration of older residents into the County. It is important to recognize that not only is the Baby Boom age group large in terms of its population share in Middlesex County, this group is also diverse with respect to age, income, health, mobility, and lifestyle/life stage.

When planning for the needs of older adults, it is important to consider these diverse physical and socio-economic characteristics relative to younger population age groups. On average, seniors, particularly those in the 75+ age group, have less mobility, less disposable income and typically have increased health care needs compared to younger seniors (65-74 age group) and other segments of the younger working-age population. Typically, these characteristics associated with the 75+ age group drive their demand for relatively higher density housing forms (e.g. apartments and seniors' homes) that are in proximity to urban amenities (e.g. hospitals/health care facilities, amenities and other community services geared towards older seniors). Ultimately, the aging of the population will continue to place downward pressure on County-wide



population growth and labour force participation. This demographic trend, however, is also anticipated to place increasing demand for housing, amenities, and community services on the County's larger urban areas.

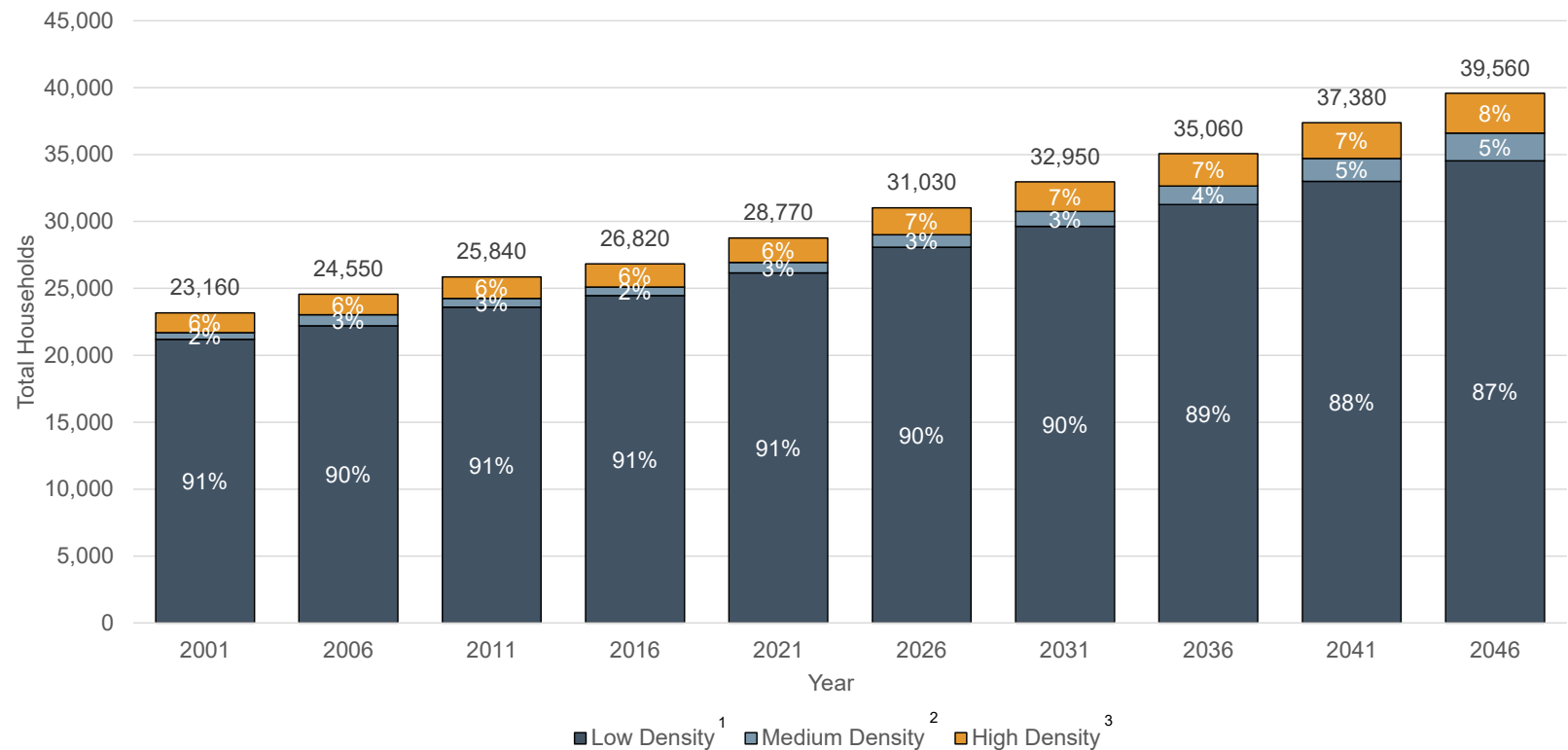
### **3.2.2 Planning for Millennials, Generation Z, and Future Generations**

Future population, as well as associated housing needs in Middlesex County will also be driven by the "Millennial" generation and "Generation Z." While there is no standard age group associated with the Millennial generation, persons born between 1980 and 1992 (currently 28 to 40 years of age) best fit the definition of this age group. Generation Z, the cohort that directly follows the Millennial generation, is also anticipated to contribute to long-term population growth within the County. Demographers typically describe those born between the mid-1990s and mid-2000s when characterizing the Generation Z cohort. For the purposes of this study, we have assumed that those born between 1993 and 2005 (currently 15 to 27 years of age) comprise Generation Z.

A diverse range of housing products by both type and tenure (i.e. ownership and rental) are anticipated to be required to accommodate population growth associated with Millennials and Generation Z. Over the next several decades, these two demographic groups are anticipated to drive housing demand from first-time homebuyers, young-families, move-up buyers, and empty-nesters. The extent to which Middlesex County can capitalize on potential demand from these demographic groups is subject to a number of economic and socio-economic variables (e.g. relative housing costs/affordability, local and regional employment opportunities, technological disruption and advancement, fuel costs, lifestyle preferences, local amenities, community services, and perceived quality of life).

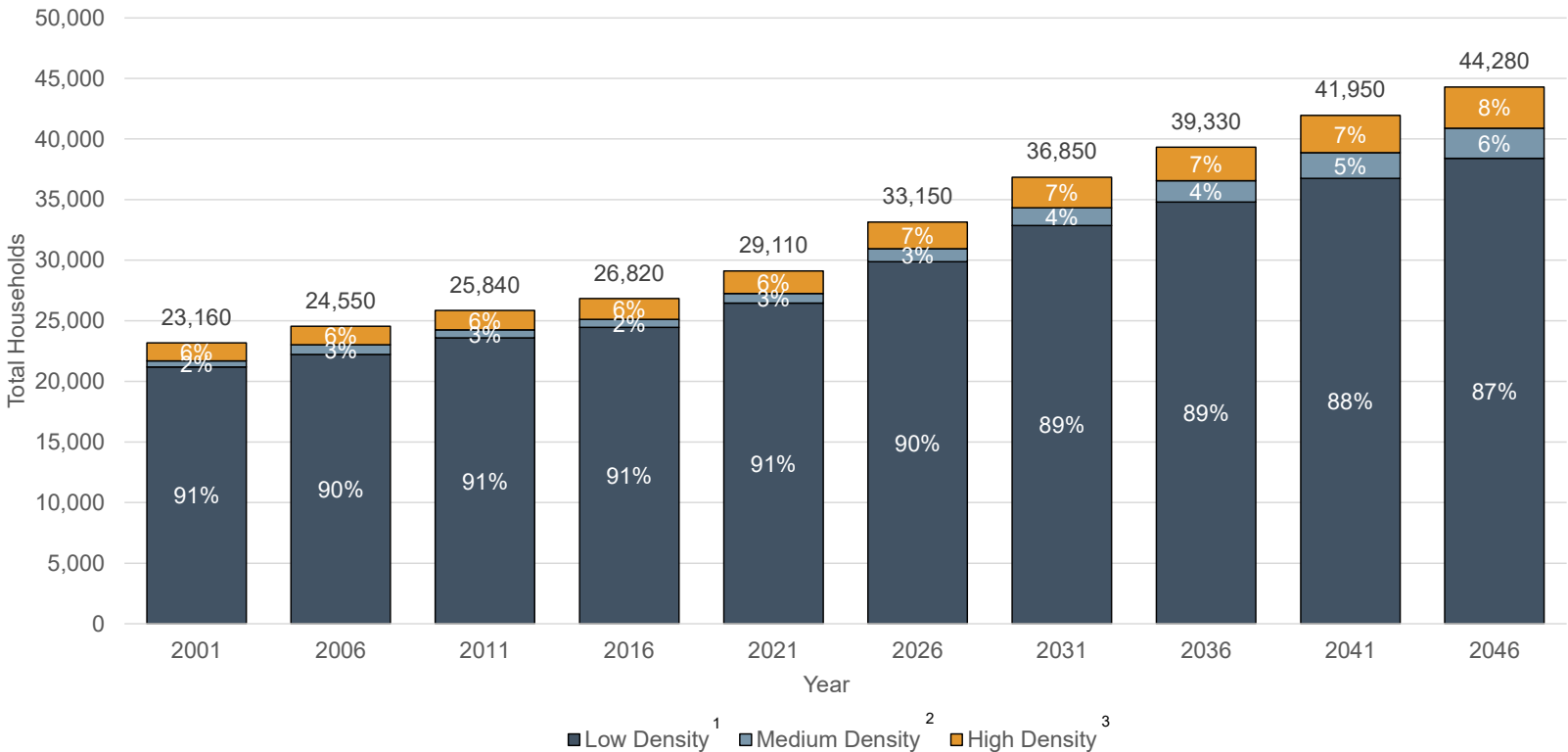
These two demographic groups, as well as generations following Generation Z, represent the County's existing and future labour force supply for the next several decades. It is also important to recognize that the accommodation of skilled labour and the attraction of new businesses are inextricably linked and positively reinforce one another. To ensure that economic growth is not constrained by future labour shortages, effort will be required by Middlesex County to continue to explore ways to attract and accommodate new skilled working residents to the County across a diverse range of employment opportunities and a broader choice of competitively priced housing options. Attraction efforts must also be linked to housing accommodation (both ownership and rental), municipal services, and infrastructure, as well as quality of life attributes that appeal to the younger mobile population, while not detracting from the County's attractiveness to older population segments.

Figure 3  
Middlesex County  
Household Growth – Low Scenario, 2016 to 2046



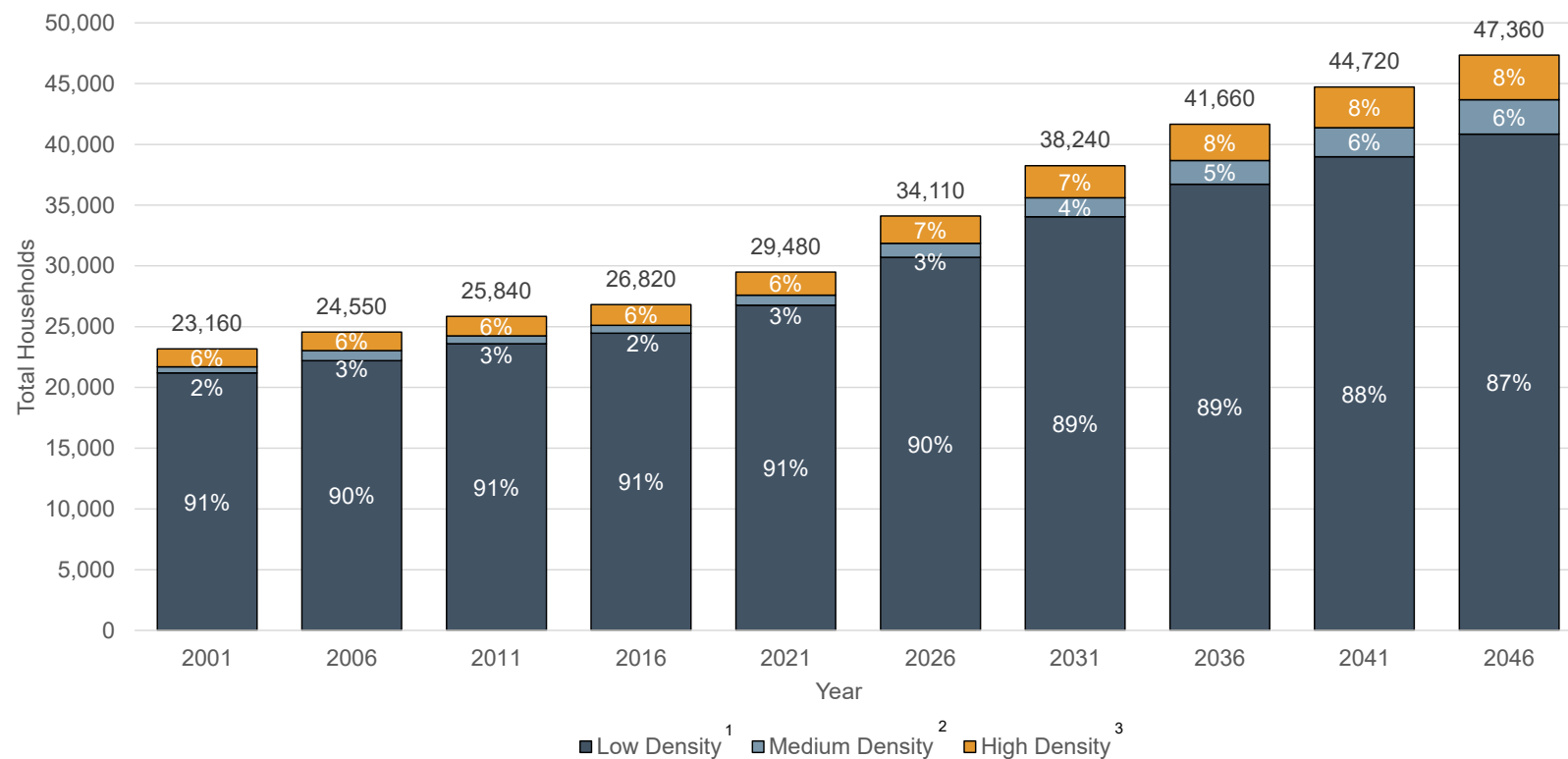
Source: 2001 to 2016 historical data derived from Statistics Canada. 2021 to 2046 forecast by Watson & Associates Economists Ltd., 2020.  
Note: Figures may not add precisely due to rounding.  
<sup>1</sup> Includes single and semi-detached units.  
<sup>2</sup> Includes townhouses and apartments in duplexes.  
<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Figure 4  
Middlesex County  
Household Growth – Reference Scenario, 2016 to 2046



Source: 2001 to 2016 historical data derived from Statistics Canada. 2021 to 2046 forecast by Watson & Associates Economists Ltd., 2020.  
Note: Figures may not add precisely due to rounding.  
<sup>1</sup> Includes single and semi-detached units.  
<sup>2</sup> Includes townhouses and apartments in duplexes.  
<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

Figure 5  
Middlesex County  
Household Growth – High Scenario, 2016 to 2046



Source: 2001 to 2016 historical data derived from Statistics Canada. 2021 to 2046 forecast by Watson & Associates Economists Ltd., 2020.

Note: Figures may not add precisely due to rounding.

<sup>1</sup> Includes single and semi-detached units.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.



Figure 6 summarizes historical and forecast P.P.U. trends for Middlesex County from 2001 to 2046. It is observed that the average P.P.U. for the County steadily declined over the 15-year historical period, falling from 2.98 in 2001 to 2.76 in 2016. Over the long-term planning horizon, average P.P.U. levels for the County are forecast to continue to decline, from 2.75 in 2016 to 2.43 in 2046. This projected moderation in the County's P.P.U. decline rate is largely a result of an anticipated increase in the number of young adults and children migrating to the County under all three Growth Scenarios, relative to the past two decades.

#### 4. Allocation of Middlesex County Housing Forecast by Local Municipality

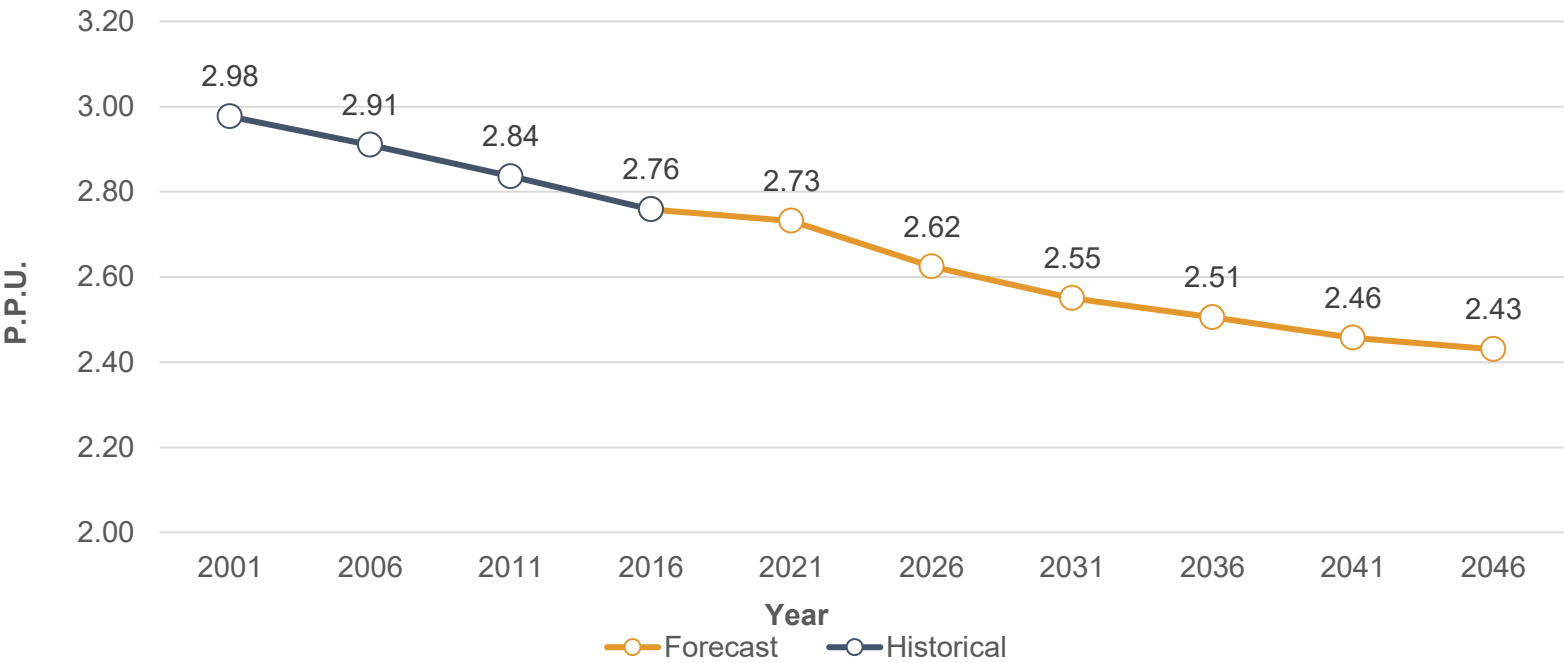
Each of the long-term housing forecast scenarios was further allocated by local municipality based on an analysis of long-term housing occupancy trends and housing demand by structure type. For each local municipality, the short-term population forecast (2016 to 2021) has been adjusted to reflect recent residential development trends. The long-term household forecast has been derived from the County's Low and High Population Scenarios by local municipality (refer to Appendix B for further details).

Figures 7 through 9 summarize the housing forecast by local municipality for the Low, Reference, and High Scenarios, respectively. Key observations regarding each scenario are noted below:

- Under all three Growth Scenarios, all the County's local municipalities are anticipated to experience a moderate to strong rate of housing growth;
- The Municipalities of Strathroy-Caradoc, Middlesex Centre, and Thames Centre accounted for 72% of the County's housing in 2016. By 2046, the percentage share of County-wide housing represented by these three municipalities is forecast to grow to 75% in the Low Scenario to 77% in the High Scenario; and
- Collectively, the Municipalities of Strathroy-Caradoc, Middlesex Centre, and Thames Centre account for approximately 87% to 88% of the County-wide demand for high-density housing forms.



Figure 6  
Middlesex County  
Persons Per Unit (P.P.U.) Forecast, 2001 to 2046



Source: 2001 to 2016 historical data derived from Statistics Canada Table 17-10-0139-01 and Statistics Canada Census Profiles for Middlesex County. 2021 forecast prepared by Watson & Associates Economists Ltd., 2020. 2026 to 2046 forecast by Middlesex County presented by Watson & Associates Economists Ltd., 2020.  
Note: Population includes net Census undercount estimated at approximately 3.46%. Numbers may not add precisely due to rounding.

**Figure 7**  
**Middlesex County**  
**Housing Forecast by Local Municipality – Low Scenario, 2016 to 2046**

Year	Village of Newbury	Municipality of Southwest Middlesex	Municipality of Strathroy-Caradoc	Municipality of Thames Centre	Municipality of Middlesex Centre	Municipality of North Middlesex	Township of Adelaide-Metcalf	Township of Lucan Biddulph	Middlesex County
2016	180	2,350	8,300	4,920	5,990	2,330	990	1,790	26,820
2021	180	2,390	9,050	5,240	6,550	2,370	1,020	1,970	28,770
2026	200	2,550	9,800	5,620	7,110	2,560	1,110	2,080	31,030
2031	210	2,620	10,530	5,910	7,690	2,630	1,150	2,210	32,950
2036	220	2,680	11,230	6,220	8,430	2,700	1,190	2,380	35,060
2041	240	2,740	11,980	6,550	9,310	2,770	1,230	2,560	37,380
2046	250	2,790	12,660	6,840	10,180	2,810	1,260	2,780	39,560
Share of 2016 County Housing	1%	9%	31%	18%	22%	9%	4%	7%	100%
Share of 2046 County Housing	1%	7%	32%	17%	26%	7%	3%	7%	100%
<b>Housing Growth</b>									
2016-2046	70	440	4,360	1,920	4,190	480	270	990	12,740
Annual Growth Rate, 2016-2046	1.1%	0.6%	1.4%	1.1%	1.8%	0.6%	0.8%	1.5%	1.3%
Share of County Housing Growth, 2016-2046	1%	3%	34%	15%	33%	4%	2%	8%	100%

Source: 2016 data derived from Statistics Canada by Watson & Associates Economists Ltd., 2020. 2021 forecast prepared by Watson & Associates Economists Ltd., 2020. 2026 to 2046 forecast by Middlesex County presented by Watson & Associates Economists Ltd., 2020.

Note: Numbers may not add precisely due to rounding.

Figure 8  
Middlesex County  
Household Forecast by Local Municipality – Reference Scenario, 2016 to 2046

Year	Village of Newbury	Municipality of Southwest Middlesex	Municipality of Strathroy-Caradoc	Municipality of Thames Centre	Municipality of Middlesex Centre	Municipality of North Middlesex	Township of Adelaide-Metcalf	Township of Lucan Biddulph	Middlesex County
2016	180	2,350	8,300	4,920	5,990	2,330	990	1,790	26,820
2021	180	2,390	9,180	5,290	6,650	2,380	1,020	2,010	29,110
2026	220	2,660	10,560	5,970	7,680	2,680	1,170	2,230	33,150
2031	240	2,790	11,960	6,540	8,770	2,830	1,250	2,470	36,850
2036	250	2,860	12,760	6,900	9,700	2,890	1,290	2,690	39,330
2041	260	2,920	13,540	7,270	10,760	2,960	1,330	2,910	41,950
2046	280	2,950	14,210	7,570	11,750	3,000	1,360	3,160	44,280
Share of 2016 County Housing	1%	9%	31%	18%	22%	9%	4%	7%	100%
Share of 2046 County Housing	1%	7%	32%	17%	27%	7%	3%	7%	100%
<b>Housing Growth</b>									
2016-2046	100	600	5,910	2,650	5,760	670	370	1,370	17,460
Annual Growth Rate, 2016-2046	1.5%	0.8%	1.8%	1.4%	2.3%	0.8%	1.1%	1.9%	1.7%
Share of County Housing Growth, 2016-2046	1%	3%	34%	15%	33%	4%	2%	8%	100%

Source: 2016 data derived from Statistics Canada by Watson & Associates Economists Ltd., 2020. 2021 forecast prepared by Watson & Associates Economists Ltd., 2020. 2026 to 2046 forecast by Middlesex County presented by Watson & Associates Economists Ltd., 2020.

Note: Numbers may not add precisely due to rounding.

**Figure 9**  
**Middlesex County**  
**Household Forecast by Local Municipality – High Scenario, 2016 to 2046**

Year	Village of Newbury	Municipality of Southwest Middlesex	Municipality of Strathroy-Caradoc	Municipality of Thames Centre	Municipality of Middlesex Centre	Municipality of North Middlesex	Township of Adelaide-Metcalf	Township of Lucan Biddulph	Middlesex County
2016	180	2,350	8,300	4,920	5,990	2,330	990	1,790	26,820
2021	180	2,400	9,320	5,350	6,760	2,380	1,030	2,040	29,480
2026	220	2,700	10,900	6,130	7,930	2,730	1,200	2,300	34,110
2031	240	2,860	12,470	6,760	9,160	2,900	1,290	2,570	38,240
2036	260	2,950	13,600	7,260	10,390	3,000	1,350	2,850	41,660
2041	280	3,020	14,510	7,690	11,630	3,080	1,390	3,110	44,720
2046	290	3,060	15,260	8,040	12,760	3,110	1,420	3,410	47,360
Share of 2016 County Housing	1%	9%	31%	18%	22%	9%	4%	7%	100%
Share of 2046 County Housing	1%	6%	32%	17%	27%	7%	3%	7%	100%
<b>Housing Growth</b>									
2016-2046	110	710	6,960	3,120	6,770	780	430	1,620	20,540
Annual Growth Rate, 2016-2046	1.6%	0.9%	2.1%	1.7%	2.6%	1.0%	1.2%	2.2%	1.9%
Share of County Housing Growth, 2016-2046	1%	3%	34%	15%	33%	4%	2%	8%	100%

Source: 2016 data derived from Statistics Canada by Watson & Associates Economists Ltd., 2020. 2021 forecast prepared by Watson & Associates Economists Ltd., 2020. 2026 to 2046 forecast by Middlesex County presented by Watson & Associates Economists Ltd., 2020.

Note: Numbers may not add precisely due to rounding.

# Appendix A

## Middlesex County Population and Household Forecast

# Appendix A: Middlesex County Population and Household Forecast

Figure A-1  
Middlesex County  
Housing Headship Rate, 2016 to 2046

Age Group	2001	2006	2011	2016	2021	2026	2031	2036	2041	2046
Under 25 years	0.0123	0.0168	0.0145	0.0139	0.0139	0.0139	0.0139	0.0139	0.0139	0.0139
25 to 34 years	0.4458	0.4156	0.4476	0.5134	0.5134	0.5134	0.5134	0.5134	0.5134	0.5134
35 to 44 years	0.5396	0.5107	0.5681	0.4816	0.4816	0.4816	0.4816	0.4816	0.4816	0.4816
45 to 54 years	0.5531	0.5480	0.5544	0.5475	0.5475	0.5475	0.5475	0.5475	0.5475	0.5475
55 to 64 years	0.5543	0.5698	0.5575	0.5427	0.5427	0.5427	0.5427	0.5427	0.5427	0.5427
65 to 74 years	0.5952	0.6185	0.5844	0.5766	0.5766	0.5766	0.5766	0.5766	0.5766	0.5766
75 years and over	0.6242	0.6617	0.6129	0.6452	0.6452	0.6452	0.6452	0.6452	0.6452	0.6452
<b>Total</b>	<b>0.3363</b>	<b>0.3484</b>	<b>0.3638</b>	<b>0.3636</b>	<b>0.3765</b>	<b>0.3905</b>	<b>0.4009</b>	<b>0.4075</b>	<b>0.4149</b>	<b>0.4191</b>

Source: 2001 to 2016 historical data derived from Statistics Canada Census of Population data. 2021 to 2046 forecast data prepared by Watson & Associates Economists Ltd., 2020.

Figure A-2  
Middlesex County  
Population by Age Cohort, 2016 to 2046  
Low Scenario

Age Group	2001	2006	2011	2016	2021	2026	2031	2036	2041	2046
Under 25 years	26,900	26,200	25,800	25,300	25,100	24,000	23,300	23,400	23,400	23,800
25 to 34 years	6,700	7,000	5,900	5,400	5,900	7,300	8,200	8,400	8,600	9,000
35 to 44 years	10,800	10,700	8,600	9,000	9,800	10,300	10,700	11,400	12,000	12,500
45 to 54 years	9,500	10,900	12,100	10,800	10,900	10,800	10,800	11,000	11,000	11,300
55 to 64 years	6,700	8,100	9,700	10,800	11,800	12,300	12,900	13,600	14,700	15,400
65 to 74 years	4,700	4,700	6,500	7,600	8,500	9,000	9,400	10,200	11,000	11,800
75 years and over	3,700	4,000	4,700	5,000	6,500	7,700	8,900	10,000	11,300	12,400
<b>Total</b>	<b>68,900</b>	<b>71,500</b>	<b>73,300</b>	<b>74,000</b>	<b>78,500</b>	<b>81,500</b>	<b>84,200</b>	<b>88,000</b>	<b>92,000</b>	<b>96,300</b>

Source: 2001 to 2016 historical data derived from Statistics Canada Table 17-10-0139-01. 2021 to 2046 forecast data derived by Watson & Associates Economists Ltd., 2020.

Note: Population includes net Census undercount estimated at approximately 3.47%. Figures may not add precisely due to rounding.



Figure A-3  
Middlesex County  
Population by Age Cohort, 2016 to 2046  
Reference Scenario

Age Group	2001	2006	2011	2016	2021	2026	2031	2036	2041	2046
Under 25 years	26,900	26,200	25,800	25,300	25,500	25,700	26,000	26,200	26,200	26,600
25 to 34 years	6,700	7,000	5,900	5,400	6,000	7,700	9,100	9,400	9,600	10,100
35 to 44 years	10,800	10,700	8,600	9,000	9,900	11,000	11,900	12,800	13,400	14,000
45 to 54 years	9,500	10,900	12,100	10,800	11,100	11,600	12,000	12,300	12,400	12,600
55 to 64 years	6,700	8,100	9,700	10,800	11,900	13,100	14,400	15,200	16,500	17,200
65 to 74 years	4,700	4,700	6,500	7,600	8,600	9,700	10,500	11,400	12,400	13,200
75 years and over	3,700	4,000	4,700	5,000	6,600	8,300	10,000	11,200	12,700	13,900
<b>Total</b>	<b>68,900</b>	<b>71,500</b>	<b>73,300</b>	<b>74,000</b>	<b>79,500</b>	<b>87,000</b>	<b>94,000</b>	<b>98,600</b>	<b>103,100</b>	<b>107,600</b>

Source: 2001 to 2016 historical data derived from Statistics Canada Table 17-10-0139-01. 2021 to 2046 forecast data derived by Watson & Associates Economists Ltd., 2020.

Note: Population includes net Census undercount estimated at approximately 3.47%. Figures may not add precisely due to rounding.

Figure A-4  
Middlesex County  
Population by Age Cohort, 2016 to 2046  
High Scenario

Age Group	2001	2006	2011	2016	2021	2026	2031	2036	2041	2046
Under 25 years	26,900	26,200	25,800	25,300	25,800	26,400	27,000	27,700	27,900	28,500
25 to 34 years	6,700	7,000	5,900	5,400	6,000	8,000	9,500	9,900	10,200	10,800
35 to 44 years	10,800	10,700	8,600	9,000	10,100	11,300	12,400	13,600	14,300	15,000
45 to 54 years	9,500	10,900	12,100	10,800	11,200	11,900	12,500	13,000	13,200	13,500
55 to 64 years	6,700	8,100	9,700	10,800	12,100	13,500	14,900	16,100	17,600	18,400
65 to 74 years	4,700	4,700	6,500	7,600	8,700	9,900	10,900	12,100	13,200	14,100
75 years and over	3,700	4,000	4,700	5,000	6,700	8,500	10,300	11,900	13,500	14,800
<b>Total</b>	<b>68,900</b>	<b>71,500</b>	<b>73,300</b>	<b>74,000</b>	<b>80,600</b>	<b>89,500</b>	<b>97,500</b>	<b>104,300</b>	<b>109,800</b>	<b>115,000</b>

Source: 2001 to 2016 historical data derived from Statistics Canada Table 17-10-0139-01. 2021 to 2046 forecast data derived by Watson & Associates Economists Ltd., 2020.

Note: Population includes net Census undercount estimated at approximately 3.47%. Figures may not add precisely due to rounding.



**Figure A-5**  
**Middlesex County**  
**Population and Housing Growth, 2016 to 2046**  
**Low Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	Mid-2001	68,900	66,600	20,960	510	1,480	220	23,160	2.98	2.88
	Mid-2006	71,500	69,100	21,810	820	1,530	400	24,550	2.91	2.81
	Mid-2011	73,300	70,800	23,180	650	1,600	420	25,840	2.84	2.74
	Mid-2016	74,000	71,500	24,060	650	1,720	400	26,820	2.76	2.67
Forecast	Mid-2021	78,500	75,900	25,750	780	1,840	400	28,770	2.73	2.64
	Mid-2026	81,500	78,800	27,670	940	2,020	400	31,030	2.63	2.54
	Mid-2031	84,200	81,400	29,230	1,130	2,200	400	32,950	2.55	2.47
	Mid-2036	88,000	85,000	30,870	1,380	2,410	400	35,060	2.51	2.43
	Mid-2041	92,000	88,900	32,590	1,710	2,690	400	37,380	2.46	2.38
	Mid-2046	96,300	93,100	34,140	2,060	2,970	400	39,560	2.43	2.35
Incremental	Mid-2001 to Mid-2006	2,600	2,500	850	310	50	180	1,390		
	Mid-2006 to Mid-2011	1,800	1,700	1,370	-170	70	20	1,290		
	Mid-2011 to Mid-2016	700	700	880	0	120	-20	980		
	Mid-2016 to Mid-2021	4,500	4,400	1,690	130	120	0	1,950		
	Mid-2016 to Mid-2026	7,500	7,300	3,610	290	300	0	4,210		
	Mid-2016 to Mid-2031	10,200	9,900	5,170	480	480	0	6,130		
	Mid-2016 to Mid-2036	14,000	13,500	6,810	730	690	0	8,240		
	Mid-2016 to Mid-2041	18,000	17,400	8,530	1,060	970	0	10,560		
	Mid-2016 to Mid-2046	22,300	21,600	10,080	1,410	1,250	0	12,740		

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Population including the undercount has been rounded.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

Note: Figures may not add precisely due to rounding.



**Figure A-6**  
**Middlesex County**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	Mid-2001	68,900	66,600	20,960	510	1,480	220	23,160	2.98	2.88
	Mid-2006	71,500	69,100	21,810	820	1,530	400	24,550	2.91	2.81
	Mid-2011	73,300	70,800	23,180	650	1,600	420	25,840	2.84	2.74
	Mid-2016	74,000	71,500	24,060	650	1,720	400	26,820	2.76	2.67
Forecast	Mid-2021	79,500	76,900	26,050	800	1,860	400	29,110	2.73	2.64
	Mid-2026	87,000	84,100	29,470	1,080	2,190	400	33,150	2.62	2.54
	Mid-2031	94,000	90,800	32,470	1,450	2,520	400	36,850	2.55	2.47
	Mid-2036	98,600	95,200	34,410	1,750	2,770	400	39,330	2.51	2.42
	Mid-2041	103,100	99,600	36,350	2,120	3,080	400	41,950	2.46	2.38
	Mid-2046	107,600	104,000	38,000	2,490	3,390	400	44,280	2.43	2.35
Incremental	Mid-2001 to Mid-2006	2,600	2,500	850	310	50	180	1,390		
	Mid-2006 to Mid-2011	1,800	1,700	1,370	-170	70	20	1,290		
	Mid-2011 to Mid-2016	700	700	880	0	120	-20	980		
	Mid-2016 to Mid-2021	5,500	5,400	1,990	150	140	0	2,290		
	Mid-2016 to Mid-2026	13,000	12,600	5,410	430	470	0	6,330		
	Mid-2016 to Mid-2031	20,000	19,300	8,410	800	800	0	10,030		
	Mid-2016 to Mid-2036	24,600	23,700	10,350	1,100	1,050	0	12,510		
	Mid-2016 to Mid-2041	29,100	28,100	12,290	1,470	1,360	0	15,130		
	Mid-2016 - Mid-2046	33,600	32,500	13,940	1,840	1,670	0	17,460		

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Population including the undercount has been rounded.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

Note: Figures may not add precisely due to rounding.



**Figure A-7**  
**Middlesex County**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	Mid-2001	68,900	66,600	20,960	510	1,480	220	23,160	2.98	2.88
	Mid-2006	71,500	69,100	21,810	820	1,530	400	24,550	2.91	2.81
	Mid-2011	73,300	70,800	23,180	650	1,600	420	25,840	2.84	2.74
	Mid-2016	74,000	71,500	24,060	650	1,720	400	26,820	2.76	2.67
Forecast	Mid-2021	80,600	77,800	26,370	830	1,890	400	29,480	2.73	2.64
	Mid-2026	89,500	86,500	30,300	1,150	2,260	400	34,110	2.62	2.54
	Mid-2031	97,500	94,200	33,650	1,560	2,630	400	38,240	2.55	2.46
	Mid-2036	104,300	100,800	36,310	1,970	2,970	400	41,660	2.50	2.42
	Mid-2041	109,800	106,100	38,580	2,400	3,340	400	44,720	2.46	2.37
	Mid-2046	115,000	111,100	40,450	2,820	3,680	400	47,360	2.43	2.35
Incremental	Mid-2001 to Mid-2006	2,600	2,500	850	310	50	180	1,390		
	Mid-2006 to Mid-2011	1,800	1,700	1,370	-170	70	20	1,290		
	Mid-2011 to Mid-2016	700	700	880	0	120	-20	980		
	Mid-2016 to Mid-2021	6,600	6,300	2,310	180	170	0	2,660		
	Mid-2016 to Mid-2026	15,500	15,000	6,240	500	540	0	7,290		
	Mid-2016 to Mid-2031	23,500	22,700	9,590	910	910	0	11,420		
	Mid-2016 to Mid-2036	30,300	29,300	12,250	1,320	1,250	0	14,840		
	Mid-2016 to Mid-2041	35,800	34,600	14,520	1,750	1,620	0	17,900		
	Mid-2016 - Mid-2046	41,000	39,600	16,390	2,170	1,960	0	20,540		

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Population including the undercount has been rounded.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

Note: Figures may not add precisely due to rounding.

# Appendix B

## Middlesex County Population and Household Forecast by Local Municipality

## Appendix B: Middlesex County Population and Household Forecast by Local Municipality

Figure B-1  
Village of Newbury  
Population and Housing Growth, 2016 to 2046  
Low Scenario

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	440	420	150	10	0	0	160	2.75	2.63
	2006	450	440	150	0	20	10	180	2.50	2.44
	2011	460	450	160	0	30	0	190	2.42	2.37
	2016	480	470	170	0	10	0	180	2.67	2.61
Forecast	2021	490	480	170	0	10	0	180	2.72	2.67
	2026	530	510	190	0	20	0	210	2.52	2.43
	2031	540	520	190	0	20	0	210	2.57	2.48
	2036	550	540	200	0	20	0	220	2.50	2.45
	2041	570	550	210	0	30	0	240	2.38	2.29
	2046	590	570	220	0	30	0	250	2.36	2.28
Incremental	2001 to 2006	10	20	0	-10	20	10	20		
	2006 to 2011	10	10	10	0	10	-10	10		
	2011 to 2016	20	20	10	0	-20	0	-10		
	2016 to 2021	10	10	0	0	0	0	0	0	0
	2016 to 2026	50	40	20	0	10	0	30	0	0
	2016 to 2031	60	50	20	0	10	0	30	0	0
	2016 to 2036	70	70	30	0	10	0	40	0	0
	2016 to 2041	90	80	40	0	20	0	60	0	0
	2016 to 2046	110	100	50	0	20	0	70	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).



**Figure B-2**  
**Village of Newbury**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	440	420	150	10	0	0	160	2.75	2.63
	2006	450	440	150	0	20	10	180	2.50	2.44
	2011	460	450	160	0	30	0	190	2.42	2.37
	2016	480	470	170	0	10	0	180	2.67	2.61
Forecast	2021	500	480	170	0	10	0	180	2.78	2.67
	2026	560	540	200	0	20	0	220	2.55	2.45
	2031	590	570	210	0	30	0	240	2.46	2.38
	2036	610	590	220	0	30	0	250	2.44	2.36
	2041	630	610	230	0	30	0	260	2.42	2.35
	2046	660	630	240	0	40	0	280	2.36	2.25
Incremental	2001 to 2006	10	20	0	-10	20	10	20		
	2006 to 2011	10	10	10	0	10	-10	10		
	2011 to 2016	20	20	10	0	-20	0	-10		
	2016 to 2021	20	10	0	0	0	0	0	0	0
	2016 to 2026	80	70	30	0	10	0	40	0	0
	2016 to 2031	110	100	40	0	20	0	60	0	0
	2016 to 2036	130	120	50	0	20	0	70	0	0
	2016 to 2041	150	140	60	0	20	0	80	0	0
	2016 to 2046	180	160	70	0	30	0	100	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-3**  
**Village of Newbury**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	440	420	150	10	0	0	160	2.75	2.63
	2006	450	440	150	0	20	10	180	2.50	2.44
	2011	460	450	160	0	30	0	190	2.42	2.37
	2016	480	470	170	0	10	0	180	2.67	2.61
Forecast	2021	500	480	170	0	10	0	180	2.78	2.67
	2026	580	560	200	0	20	0	220	2.64	2.55
	2031	610	590	220	0	30	0	240	2.54	2.46
	2036	650	630	230	0	30	0	260	2.50	2.42
	2041	670	650	240	0	40	0	280	2.39	2.32
	2046	700	670	250	0	40	0	290	2.41	2.31
Incremental	2001 to 2006	10	20	0	-10	20	10	20		
	2006 to 2011	10	10	10	0	10	-10	10		
	2011 to 2016	20	20	10	0	-20	0	-10		
	2016 to 2021	20	10	0	0	0	0	0	0	0
	2016 to 2026	100	90	30	0	10	0	40	0	0
	2016 to 2031	130	120	50	0	20	0	60	0	0
	2016 to 2036	170	160	60	0	20	0	80	0	0
	2016 to 2041	190	180	70	0	30	0	100	0	0
	2016 to 2046	220	200	80	0	30	0	110	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

Figure B-4  
Municipality of Southwest Middlesex  
Population and Housing Growth, 2016 to 2046  
Low Scenario

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	6,400	6,100	2,040	50	150	20	2,260	2.83	2.70
	2006	6,100	5,900	2,060	80	130	10	2,280	2.68	2.59
	2011	6,100	5,900	2,100	100	140	30	2,370	2.57	2.49
	2016	5,900	5,700	2,100	90	160	10	2,360	2.50	2.42
Forecast	2021	5,900	5,700	2,140	90	160	10	2,400	2.46	2.38
	2026	6,200	6,000	2,300	90	160	10	2,560	2.42	2.34
	2031	6,100	5,900	2,370	90	160	10	2,630	2.32	2.24
	2036	6,100	5,900	2,420	90	170	10	2,690	2.27	2.19
	2041	6,100	5,900	2,480	90	170	10	2,750	2.22	2.15
	2046	6,100	5,900	2,520	90	180	10	2,800	2.18	2.11
Incremental	2001 to 2006	-300	-200	20	30	-20	-10	20		
	2006 to 2011	0	0	40	20	10	20	90		
	2011 to 2016	-200	-200	0	-10	20	-20	-10		
	2016 to 2021	0	0	40	0	0	0	40	0	0
	2016 to 2026	300	300	200	0	0	0	200	0	0
	2016 to 2031	200	200	270	0	0	0	270	0	0
	2016 to 2036	200	200	320	0	10	0	330	0	0
	2016 to 2041	200	200	380	0	10	0	390	0	0
	2016 to 2046	200	200	420	0	20	0	440	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-5**  
**Municipality of Southwest Middlesex**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	6,400	6,100	2,040	50	150	20	2,250	2.84	2.71
	2006	6,100	5,900	2,060	80	130	10	2,280	2.68	2.59
	2011	6,100	5,900	2,100	100	140	30	2,370	2.57	2.49
	2016	5,900	5,700	2,100	90	160	10	2,350	2.51	2.43
Forecast	2021	6,000	5,800	2,150	90	160	10	2,390	2.51	2.43
	2026	6,400	6,200	2,400	90	160	10	2,660	2.41	2.33
	2031	6,500	6,300	2,540	90	170	10	2,790	2.33	2.26
	2036	6,500	6,300	2,590	90	180	10	2,860	2.27	2.20
	2041	6,500	6,200	2,650	90	180	10	2,920	2.23	2.12
	2046	6,400	6,200	2,670	90	190	10	2,950	2.17	2.10
Incremental	2001 to 2006	-300	-200	20	30	-20	-10	30		
	2006 to 2011	0	0	40	20	10	20	90		
	2011 to 2016	-200	-200	0	-10	20	-20	-20		
	2016 to 2021	100	100	50	0	0	0	40	0	0
	2016 to 2026	500	500	300	0	0	0	310	0	0
	2016 to 2031	600	600	440	0	10	0	440	0	0
	2016 to 2036	600	600	490	0	20	0	510	0	0
	2016 to 2041	600	500	550	0	20	0	570	0	0
	2016 to 2046	500	500	570	0	30	0	600	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-6**  
**Municipality of Southwest Middlesex**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	6,360	6,140	2,040	50	150	20	2,250	2.83	2.73
	2006	6,090	5,890	2,060	80	130	10	2,280	2.67	2.58
	2011	6,060	5,860	2,100	100	140	30	2,370	2.56	2.47
	2016	5,920	5,720	2,100	90	160	10	2,350	2.52	2.43
Forecast	2021	5,980	5,780	2,160	90	160	10	2,400	2.49	2.41
	2026	6,530	6,310	2,450	90	160	10	2,700	2.42	2.34
	2031	6,670	6,450	2,600	90	170	10	2,860	2.33	2.26
	2036	6,710	6,480	2,680	90	180	10	2,950	2.27	2.20
	2041	6,660	6,440	2,740	90	180	10	3,020	2.21	2.13
	2046	6,590	6,370	2,770	90	190	10	3,060	2.15	2.08
Incremental	2001 to 2006	-270	-250	20	30	-20	-10	30		
	2006 to 2011	-30	-30	40	20	10	20	90		
	2011 to 2016	-140	-140	0	-10	20	-20	-20		
	2016 to 2021	60	60	60	0	0	0	50	0	0
	2016 to 2026	610	590	350	0	0	0	350	0	0
	2016 to 2031	750	730	500	0	10	0	510	0	0
	2016 to 2036	790	760	580	0	20	0	600	0	0
	2016 to 2041	740	720	640	0	20	0	670	0	0
	2016 to 2046	670	650	670	0	30	0	710	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-7**  
**Municipality of Strathroy-Caradoc**  
**Population and Housing Growth, 2016 to 2046**  
**Low Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	19,800	19,100	5,780	270	900	50	7,000	2.83	2.73
	2006	20,700	20,000	6,100	320	900	170	7,490	2.76	2.67
	2011	21,700	21,000	6,490	290	1,010	190	7,980	2.72	2.63
	2016	21,600	20,900	6,770	310	1,030	190	8,300	2.60	2.52
Forecast	2021	23,300	22,600	7,310	410	1,140	190	9,050	2.57	2.50
	2026	24,300	23,500	7,810	530	1,260	190	9,790	2.48	2.40
	2031	25,500	24,600	8,310	670	1,350	190	10,520	2.42	2.34
	2036	26,800	25,900	8,770	810	1,460	190	11,230	2.39	2.31
	2041	28,000	27,100	9,210	980	1,590	190	11,970	2.34	2.26
	2046	29,300	28,300	9,600	1,170	1,700	190	12,660	2.31	2.24
Incremental	2001 to 2006	900	900	320	50	0	120	490		
	2006 to 2011	1,000	1,000	390	-30	110	20	490		
	2011 to 2016	-100	-100	280	20	20	0	320		
	2016 to 2021	1,700	1,700	540	100	110	0	750	0	0
	2016 to 2026	2,700	2,600	1,040	220	230	0	1,490	0	0
	2016 to 2031	3,900	3,700	1,540	360	320	0	2,220	0	0
	2016 to 2036	5,200	5,000	2,000	500	430	0	2,930	0	0
	2016 to 2041	6,400	6,200	2,440	670	560	0	3,670	0	0
	2016 to 2046	7,700	7,400	2,830	860	670	0	4,360	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).



**Figure B-8**  
**Municipality of Strathroy-Caradoc**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	19,800	19,100	5,780	270	900	50	6,990	2.83	2.73
	2006	20,700	20,000	6,100	320	900	170	7,490	2.76	2.67
	2011	21,700	21,000	6,490	290	1,010	190	7,970	2.72	2.63
	2016	21,600	20,900	6,770	310	1,030	190	8,300	2.60	2.52
Forecast	2021	23,700	22,900	7,410	430	1,160	190	9,180	2.58	2.49
	2026	26,200	25,300	8,330	650	1,390	190	10,560	2.48	2.40
	2031	29,000	28,000	9,270	920	1,580	190	11,960	2.42	2.34
	2036	30,400	29,400	9,810	1,070	1,690	190	12,760	2.38	2.30
	2041	31,700	30,600	10,310	1,230	1,820	190	13,540	2.34	2.26
	2046	32,900	31,800	10,720	1,410	1,900	190	14,210	2.32	2.24
Incremental	2001 to 2006	900	900	320	50	0	120	500		
	2006 to 2011	1,000	1,000	390	-30	110	20	480		
	2011 to 2016	-100	-100	280	20	20	0	330		
	2016 to 2021	2,100	2,000	640	120	130	0	880	0	0
	2016 to 2026	4,600	4,400	1,560	340	360	0	2,260	0	0
	2016 to 2031	7,400	7,100	2,500	610	550	0	3,660	0	0
	2016 to 2036	8,800	8,500	3,040	760	660	0	4,460	0	0
	2016 to 2041	10,100	9,700	3,540	920	790	0	5,240	0	0
	2016 to 2046	11,300	10,900	3,950	1,100	870	0	5,910	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-9**  
**Municipality of Strathroy-Caradoc**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	19,780	19,110	5,780	270	900	50	6,990	2.83	2.73
	2006	20,670	19,980	6,100	320	900	170	7,490	2.76	2.67
	2011	21,710	20,980	6,490	290	1,010	190	7,970	2.72	2.63
	2016	21,590	20,870	6,770	310	1,030	190	8,300	2.60	2.51
Forecast	2021	24,100	23,290	7,510	440	1,180	190	9,320	2.59	2.50
	2026	27,030	26,130	8,570	700	1,450	190	10,900	2.48	2.40
	2031	30,190	29,180	9,620	1,010	1,660	190	12,470	2.42	2.34
	2036	32,400	31,310	10,360	1,220	1,820	190	13,600	2.38	2.30
	2041	33,960	32,830	10,950	1,410	1,970	190	14,510	2.34	2.26
	2046	35,360	34,180	11,410	1,610	2,060	190	15,260	2.32	2.24
Incremental	2001 to 2006	890	870	320	50	0	120	500		
	2006 to 2011	1,040	1,000	390	-30	110	20	480		
	2011 to 2016	-120	-110	280	20	20	0	330		
	2016 to 2021	2,510	2,420	740	130	150	0	1,020	0	0
	2016 to 2026	5,440	5,260	1,800	390	420	0	2,600	0	0
	2016 to 2031	8,600	8,310	2,850	700	630	0	4,170	0	0
	2016 to 2036	10,810	10,440	3,590	910	790	0	5,300	0	0
	2016 to 2041	12,370	11,960	4,180	1,100	940	0	6,210	0	0
	2016 to 2046	13,770	13,310	4,640	1,300	1,030	0	6,960	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-10**  
**Municipality of Thames Centre**  
**Population and Housing Growth, 2016 to 2046**  
**Low Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	12,900	12,500	4,040	70	110	120	4,330	2.98	2.89
	2006	13,500	13,100	4,220	90	130	170	4,590	2.94	2.85
	2011	13,500	13,000	4,360	80	110	180	4,720	2.86	2.75
	2016	13,600	13,200	4,530	80	160	170	4,920	2.76	2.68
Forecast	2021	14,400	13,900	4,840	80	160	170	5,240	2.75	2.65
	2026	14,900	14,400	5,210	80	160	170	5,620	2.65	2.56
	2031	15,200	14,700	5,490	80	170	170	5,910	2.57	2.49
	2036	15,700	15,200	5,780	100	180	170	6,220	2.52	2.44
	2041	16,300	15,700	6,070	110	200	170	6,550	2.49	2.40
	2046	16,800	16,200	6,330	110	230	170	6,840	2.46	2.37
Incremental	2001 to 2006	600	600	180	20	20	50	260		
	2006 to 2011	0	-100	140	-10	-20	10	130		
	2011 to 2016	100	200	170	0	50	-10	200		
	2016 to 2021	800	700	310	0	0	0	320	0	0
	2016 to 2026	1,300	1,200	680	0	0	0	700	0	0
	2016 to 2031	1,600	1,500	960	0	10	0	990	0	0
	2016 to 2036	2,100	2,000	1,250	20	20	0	1,300	0	0
	2016 to 2041	2,700	2,500	1,540	30	40	0	1,630	0	0
	2016 to 2046	3,200	3,000	1,800	30	70	0	1,920	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-11**  
**Municipality of Thames Centre**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	12,900	12,500	4,040	70	110	120	4,330	2.98	2.89
	2006	13,500	13,100	4,220	90	130	170	4,590	2.94	2.85
	2011	13,500	13,000	4,360	80	110	180	4,720	2.86	2.75
	2016	13,600	13,200	4,530	80	160	170	4,920	2.76	2.68
Forecast	2021	14,600	14,100	4,890	80	160	170	5,290	2.76	2.67
	2026	15,800	15,300	5,550	90	170	170	5,970	2.65	2.56
	2031	16,800	16,300	6,090	90	190	170	6,540	2.57	2.49
	2036	17,400	16,800	6,420	110	190	170	6,900	2.52	2.43
	2041	18,000	17,400	6,750	120	230	170	7,270	2.48	2.39
	2046	18,500	17,900	7,020	130	260	170	7,570	2.44	2.36
Incremental	2001 to 2006	600	600	180	20	20	50	260		
	2006 to 2011	0	-100	140	-10	-20	10	130		
	2011 to 2016	100	200	170	0	50	-10	200		
	2016 to 2021	1,000	900	360	0	0	0	370	0	0
	2016 to 2026	2,200	2,100	1,020	10	10	0	1,050	0	0
	2016 to 2031	3,200	3,100	1,560	10	30	0	1,620	0	0
	2016 to 2036	3,800	3,600	1,890	30	30	0	1,980	0	0
	2016 to 2041	4,400	4,200	2,220	40	70	0	2,350	0	0
	2016 to 2046	4,900	4,700	2,490	50	100	0	2,650	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-12**  
**Municipality of Thames Centre**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	12,910	12,470	4,040	70	110	120	4,330	2.98	2.88
	2006	13,540	13,090	4,220	90	130	170	4,590	2.95	2.85
	2011	13,450	13,000	4,360	80	110	180	4,720	2.85	2.75
	2016	13,650	13,190	4,530	80	160	170	4,920	2.77	2.68
Forecast	2021	14,720	14,230	4,950	80	160	170	5,350	2.75	2.66
	2026	16,220	15,680	5,710	90	170	170	6,130	2.65	2.56
	2031	17,410	16,820	6,310	90	190	170	6,760	2.58	2.49
	2036	18,340	17,730	6,770	120	200	170	7,260	2.53	2.44
	2041	19,030	18,390	7,160	130	240	170	7,690	2.47	2.39
	2046	19,630	18,980	7,460	140	280	170	8,040	2.44	2.36
Incremental	2001 to 2006	630	620	180	20	20	50	260		
	2006 to 2011	-90	-90	140	-10	-20	10	130		
	2011 to 2016	200	190	170	0	50	-10	200		
	2016 to 2021	1,070	1,040	420	0	0	0	430	0	0
	2016 to 2026	2,570	2,490	1,180	10	10	0	1,210	0	0
	2016 to 2031	3,760	3,630	1,780	10	30	0	1,840	0	0
	2016 to 2036	4,690	4,540	2,240	40	40	0	2,340	0	0
	2016 to 2041	5,380	5,200	2,630	50	80	0	2,770	0	0
	2016 to 2046	5,980	5,790	2,930	60	120	0	3,120	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-13**  
**Municipality of Middlesex Centre**  
**Population and Housing Growth, 2016 to 2046**  
**Low Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	14,800	14,200	4,570	30	120	10	4,720	3.14	3.01
	2006	16,200	15,600	4,820	290	110	20	5,230	3.10	2.98
	2011	16,900	16,500	5,410	150	90	10	5,650	2.99	2.92
	2016	17,800	17,300	5,710	140	140	0	5,990	2.97	2.89
Forecast	2021	19,300	18,700	6,250	160	140	0	6,550	2.95	2.85
	2026	20,100	19,400	6,760	190	160	0	7,110	2.83	2.73
	2031	21,100	20,400	7,250	240	210	0	7,690	2.74	2.65
	2036	22,700	22,000	7,820	330	280	0	8,430	2.69	2.61
	2041	24,600	23,800	8,460	480	370	0	9,310	2.64	2.56
	2046	26,600	25,700	9,060	630	490	0	10,180	2.61	2.52
Incremental	2001 to 2006	1,400	1,400	250	260	-10	10	510		
	2006 to 2011	700	900	590	-140	-20	-10	420		
	2011 to 2016	900	800	300	-10	50	-10	340		
	2016 to 2021	1,500	1,400	540	20	0	0	560	0	0
	2016 to 2026	2,300	2,100	1,050	50	20	0	1,120	0	0
	2016 to 2031	3,300	3,100	1,540	100	70	0	1,700	0	0
	2016 to 2036	4,900	4,700	2,110	190	140	0	2,440	0	0
	2016 to 2041	6,800	6,500	2,750	340	230	0	3,320	0	0
	2016 to 2046	8,800	8,400	3,350	490	350	0	4,190	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).



**Figure B-14**  
**Municipality of Middlesex Centre**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	14,800	14,200	4,570	30	120	10	4,720	3.14	3.01
	2006	16,200	15,600	4,820	290	110	20	5,230	3.10	2.98
	2011	16,900	16,500	5,410	150	90	10	5,650	2.99	2.92
	2016	17,800	17,300	5,710	140	140	0	5,990	2.97	2.89
Forecast	2021	19,600	18,900	6,350	170	140	0	6,650	2.95	2.84
	2026	22,900	22,100	7,290	220	170	0	7,680	2.98	2.88
	2031	25,500	24,700	8,210	310	250	0	8,770	2.91	2.82
	2036	27,800	26,900	8,920	440	350	0	9,700	2.87	2.77
	2041	30,200	29,200	9,660	630	470	0	10,760	2.81	2.71
	2046	32,700	31,600	10,310	810	630	0	11,750	2.78	2.69
Incremental	2001 to 2006	1,400	1,400	250	260	-10	10	510		
	2006 to 2011	700	900	590	-140	-20	-10	420		
	2011 to 2016	900	800	300	-10	50	-10	340		
	2016 to 2021	1,800	1,600	640	30	0	0	660	0	0
	2016 to 2026	5,100	4,800	1,580	80	30	0	1,690	0	0
	2016 to 2031	7,700	7,400	2,500	170	110	0	2,780	0	0
	2016 to 2036	10,000	9,600	3,210	300	210	0	3,710	0	0
	2016 to 2041	12,400	11,900	3,950	490	330	0	4,770	0	0
	2016 to 2046	14,900	14,300	4,600	670	490	0	5,760	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-15**  
**Municipality of Middlesex Centre**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	14,800	14,240	4,570	30	120	10	4,720	3.14	3.02
	2006	16,200	15,590	4,820	290	110	20	5,230	3.10	2.98
	2011	16,900	16,490	5,410	150	90	10	5,650	2.99	2.92
	2016	17,800	17,260	5,710	140	140	0	5,990	2.97	2.88
Forecast	2021	20,080	19,400	6,440	170	140	0	6,760	2.97	2.87
	2026	23,420	22,640	7,530	230	170	0	7,930	2.95	2.85
	2031	26,670	25,770	8,560	330	260	0	9,160	2.91	2.81
	2036	29,560	28,570	9,510	490	380	0	10,390	2.85	2.75
	2041	32,900	31,800	10,380	720	530	0	11,630	2.83	2.73
	2046	35,490	34,300	11,120	930	710	0	12,760	2.78	2.69
Incremental	2001 to 2006	1,400	1,350	250	260	-10	10	510		
	2006 to 2011	700	900	590	-140	-20	-10	420		
	2011 to 2016	900	770	300	-10	50	-10	340		
	2016 to 2021	2,280	2,140	730	30	0	0	770	0	0
	2016 to 2026	5,620	5,380	1,820	90	30	0	1,940	0	0
	2016 to 2031	8,870	8,510	2,850	190	120	0	3,170	0	0
	2016 to 2036	11,760	11,310	3,800	350	240	0	4,400	0	0
	2016 to 2041	15,100	14,540	4,670	580	390	0	5,640	0	0
	2016 to 2046	17,690	17,040	5,410	790	570	0	6,770	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-16**  
**Municipality of North Middlesex**  
**Population and Housing Growth, 2016 to 2046**  
**Low Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	7,100	6,900	2,180	70	80	20	2,330	3.05	2.96
	2006	7,000	6,700	2,160	20	100	30	2,310	3.03	2.90
	2011	6,900	6,700	2,190	10	130	10	2,340	2.95	2.86
	2016	6,600	6,400	2,180	10	120	30	2,330	2.83	2.75
Forecast	2021	6,600	6,400	2,220	10	120	30	2,370	2.78	2.70
	2026	6,800	6,600	2,390	10	140	30	2,560	2.66	2.58
	2031	6,800	6,600	2,450	10	150	30	2,630	2.59	2.51
	2036	6,800	6,500	2,500	10	170	30	2,700	2.52	2.41
	2041	6,700	6,500	2,550	10	190	30	2,770	2.42	2.35
	2046	6,700	6,500	2,570	20	200	30	2,810	2.38	2.31
Incremental	2001 to 2006	-100	-200	-20	-50	20	10	-20		
	2006 to 2011	-100	0	30	-10	30	-20	30		
	2011 to 2016	-300	-300	-10	0	-10	20	-10		
	2016 to 2021	0	0	40	0	0	0	40	0	0
	2016 to 2026	200	200	210	0	20	0	230	0	0
	2016 to 2031	200	200	270	0	30	0	300	0	0
	2016 to 2036	200	100	320	0	50	0	370	0	0
	2016 to 2041	100	100	370	0	70	0	440	0	0
	2016 to 2046	100	100	390	10	80	0	480	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-17**  
**Municipality of North Middlesex**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	7,100	6,900	2,180	70	80	20	2,330	3.05	2.96
	2006	7,000	6,700	2,160	20	100	30	2,310	3.03	2.90
	2011	6,900	6,700	2,190	10	130	10	2,340	2.95	2.86
	2016	6,600	6,400	2,180	10	120	30	2,330	2.83	2.75
Forecast	2021	6,600	6,400	2,230	10	120	30	2,380	2.77	2.69
	2026	7,100	6,900	2,490	10	150	30	2,680	2.65	2.57
	2031	7,200	7,000	2,610	10	180	30	2,830	2.54	2.47
	2036	7,200	6,900	2,660	20	190	30	2,890	2.49	2.39
	2041	7,100	6,900	2,710	20	220	30	2,960	2.40	2.33
	2046	7,000	6,800	2,720	20	230	30	3,000	2.33	2.27
Incremental	2001 to 2006	-100	-200	-20	-50	20	10	-20		
	2006 to 2011	-100	0	30	-10	30	-20	30		
	2011 to 2016	-300	-300	-10	0	-10	20	-10		
	2016 to 2021	0	0	50	0	0	0	50	0	0
	2016 to 2026	500	500	310	0	30	0	350	0	0
	2016 to 2031	600	600	430	0	60	0	500	0	0
	2016 to 2036	600	500	480	10	70	0	560	0	0
	2016 to 2041	500	500	530	10	100	0	630	0	0
	2016 to 2046	400	400	540	10	110	0	670	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-18**  
**Municipality of North Middlesex**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	7,140	6,900	2,180	70	80	20	2,330	3.06	2.96
	2006	6,970	6,740	2,160	20	100	30	2,310	3.02	2.92
	2011	6,890	6,660	2,190	10	130	10	2,340	2.94	2.85
	2016	6,570	6,350	2,180	10	120	30	2,330	2.82	2.73
Forecast	2021	6,610	6,390	2,230	10	120	30	2,380	2.78	2.68
	2026	7,240	7,000	2,540	10	160	30	2,730	2.65	2.56
	2031	7,370	7,130	2,670	10	190	30	2,900	2.54	2.46
	2036	7,390	7,140	2,750	20	210	30	3,000	2.46	2.38
	2041	7,330	7,080	2,800	20	230	30	3,080	2.38	2.30
	2046	7,210	6,970	2,810	20	250	30	3,110	2.32	2.24
Incremental	2001 to 2006	-170	-160	-20	-50	20	10	-20		
	2006 to 2011	-80	-80	30	-10	30	-20	30		
	2011 to 2016	-320	-310	-10	0	-10	20	-10		
	2016 to 2021	40	40	50	0	0	0	50	0	0
	2016 to 2026	670	650	360	0	40	0	400	0	0
	2016 to 2031	800	780	490	0	70	0	570	0	0
	2016 to 2036	820	790	570	10	90	0	670	0	0
	2016 to 2041	760	730	620	10	110	0	750	0	0
	2016 to 2046	640	620	630	10	130	0	780	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-19**  
**Township of Adelaide-Metcalfe**  
**Population and Housing Growth, 2016 to 2046**  
**Low Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	3,300	3,100	940	10	20	0	960	3.44	3.23
	2006	3,200	3,100	970	10	10	0	980	3.27	3.16
	2011	3,100	3,000	1,010	10	10	0	1,020	3.04	2.94
	2016	3,100	3,000	980	0	10	0	990	3.13	3.03
Forecast	2021	3,100	3,000	1,010	0	10	0	1,020	3.04	2.94
	2026	3,300	3,200	1,100	0	10	0	1,110	2.97	2.88
	2031	3,300	3,200	1,130	0	10	0	1,150	2.87	2.78
	2036	3,300	3,200	1,170	0	20	0	1,190	2.77	2.69
	2041	3,300	3,200	1,210	0	20	0	1,230	2.68	2.60
	2046	3,300	3,200	1,240	0	20	0	1,260	2.62	2.54
Incremental	2001 to 2006	-100	0	30	0	-10	0	20		
	2006 to 2011	-100	-100	40	0	0	0	40		
	2011 to 2016	0	0	-30	-10	0	0	-30		
	2016 to 2021	0	0	30	0	0	0	30	0	0
	2016 to 2026	200	200	120	0	0	0	120	0	0
	2016 to 2031	200	200	150	0	0	0	160	0	0
	2016 to 2036	200	200	190	0	10	0	200	0	0
	2016 to 2041	200	200	230	0	10	0	240	0	0
	2016 to 2046	200	200	260	0	10	0	270	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).



**Figure B-20**  
**Township of Adelaide-Metcalfe**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	3,300	3,100	940	10	20	0	960	3.44	3.23
	2006	3,200	3,100	970	10	10	0	980	3.27	3.16
	2011	3,100	3,000	1,010	10	10	0	1,020	3.04	2.94
	2016	3,100	3,000	980	0	10	0	990	3.13	3.03
Forecast	2021	3,200	3,000	1,010	0	10	0	1,020	3.14	2.94
	2026	3,400	3,300	1,150	0	10	0	1,170	2.91	2.82
	2031	3,500	3,400	1,230	0	20	0	1,250	2.80	2.72
	2036	3,500	3,400	1,270	0	20	0	1,290	2.71	2.64
	2041	3,600	3,400	1,310	0	30	0	1,330	2.71	2.56
	2046	3,600	3,400	1,330	0	30	0	1,360	2.65	2.50
Incremental	2001 to 2006	-100	0	30	0	-10	0	20		
	2006 to 2011	-100	-100	40	0	0	0	40		
	2011 to 2016	0	0	-30	-10	0	0	-30		
	2016 to 2021	100	0	30	0	0	0	30	0	0
	2016 to 2026	300	300	170	0	0	0	180	0	0
	2016 to 2031	400	400	250	0	10	0	260	0	0
	2016 to 2036	400	400	290	0	10	0	300	0	0
	2016 to 2041	500	400	330	0	20	0	340	0	0
	2016 to 2046	500	400	350	0	20	0	370	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-21**  
**Township of Adelaide-Metcalfe**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	3,260	3,150	940	10	20	0	960	3.40	3.28
	2006	3,230	3,120	970	10	10	0	980	3.30	3.18
	2011	3,130	3,030	1,010	10	10	0	1,020	3.07	2.97
	2016	3,090	2,990	980	0	10	0	990	3.12	3.02
Forecast	2021	3,170	3,070	1,020	0	10	0	1,030	3.08	2.98
	2026	3,500	3,380	1,180	0	20	0	1,200	2.92	2.82
	2031	3,610	3,490	1,270	0	20	0	1,290	2.80	2.71
	2036	3,680	3,550	1,320	0	30	0	1,350	2.73	2.63
	2041	3,690	3,570	1,370	0	30	0	1,390	2.65	2.57
	2046	3,690	3,570	1,390	0	30	0	1,420	2.60	2.51
Incremental	2001 to 2006	-30	-30	30	0	-10	0	20		
	2006 to 2011	-100	-90	40	0	0	0	40		
	2011 to 2016	-40	-40	-30	-10	0	0	-30		
	2016 to 2021	80	80	40	0	0	0	40	0	0
	2016 to 2026	410	390	200	0	10	0	210	0	0
	2016 to 2031	520	500	290	0	10	0	300	0	0
	2016 to 2036	590	560	340	0	20	0	360	0	0
	2016 to 2041	600	580	390	0	20	0	400	0	0
	2016 to 2046	600	580	410	0	20	0	430	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-22**  
**Township of Lucan Biddulph**  
**Population and Housing Growth, 2016 to 2046**  
**Low Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	4,300	4,200	1,290	10	130	10	1,440	2.99	2.92
	2006	4,300	4,200	1,340	20	150	10	1,510	2.85	2.78
	2011	4,500	4,300	1,470	30	100	10	1,600	2.81	2.69
	2016	4,900	4,700	1,630	40	110	20	1,790	2.74	2.63
Forecast	2021	5,400	5,200	1,810	40	110	20	1,970	2.74	2.64
	2026	5,500	5,300	1,920	40	110	20	2,080	2.64	2.55
	2031	5,700	5,500	2,050	40	110	20	2,210	2.58	2.49
	2036	6,000	5,800	2,220	40	110	20	2,380	2.52	2.44
	2041	6,500	6,200	2,400	40	110	20	2,560	2.54	2.42
	2046	7,000	6,800	2,620	40	110	20	2,780	2.52	2.45
Incremental	2001 to 2006	0	0	50	10	20	0	70		
	2006 to 2011	200	100	130	10	-50	0	90		
	2011 to 2016	400	400	160	10	10	10	190		
	2016 to 2021	500	500	180	0	0	0	180	0	0
	2016 to 2026	600	600	290	0	0	0	290	0	0
	2016 to 2031	800	800	420	0	0	0	420	0	0
	2016 to 2036	1,100	1,100	590	0	0	0	590	0	0
	2016 to 2041	1,600	1,500	770	0	0	0	770	0	0
	2016 to 2046	2,100	2,100	990	0	0	0	990	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-23**  
**Township of Lucan Biddulph**  
**Population and Housing Growth, 2016 to 2046**  
**Reference Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	4,300	4,200	1,290	10	130	10	1,440	2.99	2.92
	2006	4,300	4,200	1,340	20	150	10	1,510	2.85	2.78
	2011	4,500	4,300	1,470	30	100	10	1,600	2.81	2.69
	2016	4,900	4,700	1,630	40	110	20	1,790	2.74	2.63
Forecast	2021	5,500	5,300	1,840	40	120	20	2,010	2.74	2.64
	2026	5,900	5,700	2,070	40	110	20	2,230	2.65	2.56
	2031	6,400	6,200	2,310	40	110	20	2,470	2.59	2.51
	2036	6,900	6,600	2,520	40	110	20	2,690	2.57	2.45
	2041	7,400	7,100	2,740	40	120	20	2,910	2.54	2.44
	2046	8,100	7,800	3,000	40	120	20	3,160	2.56	2.47
Incremental	2001 to 2006	0	0	50	10	20	0	70		
	2006 to 2011	200	100	130	10	-50	0	90		
	2011 to 2016	400	400	160	10	10	10	190		
	2016 to 2021	600	600	210	0	10	0	220	0	0
	2016 to 2026	1,000	1,000	440	0	0	0	440	0	0
	2016 to 2031	1,500	1,500	680	0	0	0	680	0	0
	2016 to 2036	2,000	1,900	890	0	0	0	900	0	0
	2016 to 2041	2,500	2,400	1,110	0	10	0	1,120	0	0
	2016 to 2046	3,200	3,100	1,370	0	10	0	1,370	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).

**Figure B-24**  
**Township of Lucan Biddulph**  
**Population and Housing Growth, 2016 to 2046**  
**High Scenario**

Year		Population		Housing Units					Persons Per Unit (P.P.U.) with undercount	Persons Per Unit (P.P.U.) without undercount
		Including Census undercount <sup>1</sup>	Excluding Census undercount	Singles & Semi-Detached	Multiple Dwellings <sup>2</sup>	Apartments <sup>3</sup>	Other <sup>4</sup>	Total Households		
Historical	2001	4,350	4,200	1,290	10	130	10	1,440	3.02	2.92
	2006	4,330	4,190	1,340	20	150	10	1,510	2.87	2.77
	2011	4,490	4,340	1,470	30	100	10	1,600	2.81	2.71
	2016	4,860	4,700	1,630	40	110	20	1,790	2.72	2.63
Forecast	2021	5,570	5,390	1,880	40	120	20	2,040	2.73	2.64
	2026	6,060	5,860	2,130	40	110	20	2,300	2.63	2.55
	2031	6,640	6,420	2,400	40	110	20	2,570	2.58	2.50
	2036	7,320	7,080	2,690	40	120	20	2,850	2.57	2.48
	2041	7,920	7,660	2,940	40	120	20	3,110	2.55	2.46
	2046	8,710	8,410	3,240	40	120	20	3,410	2.55	2.47
Incremental	2001 to 2006	-20	-10	50	10	20	0	70		
	2006 to 2011	160	150	130	10	-50	0	90		
	2011 to 2016	370	360	160	10	10	10	190		
	2016 to 2021	710	690	250	0	10	0	250	0	0
	2016 to 2026	1,200	1,160	500	0	0	0	510	0	0
	2016 to 2031	1,780	1,720	770	0	0	0	780	0	0
	2016 to 2036	2,460	2,380	1,060	0	10	0	1,060	0	0
	2016 to 2041	3,060	2,960	1,310	0	10	0	1,320	0	0
	2016 to 2046	3,850	3,710	1,610	0	10	0	1,620	0	0

Source: Watson & Associates Economists Ltd., 2020.

<sup>1</sup> Census undercount estimated at approximately 3.5%. Note: Figures may not add precisely due to rounding.

<sup>2</sup> Includes townhouses and apartments in duplexes.

<sup>3</sup> Includes bachelor, 1-bedroom and 2-bedroom+ apartments.

<sup>4</sup> Statistics Canada defines this category as a single dwelling that is attached to another building and that does not fall into any of the other categories, such as a single dwelling attached to a non-residential structure (e.g. store or church) or occasionally to another residential structure (e.g. apartment building).



## Committee of the Whole

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**Meeting Date:** July 17, 2018

**Submitted by:** Stephanie Poirier, Planner, and Durk Vanderwerff, Director of Planning

**SUBJECT:** POPULATION PROJECTIONS FOR MIDDLESEX COUNTY

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### **BACKGROUND:**

Population Projections for Middlesex County and the local municipalities are included within the County's Official Plan and are intended to be used by the County and local municipalities to assist in managing growth and development. With the release last year of the 2016 Census population information it is timely to update the County's Projections.

This report reviews at a high-level past growth trends and provides an overview of five projection methods (Ministry of Finance, Employment Land Needs Study, Geometric, Geometric Adjusted and Cohort Survival) that have been examined. In the end, staff recommend that Council endorse a Projected Population Range, which includes low and high numbers, as being the most likely to represent the future population for Middlesex County.

### **ANALYSIS:**

#### Past Growth Trends

Statistics Canada population data provides the most complete available picture of the County's population and typically Census numbers are relied upon for population projections. Table One presents the Census Population by Municipality for the past 20 years. Overall the County's population has grown by a straight line average annual growth rate of 0.8%, however the population growth has not occurred evenly across the municipalities within the County.

It is noted that the 2016 Census numbers included within Table One (and within this report generally) have been adjusted upward by 3.5% for an assumed undercount rate. Whenever a Census is undertaken some people are not counted or are otherwise missed. As such, Statistics Canada conducts postcensal coverage studies to determine

how many individuals were missed and then adjusts Census numbers. Statistics Canada has not yet released the postcensal coverage studies so, as an interim measure, a historical undercount adjustment within Ontario of 3.5% has been utilized.

Although the Census is the best available information, Staff believe that recent Census numbers do not accurately reflect the growth that is occurring within the County. For example, the 2011 Census showed a population decline for Thames Centre and the 2016 Census (before the undercount adjustment) showed a population decline for Strathroy-Caradoc whereas we know that both municipalities are experiencing growth.

While there are factors such as declining household size that can limit population expansion while still having growth in household numbers and therefore development activity, the experience 'on the ground' of rapid development in many settlement areas leaves staff to conclude that the Census numbers are not as accurate for our current population. It is also clear that the 2016 Census has not recognized the recent surge in building activity that has occurred within the County.

Table One - Census Population for Middlesex County 1996 to 2016							
	Population					Change	
	1996	2001	2006	2011	2016*	# of people	average growth
Adelaide Metcalfe	3,128	3,149	3,125	3,028	3,095	-33	-0.05%
Lucan Biddulph	4,166	4,201	4,187	4,338	4,865	699	0.84%
Middlesex Centre	12,985	14,275	15,589	16,487	17,869	4,884	1.88%
Newbury	430	422	439	447	481	51	0.60%
North Middlesex	6,978	6,901	6,740	6,658	6,572	-406	-0.29%
Southwest Middlesex	6,204	6,144	5,890	5,860	5,920	-284	-0.23%
Strathroy-Caradoc	18,100	19,114	19,977	20,978	21,600	3,500	0.97%
Thames Centre	12,149	12,473	13,085	13,000	13,657	1,508	0.62%
<b>Middlesex County</b>	<b>64,140</b>	<b>66,635</b>	<b>69,032</b>	<b>70,796</b>	<b>74,059</b>	<b>9,919</b>	<b>0.77%</b>
* 2016 numbers assume a 3.5% adjustment for anticipated Census undercount							

### Household Size

Statistics Canada household size data by Municipality for the last 20 years is included in Table Two. The average household size or persons per unit (PPU) has steadily



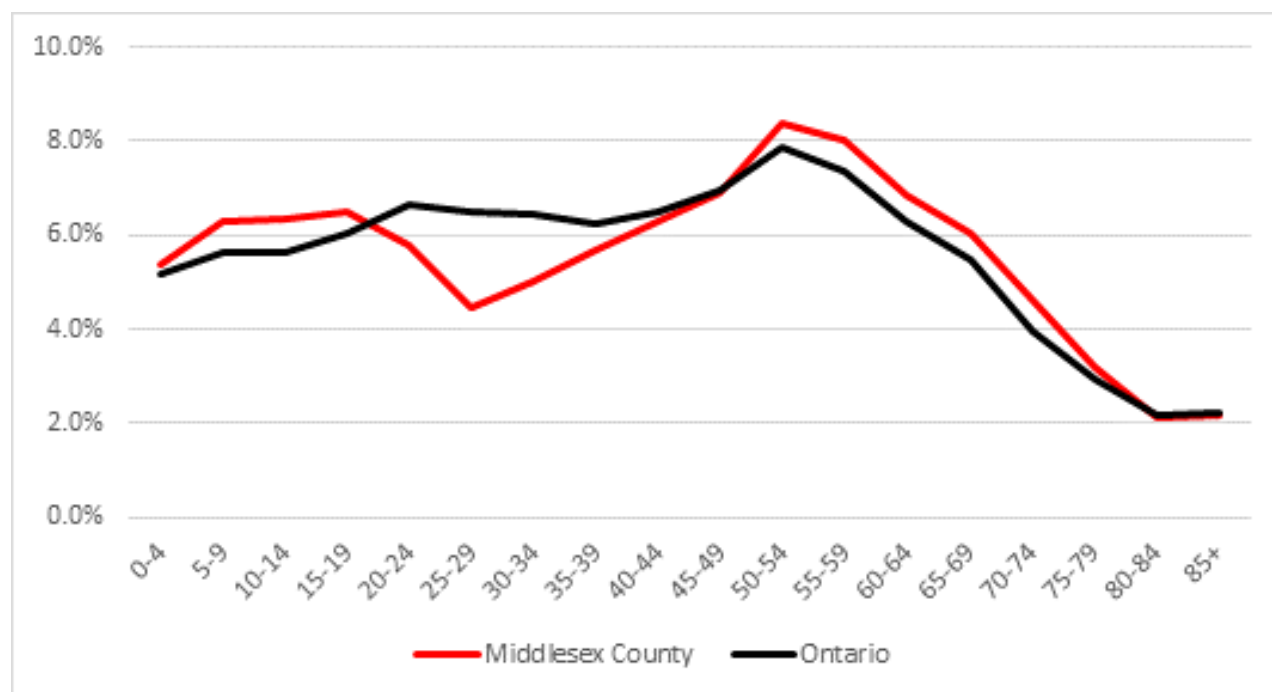
decreased across the County. This can be attributed to several factors including the aging of the County's population and overall household composition trends of less children per household and more single-person households. The County's trends are consistent with other parts of Southwestern Ontario and the Province in general which has a 2016 average PPU of 2.59. It is important to note that a declining PPU can be expected to translate into continuing demand for new dwelling construction even where a municipality is projected to have a stable population.

Table Two – Census Household Size for Middlesex County 1996 to 2016

	Average Household Size (PPU)					Change PPU
	1996	2001	2006	2011	2016	
Adelaide Metcalfe	3.2	3.1	3	3	2.9	-0.3
Lucan Biddulph	2.9	2.9	2.8	2.7	2.6	-0.3
Middlesex Centre	3.1	2.9	2.9	2.9	2.8	-0.3
Newbury	2.7	2.6	2.4	2.4	2.5	-0.2
North Middlesex	3	2.9	2.8	2.7	2.6	-0.4
Southwest Middlesex	2.8	2.7	2.6	2.5	2.4	-0.4
Strathroy-Caradoc	2.8	2.7	2.6	2.6	2.5	-0.3
Thames Centre	3	2.9	2.8	2.8	2.7	-0.3
<b>Middlesex County</b>					<b>2.63</b>	

Figure One graphically shows the 2016 Census Population Distribution for Middlesex County compared to Ontario. In general, compared to Ontario, Middlesex has less young adults and a somewhat more senior population. Middlesex County as a whole also has a smaller working-age population, especially within the 20 to 40 year-olds, which is not inconsistent with other Southwestern Ontario Counties.

Figure One – 2016 Census Population Distribution for Middlesex County and Ontario



### Introduction to Projections

Staff have examined five projection methods (Ministry of Finance, Employment Land Needs Study, Geometric, Geometric Adjusted and Cohort Survival) for Middlesex County and each is briefly addressed below. It is important to note that population projections are intended to be approximate forecasts that demonstrate general trends and are not to be interpreted as exact targets or as predictions of what will occur – this is especially true for municipalities with smaller populations.

Projections are based on certain assumptions that can be significantly impacted by external factors such as declining birth rates, changes in migration patterns, the aging of the population, increases in life expectancy, and differences in commuting patterns. While such changes generally reflect broader Provincial or National trends, they do have an impact on local populations.

The recent upward trend in building and development within the Middlesex – London region may signal increasing population growth as a result of changing economic factors that is not reflective of past population growth rates and which may not show-up in the Census for another five or ten years. Planning staff believe that we may be in a period of change where we are experiencing greater development activity than the historic numbers show.

It is also recognized that population growth within Middlesex is not occurring evenly across the County and therefore depending on the projection method utilized some may

show a decline in population for some municipalities. In the past, whenever projections have been undertaken there has been concern raised that a declining projection could impact a municipality's ability to justify development proposals, to attract economic development and to justify the retention of educational facilities.

### Cohort-Survival Projection

The Economic Development Department utilizes a consultant (Manifold Data Mining Inc.) to provide population data for use within economic profiles and various promotional publications. Manifold recently completed a cohort-survival projection for Middlesex which is summarized in Table Three.

A cohort survival analysis uses a computer model to age the population of a municipality one year at a time using age specific fertility, mortality and migration rates. In other words, the future population = current population + births - deaths + in-migration – out-migration. The analysis was based on a 'bottom up' cohort survival method whereby population forecasts were completed for each local municipality. The County population therefore simply represents an aggregation of these individual populations.

After reviewing the cohort survival projection, planning staff are of the opinion that while this analysis does what it is supposed to do – ages the existing population – it does not sufficiently account for the in-migration that appears to be occurring within the County.

In other words, the cohort survival analysis ages the County's existing population and includes some in-migration of people based upon historic migration rates, however it does not appear to capture the recently increasing in-migration of people from the region to the County that is occurring, especially within Lucan Biddulph, Middlesex Centre, Thames Centre and Strathroy-Caradoc.

As such, planning staff consider the Cohort Survival Method numbers to be low but nevertheless useful because they are broken down by age cohorts (available but not included in this report).

Table Three – Cohort-Survival Projections for Middlesex County 2016 to 2036							
	Population					Change	
	2017*	2021	2026	2031	2036	# of people 2017 to 2036	average growth
Adelaide Metcalfe	3,109	3,086	3,056	3,027	2,998	-111	-0.18%
Lucan Biddulph	5,025	5,402	5,871	6,378	6,931	1,906	1.90%
Middlesex Centre	18,230	19,000	19,921	20,886	21,899	3,669	1.05%
Newbury	488	498	509	520	531	43	0.46%
North Middlesex	6,592	6,406	6,179	5,960	5,749	-843	-0.67%
Southwest Middlesex	5,948	5,865	5,760	5,658	5,557	-391	-0.34%
Strathroy-Caradoc	21,706	21,648	21,563	21,478	21,394	-312	-0.07%
Thames Centre	13,794	13,991	14,226	14,466	14,710	916	0.34%
<b>Middlesex County</b>	<b>74,892</b>	<b>75,896</b>	<b>77,085</b>	<b>78,373</b>	<b>79,769</b>	<b>4,877</b>	<b>0.34%</b>
*An adjusted 2017 base population was utilized instead of a 2016 Census population							

### Employment Land Needs Assessment Projection

The County completed an Employment Land Needs Study (Millier, Dickinson, Blais 2012) which undertook a high-level population and employment forecast based upon a housing forecast model. This study examined anticipated growth and concluded that a projected population and employment growth rate of approximately 0.9% annually would be likely. It is noted that the Study only projected to 2031 so for the sake of consistency within this report the numbers were calculated for 2036 using a straight-line extrapolation.

A summary of the Employment Land Needs Study projection is included in Table Four. The Employment Land Needs Study projections are considered by staff to be reasonably reflective of both the historic population growth and closer (than the cohort survival analysis) to the amount of development that is currently being experienced within the County.

Table Four – Employment Land Needs Assessment Projections for Middlesex County 2016 to 2036

	Population					Change	
	2016	2021	2026	2031	2036*	# of people 2016 to 2036	average growth
Adelaide Metcalfe	3,095	3,050	3,080	3,120	3147	52	0.18%
Lucan Biddulph	4,865	4,770	5,030	5,320	5632	767	1.15%
Middlesex Centre	17,866	19,310	20,750	22,210	24007	6141	1.57%
Newbury	482	470	490	500	515	33	0.58%
North Middlesex	6,574	6,800	6,900	7,020	7125	551	0.30%
Southwest Middlesex	5,923	5,920	5,980	6,050	6109	186	0.19%
Strathroy-Caradoc	21,597	22,610	23,550	24,580	25660	4063	0.86%
Thames Centre	13,653	13,960	14,460	14,970	15534	1881	0.74%
<b>Middlesex County</b>	<b>74,059</b>	<b>76,890</b>	<b>80,240</b>	<b>83,770</b>	<b>87,729</b>	<b>13,670</b>	<b>0.87%</b>

\*2036 numbers are an extrapolation of the ELNS numbers using a straight-line growth rate

### Geometric Projection Technique

A geometric projection technique was used to project growth based upon a constant growth rate that was derived from the historic growth rates of each municipality. Essentially, this technique estimates the future population by assuming that the trends of the past twenty years will continue. Although past trends do not always continue without change, they generally provide a reasonable forecast of the future. Table Five is a summary of the geometric projection technique.



Table Five - Geometric Projection for Middlesex County 2016 to 2036

	Population					# of people	
	2016	2021	2026	2031	2036	# of people 2016 to 2036	average growth
Adelaide Metcalfe	3,095	3,086	3,078	3,070	3,062	-33	-0.05%
Lucan Biddulph	4,865	5,057	5,257	5,464	5,680	816	0.84%
Middlesex Centre	17,869	19,354	20,962	22,704	24,591	6,721	1.88%
Newbury	481	495	509	524	539	57	0.60%
North Middlesex	6,572	6,475	6,378	6,283	6,190	-382	-0.29%
Southwest Middlesex	5,920	5,851	5,783	5,716	5,649	-271	-0.23%
Strathroy-Caradoc	21,600	22,577	23,597	24,663	25,778	4,177	0.97%
Thames Centre	13,657	14,062	14,480	14,909	15,352	1,695	0.62%
<b>Middlesex County</b>	<b>74,059</b>	<b>76,957</b>	<b>80,044</b>	<b>83,334</b>	<b>86,840</b>	<b>12,781</b>	<b>0.77%</b>

The geometric projection technique is intended to reflect the growth experienced over the last 20 years. This does however result in some municipalities projected to have a declining population. In order to adjust for this, Table Six is an update of the geometric projection technique that sets an assumed minimum threshold of 0.15% average annual increase for all municipalities.

This small adjustment would result in projected positive growth for all municipalities and would not significantly increase the overall projected population for the County. Planning staff prefer the growth adjusted geometric projection technique (over the non-growth adjusted technique) as it provides a modest positive projection for all municipalities.

Table Six - Geometric Projection for Middlesex County with Growth Adjustment 2016 to 2036

	Population					# of people	
	2016	2021	2026	2031	2036	# of people 2016 to 2036	average growth
Adelaide Metcalf	3,095	3,118	3,141	3,165	3,189	94	0.15%
Lucan Biddulph	4,865	5,057	5,257	5,464	5,680	816	0.84%
Middlesex Centre	17,869	19,354	20,962	22,704	24,591	6,721	1.88%
Newbury	481	495	509	524	539	57	0.60%
North Middlesex	6,572	6,622	6,672	6,722	6,772	200	0.15%
Southwest Middlesex	5,920	5,965	6,010	6,055	6,100	180	0.15%
Strathroy- Caradoc	21,600	22,577	23,597	24,663	25,778	4,177	0.97%
Thames Centre	13,657	14,062	14,480	14,909	15,352	1,695	0.62%
<b>Middlesex County</b>	<b>74,059</b>	<b>77,249</b>	<b>80,627</b>	<b>84,206</b>	<b>88,001</b>	<b>13,941</b>	<b>0.94%</b>

### Ontario Ministry of Finance Projections

The Ontario Ministry of Finance undertook population projections for the Province in 2011 and updated those numbers last year to reflect the 2016 Census. The Ministry of Finance numbers are for the Census Division which includes Middlesex County with the City of London and also does not provide a breakdown by local municipality.

In order to split out the County's population from the City of London, the historic percentage of the County's population within the Census Division was examined. Over the past 20-years Middlesex has represented approximately 16 percent of the Census Division and therefore that same split of population was projected forward.

To further break down the Ontario Ministry of Finance projections for each local municipality, a straight-line growth rate was utilized where each municipality's share of the County population was calculated based upon their percentage of the total population. This was undertaken to recognize that growth within the County is not occurring at the same rate within all municipalities such that the percentage of each municipality's share of the population does not remain constant.

Table Seven is a summary of the calculated Ministry of Finance Population Projections. Overall, the Ministry of Finance numbers are the highest of the projection techniques examined and, based upon the local municipal allocation method utilized, provides a positive projection for each municipality.



Table Seven – Calculated Ministry of Finance Population Projections for Middlesex County 2016 to 2036

	Population					Change	
	2016	2021	2026	2031	2036	# of people 2016 to 2036	average growth
Adelaide Metcalfe	3095	3284	3309	3317	3303	208	0.34%
Lucan Biddulph	4865	5378	5648	5901	6124	1259	1.29%
Middlesex Centre	17869	20430	22324	24262	26197	8328	2.33%
Newbury	481	523	543	561	575	94	0.98%
North Middlesex	6572	6869	6834	6763	6648	76	0.06%
Southwest Middlesex	5920	6191	6177	6129	6042	122	0.10%
Strathroy-Caradoc	21600	23900	25218	26463	27590	5989	1.39%
Thames Centre	13657	14825	15397	15904	16321	2664	0.98%
<b>Middlesex County</b>	<b>74,059</b>	<b>81,400</b>	<b>85,450</b>	<b>89,300</b>	<b>92,800</b>	<b>18741</b>	<b>1.27%</b>

\*larger increase 2016 to 2021 due to Provincial 2016 base being higher than Census 2016 numbers

### Projected Household Size

As noted above, the average household size / persons per unit (PPU) has steadily decreased across the County. Using a straight-line projection, it is anticipated that the PPU will continue to decline within the County over the next twenty-years such that it is projected to fall to 2.3 PPU by 2036. This is in-line with Provincial and nearby municipal projections. Table Eight is a summary of the County-wide projected PPU.

Table Eight - Projected Household Size (PPU) for Middlesex County 2016 to 2036

2016	2021	2026	2031	2036
2.63	2.55	2.47	2.38	2.30

### Conclusion

Five projection methods were examined in support of this report including the Ministry of Finance, Employment Land Needs Study, Geometric, Geometric Adjusted and Cohort Survival techniques. Table Nine summarizes the various projected populations for 2036 by municipality.

**Table Nine – Summary of Population Projections for Middlesex County 2016 to 2036**

	2016	2036				
	Census	Cohort	ELNS	Geometric Base	Geometric Adjusted	Provincial
Adelaide Metcalfe	3,095	2,998	3,147	3,062	3,189	3,303
Lucan Biddulph	4,865	6,931	5,632	5,680	5,680	6,124
Middlesex Centre	17,866	21,899	24,007	24,591	24,591	26,197
Newbury	482	531	515	539	539	575
North Middlesex	6,574	5,749	7,125	6,190	6,772	6,648
Southwest Middlesex	5,923	5,557	6,109	5,649	6,100	6,042
Strathroy-Caradoc	21,597	21,394	25,660	25,778	25,778	27,590
Thames Centre	13,653	14,710	15,534	15,352	15,352	16,321
<b>Middlesex County</b>	<b>74,059</b>	<b>79,769</b>	<b>87,729</b>	<b>86,840</b>	<b>88,001</b>	<b>92,800</b>

After reviewing the various projection techniques, planning staff would recommend that a ranged approach to the projections be used for planning purposes. The low population projection could be based upon the Geometric Projection with Growth Adjustment and the high population projection could be based upon the Calculated Ministry of Finance Population Projections.

The ranged approach would provide the County and the local municipalities with some flexibility to select projections that suit local purposes while maintaining positive projections for all municipalities. Table Ten summarizes the resultant Population Projection Range for 2016 to 2036.

Table Ten - Middlesex County Projected Population Range 2016 to 2036

	Population									Change			
	2016	2021		2026		2031		2036		# of people 2016 to 2036		Average Growth	
		Low	High	Low	High	Low	High	Low	High	Low	High	Low	High
Adelaide Metcalfe	3,095	3,120	3280	3,140	3310	3,170	3320	3,190	3300	100	210	0.15%	0.34%
Lucan Biddulph	4,865	5,060	5380	5,260	5650	5,460	5900	5,680	6120	820	1,260	0.84%	1.29%
Middlesex Centre	17,869	19,350	20430	20,960	22320	22,700	24260	24,590	26200	6,720	8,330	1.88%	2.33%
Newbury	481	500	520	510	540	520	560	540	580	60	100	0.60%	0.98%
North Middlesex	6,572	6,620	6870	6,670	6830	6,720	6760	6,770	6650	200	80	0.15%	0.06%
Southwest Middlesex	5,920	5,960	6190	6,010	6180	6,050	6130	6,100	6040	180	120	0.15%	0.10%
Strathroy-Caradoc	21,600	22,580	23900	23,600	25220	24,660	26460	25,780	27590	4,180	5,990	0.97%	1.39%
Thames Centre	13,657	14,060	14820	14,480	15400	14,910	15900	15,350	16320	1,690	2,660	0.62%	0.98%
Middlesex County	74,059	77,250	81400	80,630	85450	84,210	89300	88,000	92800	13,940	18,740	0.94%	1.27%

Building upon the Projected Population Range, the anticipated number of housing units as a result of the anticipated population growth can be estimated by taking the Projected Population from Table Ten and dividing by the Projected Household Size PPU from Table Eight. The results are summarized in Table Eleven. It is noted that the forms that the households will take (single-detached, attached, apartments, etc) will vary from municipality to municipality.

Table Eleven - Middlesex County Household Projection Range 2016 to 2036

	Households									Change	
	2016	2021		2026		2031		2036		# of households 2016 to 2036	
		Low	High	Low	High	Low	High	Low	High	Low	High
Adelaide Metcalfe	1045	1220	1290	1270	1340	1330	1390	1390	1430	345	385
Lucan Biddulph	1837	1980	2110	2130	2290	2290	2480	2470	2660	633	823
Middlesex Centre	6139	7590	8010	8490	9040	9540	10190	10690	11390	4551	5251
Newbury	184	200	200	210	220	220	240	230	250	46	66
North Middlesex	2399	2600	2690	2700	2770	2820	2840	2940	2890	541	491
Southwest Middlesex	2505	2340	2430	2430	2500	2540	2580	2650	2630	145	125
Strathroy-Caradoc	8455	8850	9370	9550	10210	10360	11120	11210	12000	2755	3545
Thames Centre	5162	5510	5810	5860	6230	6260	6680	6670	7100	1508	1938
Middlesex County	27726	30290	31910	32640	34600	35360	37520	38250	40350	10524	12624

In summary, it is recommended that Council endorse a Projected Population Range and a Household Projection Range as being the most likely to represent the future population for Middlesex County and that they be included during the consultation phase of a future amendment to the County Official Plan.

Finally, it is recognized that the projections should be reviewed again in a couple of years to evaluate if the recent upswing in development continues and therefore requires an adjustment to the anticipated population.

### RECOMMENDATION:

That the 'Middlesex County Household Projected Population Range 2016 to 2036' and the 'Middlesex County Household Projection Range 2016 to 2036' be selected as the growth scenario that is most likely to occur over the 20-year planning horizon and that this be included in the draft amendment to the County Official Plan for the purposes of consultation.

Table Ten - Middlesex County Projected Population Range 2016 to 2036

Table Ten - Middlesex County Projected Population Range 2016 to 2036													
	Population									Change			
	2016	2021		2026		2031		2036		# of people 2016 to 2036		Average Growth	
		Low	High	Low	High	Low	High	Low	High	Low	High	Low	High
Adelaide Metcalfe	3,095	3,120	3280	3,140	3310	3,170	3320	3,190	3300	100	210	0.15%	0.34%
Lucan Biddulph	4,865	5,060	5380	5,260	5650	5,460	5900	5,680	6120	820	1,260	0.84%	1.29%
Middlesex Centre	17,869	19,350	20430	20,960	22320	22,700	24260	24,590	26200	6,720	8,330	1.88%	2.33%
Newbury	481	500	520	510	540	520	560	540	580	60	100	0.60%	0.98%
North Middlesex	6,572	6,620	6870	6,670	6830	6,720	6760	6,770	6650	200	80	0.15%	0.06%
Southwest Middlesex	5,920	5,960	6190	6,010	6180	6,050	6130	6,100	6040	180	120	0.15%	0.10%
Strathroy-Caradoc	21,600	22,580	23900	23,600	25220	24,660	26460	25,780	27590	4,180	5,990	0.97%	1.39%
Thames Centre	13,657	14,060	14820	14,480	15400	14,910	15900	15,350	16320	1,690	2,660	0.62%	0.98%
Middlesex County	74,059	77,250	81400	80,630	85450	84,210	89300	88,000	92800	13,940	18,740	0.94%	1.27%

Table Eleven - Middlesex County Household Projection Range 2016 to 2036

	Households										Change	
	2016	2021		2026		2031		2036		# of households 2016 to 2036		
		Low	High	Low	High	Low	High	Low	High		Low	High
Adelaide Metcalfe	1045	1220	1290	1270	1340	1330	1390	1390	1430	345	385	
Lucan Biddulph	1837	1980	2110	2130	2290	2290	2480	2470	2660	633	823	
Middlesex Centre	6139	7590	8010	8490	9040	9540	10190	10690	11390	4551	5251	
Newbury	184	200	200	210	220	220	240	230	250	46	66	
North Middlesex	2399	2600	2690	2700	2770	2820	2840	2940	2890	541	491	
Southwest Middlesex	2505	2340	2430	2430	2500	2540	2580	2650	2630	145	125	
Strathroy-Caradoc	8455	8850	9370	9550	10210	10360	11120	11210	12000	2755	3545	
Thames Centre	5162	5510	5810	5860	6230	6260	6680	6670	7100	1508	1938	
<b>Middlesex County</b>	<b>27726</b>	<b>30290</b>	<b>31910</b>	<b>32640</b>	<b>34600</b>	<b>35360</b>	<b>37520</b>	<b>38250</b>	<b>40350</b>	<b>10524</b>	<b>12624</b>	



# General Administration Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139011	Allstream Business Inc.	Services	\$610.10
139011	Allstream Business Inc.	Services	\$612.09
139035	C.U.P.E. Local 2018	Union Dues	\$1,675.00
139036	CUPE Local 101.5	Union Dues	\$3,194.68
139038	DLS Electric	Hydro Service	\$40,975.81
139053	The Social Service Bureau of Sarnia-Lambton	Installment	\$5,514.00
139057	Garda Canada Security Corp.	Daily Service	\$496.40
139063	Guillevin International	Salt	\$632.17
139063	Guillevin International	Supplies	\$5.93
139074	Jessica Ngai	Expense Claim	\$1,497.08
139080	Kurtis Smith	OGRA Convention	\$267.30
139087	Manulife Financial	RRSP Contributions	\$600.00
139088	Manulife Financial	Annual Premium	\$822.10
139097	MLEMS Staff Association	V#25/20	\$1,186.00
139103	Ontario Nurses Association	Union Dues - November 2020	\$1,647.90
139105	Ontario Public Service Employees Union	E22V2520	\$11,503.27
139113	Purolator Inc.	Courier	\$45.61
139113	Purolator Inc.	Courier	\$66.48
139120	RWAM Insurance Administrators	Group 100000 Div 5	\$22,471.18
139120	RWAM Insurance Administrators	Group 100000 Div 4	\$24,316.43
139120	RWAM Insurance Administrators	Group 100000 Div 1	\$37,385.90
139123	Safeguard Business Systems Ltd.	Supplies	\$664.85
139128	Staples Advantage	Supplies	\$154.85
139134	Telus Communications	Phone Services	\$879.27
139145	Waste Connections of Canada Inc.	Services	\$446.23
139152	WSIB	Physician Fees Firm 855989	\$66.24
139160	Abell Pest Control Inc.	Monthly Service	\$118.96
139173	Bell Canada	Phone Service	\$414.68
139179	Bill Rayburn	Expense Claim	\$221.00
139193	Frank Cowan Company Ltd.	Third Party	\$1,942.10
139193	Frank Cowan Company Ltd.	Third Party	\$4,719.98
139259	Middlesex London Health Unit	Payment for December 2020	\$51,598.31
139287	Staples Advantage	Supplies	\$36.15
139302	TempWise Design and Maintenance	Service	\$436.18
139302	TempWise Design and Maintenance	Middlesex Room Service	\$2,065.36
139302	TempWise Design and Maintenance	Service Air Handler	\$1,933.43
139331	Above & Beyond Promotions	Branding	\$116.42
139356	Frank Cowan Company Ltd.	Deductible Billings	\$12,102.98
139357	CUPE Local 101.5	Union Dues	\$3,241.76
139372	Frampton Mailing Systems	Rental Agreement	\$552.40
139381	Hyde Park Equipment	Winter Service	\$666.77
139384	Jessica Kinsman	Expense Claim	\$102.41

# General Administration Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139411	Morgan Calvert	Expense Claim	\$874.49
139416	Metropolitan Maintenance	Daily Service	\$1,469.00
139419	Mary Jeanne Coleman	Expense Claim	\$234.99
139420	MLEMS Staff Association	V#20/20	\$1,190.00
139436	Purolator Inc.	Courier	\$62.72
139436	Purolator Inc.	Courier	\$20.36
139450	Staples Advantage	Supplies	\$27.09
139464	TempWise Design and Maintenance	Boiler Service	\$2,849.86
139500	Bell Canada	Phone Service	\$72.43
139523	Canadian Process Serving Inc.	Professional Service	\$94.43
139524	C.U.P.E. Local 2018	Union Dues	\$50.00
139524	C.U.P.E. Local 2018	Union Dues	\$4,000.00
139530	David Samuels	Expense Claim	\$480.00
139535	County of Elgin	Q4 Accessibility Coordinator	\$12,814.20
139549	Goad & Goad LLP	Professional Services	\$2,888.32
139549	Goad & Goad LLP	Professional Services	\$474.60
139549	Goad & Goad LLP	Professional Services	\$431.57
139549	Goad & Goad LLP	Professional Services	\$431.57
139578	Lerners LLP	Professional Services	\$2,371.66
139578	Lerners LLP	Professional Services	\$452.00
139578	Lerners LLP	Professional Services	\$1,600.00
139578	Lerners LLP	Professional Services	\$2,725.56
139578	Lerners LLP	Professional Services	\$20,201.59
139587	Manulife Financial	RRSP Contributions	\$900.00
139594	Mischevious Cat Productions Inc.	Professional Services	\$4,068.00
139596	MLEMS Staff Association	V#26/20	\$1,210.00
139607	Ontario Municipal Admin. Assoc	Membership	\$446.35
139610	Ontario Public Service Employees Union	E22V2620	\$11,944.95
139644	Telus Communications	Phone Billing	\$1,038.92
139648	TempWise Design and Maintenance	Boiler Repairs	\$5,192.35
139650	Thomson Reuters Canada	Printed Materials	\$783.30
139650	Thomson Reuters Canada	Printed Materials	\$1,134.00
139657	United Way of London & Middlesex	Payroll Contributions	\$130.00
139496	Assoc. Of Municipalities of On	2021 Membership	\$8,891.02
139577	London Chamber of Commerce	Member Registration	\$254.25
139592	Mun. Employer Pension Centre of Ontario	Contribution 2021	\$1,619.57
139599	Municipal Property Assessment Corp	1st Quarter Billing	\$325,749.12
139634	Strathroy Midd. Gen. Hosp	In Memory of Bernice Smith	\$50.00
			\$657,234.03

# Planning Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139090	Mark Brown	Expense Claim	\$1,501.60
139132	Tim Williams	Expense Claim	\$88.80
139137	Teresa Hill	Expense Claim	\$91.07
139146	Watson & Associates Economists Ltd	Consultative Services	\$2,559.45
139200	Dan FitzGerald	Expense Claim	\$56.10
139285	Stephanie Poirier	Expense Claim	\$59.40
139523	Canadian Process Serving Inc.	Professional Services	\$246.59
139627	Scotiabank	Minister of Finance for Ontario	\$107.50
			\$4,710.51



**ELECTRONIC PAYMENTS December 2020**

ACCT #	LOCATION/DEPT.	DESCRIPTION	DATE	AMOUNT	PAYEE
200003268564	ROADS	STREET LIGHTS	Dec 10/20	328.89	HYDRO ONE
200005754996	D6	HYDRO	Dec 07/20	120.26	HYDRO ONE
200006369736	D2	HYDRO	Dec 22/20	505.63	HYDRO ONE
200013224404	ROADS	FLASHER	Dec 24/20	40.63	HYDRO ONE
200013955237	ROADS	TRAFFIC SIGNALS	Dec 29/20	54.19	HYDRO ONE
200017837055	ROADS	TRAFFIC SIGNALS	Dec 10/20	36.11	HYDRO ONE
200020679660	D9	HYDRO	Dec 29/20	1,353.32	HYDRO ONE
200028997614	ROADS	TRAFFIC SIGNALS	Dec 22/20	34.57	HYDRO ONE
200029979536	ROADS	HYDRO	Dec 24/20	73.04	HYDRO ONE
200034570767	ROADS	TRAFFIC SIGNALS	Dec 24/20	71.20	HYDRO ONE
200038538673	ROADS	FLASHER	Dec 07/20	20.03	HYDRO ONE
200039404296	ROADS	TRAFFIC SIGNALS	Dec 24/20	45.08	HYDRO ONE
200041711381	D4	HYDRO	Dec 29/20	294.26	HYDRO ONE
200045604115	ROADS	TRAFFIC SIGNALS	Dec 14/20	804.32	HYDRO ONE
200049091061	ROADS	TRAFFIC SIGNALS	Dec 07/20	64.00	HYDRO ONE
200051883247	D1	HYDRO	Dec 16/20	1,822.24	HYDRO ONE
200054876507	ROADS	TRAFFIC SIGNALS	Dec 14/20	84.90	HYDRO ONE
200055079597	ROADS	TRAFFIC SIGNALS	Dec 15/20	61.03	HYDRO ONE
200056250671	ROADS	TRAFFIC SIGNALS	Dec 08/20	69.04	HYDRO ONE
200061840093	ROADS	TRAFFIC SIGNALS	Dec 10/20	49.51	HYDRO ONE
200072682673	D3	HYDRO	Dec 14/20	360.58	HYDRO ONE
200078398805	ROADS	TRAFFIC SIGNALS	Dec 08/20	27.15	HYDRO ONE
200082802908	ROADS	FLASHER	Dec 10/20	20.49	HYDRO ONE
200082995894	D4	HYDRO	Dec 24/20	40.29	HYDRO ONE
200084256389	ROADS	STREET LIGHTS	Dec 10/20	19.62	HYDRO ONE
200089788827	ROADS	TRAFFIC SIGNALS	Dec 10/20	38.02	HYDRO ONE
200092590915	ROADS	TRAFFIC SIGNALS	Dec 30/20	139.40	HYDRO ONE
200094407037	ROADS	HYDRO	Dec 29/20	54.96	HYDRO ONE
200111248964	ROADS	TRAFFIC SIGNALS	Dec 10/20	40.56	HYDRO ONE
200114251722	ROADS	TRAFFIC SIGNALS	Dec 08/20	47.65	HYDRO ONE
200139187994	ECON.DEV	SIGN-FIVE PTS LINE	Dec 22/20	44.67	HYDRO ONE
200197896842	D8	STREET LIGHTS	Dec 24/20	335.57	HYDRO ONE
200226800317	ROADS	STREET LIGHTS	Dec 10/20	20.49	HYDRO ONE
200049305067	ROADS	Communication Hut	Dec 24/20	79.43	HYDRO ONE
200039586475	ROADS	STREET LIGHT	Dec 21/20	65.15	HYDRO ONE
200238360390	ROADS	HYDRO	Dec 22/20	17.06	HYDRO ONE
200023834382	MLPS	HYDRO	Dec 08/20	226.18	HYDRO ONE
200009334704	MLPS	HYDRO	Dec 16/20	361.66	HYDRO ONE
200254481285	ROADS	HYDRO	Dec 22/20	79.19	HYDRO ONE
200234233547	MLPS	HYDRO	Dec 14/20	351.99	HYDRO ONE
200003027377	MLPS	HYDRO	Dec 14/20	293.02	HYDRO ONE
1019943	Cty Bldg	WATER	Dec 24/20	256.92	LONDON HYDRO
1019951	50 King	WATER	Dec 29/20	352.91	LONDON HYDRO
7460017	Cty Bldg	HYDRO	Dec 14/20	9,217.30	LONDON HYDRO
7464671	50 King	HYDRO	Dec 14/20	3,508.25	LONDON HYDRO
7721865	MLEMS	HYDRO	Dec 29/20	10,073.28	LONDON HYDRO
4860327	MLEMS	WATER	Dec 17/20	66.46	LONDON HYDRO
50446858	MLEMS	HYDRO	Dec 07/20	497.50	LONDON HYDRO
7482855	MLEMS	HYDRO	Dec 01/20	2,964.83	LONDON HYDRO
50448010	MLEMS	HYDRO	Dec 30/20	346.23	LONDON HYDRO

ACCT #	LOCATION/DEPT.	DESCRIPTION	DATE	AMOUNT	PAYEE
7600043	MLEMS	WATER	Dec 22/20	242.86	LONDON HYDRO
50448169	MLEMS	HYDRO	Dec 29/20	596.56	LONDON HYDRO
7781801	MLEMS	HYDRO	Dec 17/20	674.92	LONDON HYDRO
098-40047999-00	ROADS	HYDRO	Dec 10/20	53.47	ENTEGRUS
098-40048001-01	ROADS	HYDRO	Dec 10/20	281.03	ENTEGRUS
098-40048002-00	ROADS	HYDRO	Dec 10/20	192.65	ENTEGRUS
098-40048003-00	ROADS	HYDRO	Dec 10/20	195.29	ENTEGRUS
098-40194856-00	ROADS	HYDRO	Dec 10/20	280.24	ENTEGRUS
802-40048000-00	ROADS	HYDRO	Dec 23/20	153.99	ENTEGRUS
803-40205228-01	ROADS	HYDRO	Dec 07/20	103.49	ENTEGRUS
804-40205170-00	LODGE	WATER	Dec 10/20	5,531.53	ENTEGRUS
805-40206689-00	ROADS	HYDRO	Dec 10/20	196.67	ENTEGRUS
097-40205195-00	LODGE	HYDRO	Dec 10/20	20,674.78	ENTEGRUS
830-40096692-02	MLPS	HYDRO	Dec 10/20	221.91	ENTEGRUS
300334410	Wardsville	Library Internet	Dec 09/20	215.66	BELL
504625313	Mt. Brydges	Library Internet	Dec 09/20	20.34	BELL
5192451290 103	Strathroy	Library Phone	Dec 11/20	431.67	BELL
5192458237 224	Library Office	Library Phone	Dec 11/20	264.48	BELL
5192641061(452)	Mt. Brydges	Library Phone	Dec 11/20	67.83	BELL
5192892405 724	Melbourne	Library Phone	Dec 11/20	76.89	BELL
5192933441 452	Ailsa Craig	Library Phone	Dec 11/20	65.59	BELL
5194611150 626	Thorndale	Library Phone	Dec 11/20	88.13	BELL
5196529978 182	Delaware	Library Phone	Dec 11/20	48.35	BELL
5196661201 740	Coldstream	Library Phone	Dec 11/20	76.89	BELL
5196661599 882	Ilderton	Library Phone	Dec 11/20	65.59	BELL
5196934208 996	Wardsville	Library Phone	Dec 11/20	65.59	BELL
5196934275 017	Newbury	Library Phone	Dec 11/20	65.59	BELL
5198505304(577)	Trossacks	EMS Phone	Dec 11/20	62.32	BELL
5192946308(824)	Parkhill	EMS Phone	Dec 11/20	62.32	BELL
5192875306(783)	Glencoe	EMS Phone	Dec 11/20	62.32	BELL
5192274309(888)	Lucan	EMS Phone	Dec 11/20	62.32	BELL
5194715303(322)	Horizon	EMS Phone	Dec 11/20	62.32	BELL
5196799509(791)	ADMIN LINES	EMS Phone	Dec 11/20	170.99	BELL
5194715312(980)	Komoka	EMS Phone	Dec 11/20	62.32	BELL
5192457307(796)	Strathroy	EMS Phone	Dec 11/20	87.57	BELL
5194736314(030)	Hyde Park	EMS Phone	Dec 11/20	62.32	BELL
5196529319(001)	Byron	EMS Phone	Dec 11/20	62.32	BELL
5192452520(284)	Lodge	Phone	Dec 11/20	581.84	BELL
5192455711(342)	Lodge	Phone	Dec 11/20	80.03	BELL
519378719	COLO7212	EMS Internet	Dec 09/20	162.72	BELL
519374098	Trossacks	EMS Internet	Dec 09/20	162.72	BELL
529481398	1035 Adelaide	EMS Internet	Dec 23/20	198.88	BELL
519371432	Parkhill	EMS Internet	Dec 09/20	162.72	BELL
519372156	Komoka	EMS Internet	Dec 09/20	174.02	BELL
523919082	Horizon	EMS Internet	Dec 09/20	150.29	BELL
5196495216	Phone 1	EMS Phone	Dec 07/20	224.55	BELL
519382947	Lucan	EMS Internet	Dec 15/20	113.86	BELL
5192454270	EMS Strathroy	EMS Phone	Dec 04/20	30.80	BELL
600237183	Adelaide TV	EMS TV	Dec 14/20	132.15	BELL
5194345524	Fire Dispatch	Roads Fire Disp.	Dec 29/20	159.75	BELL
5192686267	D2	D2 Phone	Dec 29/20	205.15	BELL

ACCT #	LOCATION/DEPT.	DESCRIPTION	DATE	AMOUNT	PAYEE
5192891084	D3	D3 Phone	Dec 29/20	97.00	BELL
5192940176	D4	D4 Phone	Dec 11/20	127.94	BELL
5192450065	D8	D8 Phone	Dec 31/20	104.86	BELL
725-6933-307-2192	2168 Dorchester Rd	HEAT	Dec 17/20	296.63	ENBRIDGE
310-1733-305-0819	3550 Egremont Dr	HEAT	Dec 30/20	715.01	ENBRIDGE
172-3626 160-4549	CTY BLD	HEAT	Dec 23/20	642.30	ENBRIDGE
298-5108-246-9549	D4	HEAT	Dec 23/20	356.26	ENBRIDGE
310-1733-251-1761	D2	HEAT	Dec 17/20	140.36	ENBRIDGE
172-3627 160-4550	50 KING	HEAT	Dec 23/20	3,104.04	ENBRIDGE
429-9165-160-4551	340 Waterloo St	HEAT	Dec 22/20	681.79	ENBRIDGE
429-9165-240-8785	179 Mill St Parkhill	HEAT	Dec 23/20	131.11	ENBRIDGE
429-9165-270-8633	3100 Colonel Talbot Byron	HEAT	Dec 31/20	557.95	ENBRIDGE
429-9165-235-7844	1601 Trossacks Ave	HEAT	Dec 21/20	127.31	ENBRIDGE
429-9165-236-3013	188 George St. Lucan	HEAT	Dec 21/20	198.11	ENBRIDGE
429-9165-282-2742	745 Horizon Dr.	HEAT	Dec 16/20	490.07	ENBRIDGE
732-0576-308-2573	2330 Trafalgar St	HEAT	Dec 21/20	257.68	ENBRIDGE
193-5130-246-9562	22681 Melbourne Rd.	HEAT	Dec 07/20	51.04	ENBRIDGE
208-8776-254-8323	599 Albert St.	HEAT	Dec 07/20	6,098.24	ENBRIDGE
220-0587 200-4584	1988 Gainsborough Rd.	HEAT	Dec 09/20	1,367.16	ENBRIDGE
235-2382 213-2650	15294 Plover Mills Rd.	HEAT	Dec 14/20	239.71	ENBRIDGE
429-9165-303-9314	1035 Adelaide St S	HEAT	Dec 08/20	3,189.86	ENBRIDGE
429-9165-186-8347	147 McKellar St W-Glencoe	HEAT	Dec 07/20	101.56	ENBRIDGE
429-9165-260-4695	22494 Komoka Rd.	HEAT	Dec 09/20	65.29	ENBRIDGE
429-9165-271-5155	2225 Hyde Park Road	HEAT	Dec 14/20	102.43	ENBRIDGE
232-351910905	Delaware Library	Internet	Dec 23/20	158.09	ROGERS
232-364888105	Thorndale Library	Internet	Dec 23/20	135.54	ROGERS
232-405994702	Strathmere Lodge	Internet	Dec 01/20	186.44	ROGERS
232-405994800	Strathroy Library	Internet	Dec 23/20	135.54	ROGERS
6-4315-1681	Komoka Library	Internet	Dec 07/20	257.51	ROGERS
232-391676407	C of Middlesex	Phone	Dec 01/20	208.99	ROGERS
7-6122-3189	Dorchester Lib.	Internet, Phone	Dec 17/20	349.80	ROGERS
7-9085-5928	2168 Dorchester Rd	Internet, Phone	Dec 11/20	267.78	ROGERS
232-421989904	340 Waterloo St	Internet	Dec 15/20	142.37	ROGERS
CANADA REVENUE	PAYROLL	Payroll - Taxes	DEC/20	1,268,618.16	GOV'T
OMERS	LODGE	Pension	DEC/20	97088.6	STRATHMERE LODGE
OMERS	AMBULANCE	Pension	DEC/20	375,444.11	MLPS
OMERS	GENERAL	Pension	DEC/20	202,738.48	COUNTY
VISA	MLPS	Card#1, 2, 3, 5, 6, 7, 9	DEC/20	8,885.51	VISA
VISA	MLPS	Neal Roberts	DEC/20	206.73	VISA
VISA	Warden 2020	Jesson Burghardt	DEC/20	725.26	VISA
VISA	CAO	Bill Rayburn	DEC/20	1,679.93	VISA
VISA	Maintenance	Steve DeCandido	DEC/20	419.52	VISA
VISA	I.T.	Morgan Calvert	DEC/20	3,362.10	VISA
VISA	I.T.	Chris Bailey	DEC/20	3,560.59	VISA
VISA	Library	Nadine Devin	DEC/20	1,592.78	VISA
VISA	Library	Lindsay Brock	DEC/20	4,886.14	VISA
VISA	Library	Liz Adema	DEC/20	850.29	VISA
VISA	Legal	Wayne Meagher	DEC/20	151.73	VISA
VISA	Ontario Works	Cindy Howard	DEC/20	363.95	VISA
VISA	Roads	Chris Traini	DEC/20	715.97	VISA
VISA	Roads	Paul Moniz	DEC/20	1,565.97	VISA

ACCT #	LOCATION/DEPT.	DESCRIPTION	DATE	AMOUNT	PAYEE
VISA	Roads	Jaret Hoglund	DEC/20	304.97	VISA
VISA	Roads	Steve Gough	DEC/20	1,184.31	VISA
VISA	Roads	Dean Gough	DEC/20	101.95	VISA
VISA	FPO	John Elston	DEC/20	75.00	VISA
VISA	Roads	Martin Langdale	DEC/20	570.36	VISA
VISA	Lodge	Marcy Welch	DEC/20	983.38	VISA
VISA	Lodge	Brent Kerwin	DEC/20	75.00	VISA
VISA	Lodge	John Fournier	DEC/20	633.84	VISA
VISA	Economic Development	Cara Finn	DEC/20	3,343.45	VISA
VISA	Lodge	Crystal Brooks	DEC/20	216.96	VISA
		TOTAL		2,071,558.46	

# Social Services Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139001	4 Imprint Inc.	EarlyON Program Materials	\$589.16
139004	Allison Beauchamp	Expenses to Nov 30/20	\$188.78
139006	Ailsa Craig & District Co-Op	Dec/20 General Operating Grant	\$559.95
139006	Ailsa Craig & District Co-Op	Dec/20 EDU-WEG	\$313.86
139012	Angels Daycares Ontario Ltd.	Dec/20 EDU-WEG	\$1,705.76
139012	Angels Daycares Ontario Ltd.	Dec/20 EDU-WEG	\$1,023.46
139016	Arva's Little School House	Dec/20 General Operating Grant	\$2,827.50
139016	Arva's Little School House	Dec/20 EDU-WEG	\$1,628.84
139018	Belvoir Co-op Nursery School	Dec/20 General Operating Grant	\$3,107.00
139018	Belvoir Co-op Nursery School	Dec/20 EDU-WEG	\$886.34
139019	Best Storage - Strathroy	Additional Storage	\$111.87
139037	Donna Fleming	EarlyON Expense Refund	\$377.89
139039	Dorchester Co-Op Nursery School	Dec/20 General Operating Grant	\$403.75
139039	Dorchester Co-Op Nursery School	Dec/20 EDU-WEG	\$426.83
139044	Easy Way	EarlyON Cleaning Supplies	\$1,344.64
139047	E.L.M. Children's Centre	Dec/20 General Operating Grant	\$5,035.97
139047	E.L.M. Children's Centre	Dec/20 EDU-WEG	\$2,491.16
139068	Jenny Burns	Expenses to Nov 30/20	\$231.31
139071	Janice Dolliver	EarlyON Expense Refund	\$56.92
139077	Kids Ko Childcare Centre Inc.	Dec/20 EDU-WEG	\$3,547.99
139078	Kilworth Children's Centre	Dec/20 General Operating Grant	\$11,708.09
139078	Kilworth Children's Centre	Dec/20 EDU-WEG	\$7,112.10
139082	Little Lambs Christian Daycare	Dec/20 General Operating Grant	\$7,274.90
139082	Little Lambs Christian Daycare	Dec/20 EDU-WEG	\$4,438.38
139083	London Children's Connection	Dec/20 General Operating Grant	\$3,111.04
139083	London Children's Connection	Dec/20 EDU-WEG	\$2,035.28
139086	Lucan & Dist. Co-op Nursery	Dec/20 General Operating Grant	\$585.00
139086	Lucan & Dist. Co-op Nursery	Dec/20 EDU-WEG	\$158.15
139106	ParaMed Inc	Nov/20 Homemakers & Nurses	\$180.78
139107	Parkhill Co-Op Playschool Inc.	Dec/20 General Operating Grant	\$390.00
139107	Parkhill Co-Op Playschool Inc.	Dec/20 EDU-WEG	\$265.62
139124	SDI Builders Ltd.	119 455 PPC#6	\$71,915.78
139125	Simply Kids	Dec/20 General Operating Grant	\$9,570.00
139125	Simply Kids	Dec/20 EDU-WEG	\$6,112.96
139126	Mt. Brydges Sonshine Day Care	Dec/20 General Operating Grant	\$11,310.00
139126	Mt. Brydges Sonshine Day Care	Dec/20 EDU-WEG	\$7,537.87
139141	Uline Canada Corporation	EarlyON Program Supplies	\$132.11
139149	Whitehills Childcare Ass'n.	Dec/20 General Operating Grant	\$10,595.58
139149	Whitehills Childcare Ass'n.	Dec/20 EDU-WEG	\$3,724.38
139156	YMCA of Southwestern Ontario	Dec/20 General Operating Grant	\$24,593.34
139156	YMCA of Southwestern Ontario	Dec/20 EDU-WEG	\$19,769.08
139167	Angels Daycares Ontario Ltd.	Nov/20 Childcare Subsidy	\$1,709.82
139174	Belvoir Co-op Nursery School	Nov/20 Childcare Subsidy	\$682.92

# Social Services Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139175	Best Storage - Strathroy	Storage Expense	\$335.61
139176	Blossoms ECE Centre Inc	Nov/20 Childcare Subsidy	\$937.76
139180	London Bridge Childcare Serv.	Nov/20 Childcare Subsidy	\$8,103.70
139199	Denning's	Funeral Expense	\$2,233.13
139204	Easy Way	EarlyON Cleaning Supplies	\$831.57
139207	E.L.M. Children's Centre	Nov/20 Childcare Subsidy	\$742.35
139226	Jailbird Designs	Face Masks	\$2,638.55
139228	Janice Dolliver	Expenses to Dec 18/20	\$46.75
139232	Kids Ko Childcare Centre Inc.	Nov/20 Childcare Subsidy	\$1,261.05
139233	Kidzone Day Care	Nov/20 Childcare Subsidy	\$195.30
139238		SSRF 2020-2021 012	\$124.30
139242	Little Lambs Christian Daycare	Nov/20 Childcare Subsidy	\$5,774.28
139245	London Children's Connection	Nov/20 Childcare Subsidy	\$5,562.12
139255	Merrymount Family Support & Crisis Centre	Mutual Aid and Parenting	\$2,000.00
139255	Merrymount Family Support & Crisis Centre	Mutual Aid and Parenting	\$2,000.00
139255	Merrymount Family Support & Crisis Centre	Mutual Aid and Parenting	\$2,000.00
139261	Oak Park Co-operative	Nov/20 Childcare Subsidy	\$762.51
139270		SSRF 2020-2021 013	\$381.95
139270		SSRF 2020-2021 014	\$895.34
139283	Mt. Brydges Sonshine Day Care	Nov/20 Childcare Subsidy	\$4,563.94
139292		SSRF 2020-2021 015	\$237.27
139292		SSRF 2020-2021 016	\$1,091.58
139314		CHPI 2020-2021 034	\$813.07
139316		SSRF 2020-2021 017	\$466.00
139316		SSRF 2020-2021 018	\$2,335.27
139319	The Western Day Care Centre	Nov/20 Childcare Subsidy	\$1,042.02
139321	Whitehills Childcare Ass'n.	Nov/20 Childcare Subsidy	\$2,297.19
139327	YMCA of Southwestern Ontario	Nov/20 Childcare Subsidy	\$18,742.62
139328		SSRF 2020-2021 019	\$1,423.62
139328		SSRF 2020-2021 020	\$237.27
139330	Allison Beauchamp	Expenses to Dec 10/20	\$24.75
139388	Joseph Winser	Expenses to Dec 18/20	\$95.70
139388	Joseph Winser	Expense Refund	\$115.01
139397	LEADS Employment Services	Dec/20 Skills That Work	\$3,997.50
139421	Michelle Williams	Expenses to Dec 22/20	\$35.20
139428	Pauline Andrew	Expenses to Dec 22/20	\$188.00
139449	Staples Advantage	Office Supplies	\$342.52
139449	Staples Advantage	Office Supplies	\$17.97
139456		SSRF 2020-2021 021	\$237.27
139461		CHPI 2020-2021 036	\$400.00
139462		CHPI 2020-2021 035	\$3,000.00
139463		SSRF 2020-2021 022	\$250.00
139497	Angels Daycares Ontario Ltd.	December/20 Childcare Subsidy	\$1,681.32



# Social Services Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139503	Blossoms ECE Centre Inc	December/20 Childcare Subsidy	\$1,348.03
139504	London Bridge Childcare Serv.	December/20 Childcare Subsidy	\$6,249.10
139505	Bright Beginnings	December/20 Childcare Subsidy	\$625.56
139526	Donna Fleming	EarlyON Expense	\$158.54
139536	E.L.M. Children's Centre	December/20 Childcare Subsidy	\$1,025.15
139544	FSEAP Thames Valley	Family Counselling Services	\$12,980.00
139559	Jenny Burns	EarlyON Expense	\$108.77
139569	Kids Ko Childcare Centre Inc.	December/20 Childcare Subsidy	\$1,264.15
139570	Kidzone Day Care	December/20 Childcare Subsidy	\$213.90
139582	Little Lambs Christian Daycare	December/20 Childcare Subsidy	\$6,217.44
139583	London Children's Connection	December/20 Childcare Subsidy	\$3,923.40
139606	Oak Park Co-operative	December/20 Childcare Subsidy	\$688.82
139617	Ricoh Canada Inc.	EarlyON Supplies	\$7.09
139625	The Salvation Army	November/20 Childcare Subsidy	\$638.00
139625	The Salvation Army	December/20 Childcare Subsidy	\$1,219.00
139629	Simply Kids	November/20 Childcare Subsidy	\$12,747.20
139629	Simply Kids	December/20 Childcare Subsidy	\$12,701.82
139636	Mun. of Strathroy Caradoc	Purchase of Service	\$250,000.00
139647		CHPI 2020-2021 037	\$1,700.00
139662	Voyageur Transportation	Dec/20 CT Services	\$26,450.76
139664	The Western Day Care Centre	December/20 Childcare Subsidy	\$1,141.26
139667	Whitehills Childcare Ass'n.	December/20 Childcare Subsidy	\$2,674.74
139637		SSRF-2 2020-2021 006	\$1,028.15
139637		SSRF-2 2020-2021 002	\$790.89
139637		SSRF-2 2020-2021 003	\$1,107.24
139637		SSRF-2 2020-2021 004	\$553.62
139637		SSRF-2 2020-2021 005	\$869.98
139646		SSRF-2 2020-2021 001	\$393.30
			\$661,059.43



# Strathmere Lodge Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139007	AC Logistics Canada Inc	COVID-PURCHASED SERVICES	\$358.47
139009	ACTIVE HEALTH SERVICES LTD.	PURCHASED SERVICES	\$10,690.00
139015	Arkona Appliances	EQUIP. OTHER	\$1,919.87
139020	BRITTNEY LUCAN	TRAINING & DEVELOPMENT	\$305.10
139022	Canadian Tire Associate Store-Strathroy	CONTRACTED REPAIRS	\$396.87
139023	CARDINAL HEALTH CANADA INC.	NURSING-DRUGS	\$22.60
139029	Cintas Canada Ltd.	UNIFORM REPLACEMENT	\$795.00
139048	CAROL FREER	TRAINING & DEVELOPMENT	\$305.10
139049	SMITHAMOL JOSEPH	TRAINING & DEVELOPMENT	\$305.10
139050	MELISSA LACASSE	TRAINING & DEVELOPMENT	\$305.10
139051	ASHLEY LITT	TRAINING & DEVELOPMENT	\$305.10
139052	ESTATE OF WILFRED CRANDON	8-Jul-20	\$80.00
139055	Federal Express Canada Ltd.	COVID PURCHASED SERVICES	\$82.21
139061	Grand & Toy	STATIONARY SUPPLIES	\$339.26
139061	Grand & Toy	STATIONARY SUPPLIES	\$202.50
139064	Harco Co. Ltd.	CONTRACTED REPAIRS	\$266.47
139070	JANICE DE SCHIFFERT	TRAINING & DEVELOPMENT	\$305.10
139073	John Fournier	PHONE EXPENSE	\$20.00
139094	Medical Mart	PAND./DRUGS/EQUIP.	\$1,514.38
139094	Medical Mart	NURSING/DRUGS	\$302.84
139094	Medical Mart	NURSING-DRUGS	\$149.16
139094	Medical Mart	NURSING/DRUGS	\$149.16
139094	Medical Mart	NURSING-DRUGS	\$44.07
139094	Medical Mart	NURSING-DRUGS	\$97.16
139094	Medical Mart	INCONT.PRODUCTS	\$2,316.54
139094	Medical Mart	PANDEMIC SUPPLIES	\$474.60
139094	Medical Mart	NURSING-DRUGS	\$11.99
139100	MARGHERITE ROSS	TRAINING & DEVELOPMENT	\$305.10
139101	Nutritional Management Service	NOV. MEALS	\$63,279.98
139111	ProAble Hardware Specialties	CONTRACTED REPAIRS	\$309.06
139113	Purolator Inc.	PURCHASED SERVICES	\$330.05
139127	Stand By Power	PURCHASED SERVICES	\$186.45
139138	Total Landscaping	SNOW REMOVAL	\$2,354.92
139145	Waste Connections of Canada Inc.	GARAGE COLLECTION	\$2,707.12
139147	Strathroy Welding & Repairs	CONTRACTED REPAIRS	\$45.20
139148	Westburn Ruddy Electric	CONTRACTED REPAIRS	\$68.45
139153	W.S.I.B.	SCHEDULE 2	\$1,731.12
139155	Wood Wyant Inc.	HOUSEKEEPING SUPPLIES	\$141.08
139155	Wood Wyant Inc.	HOUSEKEEPING SUPPLIES	\$987.56
139162	AC Logistics Canada Inc	COVID PURCHASED SERVICES	\$295.23
139165	Allstream Business Inc.	TELEPHONE	\$34.86

# Strathmere Lodge Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139177	BOSSONS PHARMACY	HIN SUPPLIES	\$1,501.81
139182	CARDINAL HEALTH CANADA INC.	HIN SUPPLIES	\$722.50
139182	CARDINAL HEALTH CANADA INC.	HOUSEKEEPING SUPPLIES	\$740.38
139209	EMILY ARRUDA	TRAINING & DEVELOPMENT	\$305.10
139210	KEN CRAWFORD	SEPT.1-30/2020	\$759.24
139211	TIA'S PLACE	STAFF APPRECIATION	\$500.00
139220	Grand & Toy	STATIONARY SUPPLIES	\$423.67
139227	JULIE CUTHBERTSON	TRAINING & DEVELOPMENT	\$305.10
139239	LENA HODGINS	STAFF EDUCATOR	\$2,717.06
139254	Medical Mart	NURSING-DRUGS	\$27.12
139254	Medical Mart	COVID, EQUIP. DRUGS	\$2,505.33
139254	Medical Mart	INCONT. PRODUCTS	\$769.36
139254	Medical Mart	PANDEMIC SUPPLIES	\$174.02
139254	Medical Mart	PANDEMIC SUPPLIES	\$174.02
139279	SAMUEL COWDEN	TRAINING & DEVELOPMENT	\$305.10
139281	Signmakers	UNIFORM REPLACEMENT	\$11.30
139299	Technical Standards & Safety Authority	PURCHASED SERVICES	\$110.00
139325	W.S.I.B.	PHYSICIAN FEES	\$2,273.34
139325	W.S.I.B.	SCHEDULE 2	\$3,057.56
139326	Wood Wyant Inc.	HOUSEKEEPING SUPPLIES	\$124.41
139326	Wood Wyant Inc.	HOUSEKEEPING SUPPLIES	\$3,005.12
139332	AC Logistics Canada Inc	COVID PURCHASED SERVICES	\$527.15
139336	Art Blake Refrigeration Limited	EQUIPMENT MTCE.	\$819.72
139336	Art Blake Refrigeration Limited	EQUIPMENT MTCE.	\$1,343.01
139336	Art Blake Refrigeration Limited	EQUIPMENT MTCE	\$2,015.36
139343	Brenda Vanderhoek	PALL.CARE ITEMS	\$185.67
139346	CARDINAL HEALTH CANADA INC.	NURS.HIN SUPPLIES	\$227.20
139359	DIVERSEY CANADA, INC.	SUPPLIES	\$297.08
139365	THE ESTATE OF HENDRICK RYSKAMP	ACCOM. REFUND	\$1,280.49
139366	BASS ASSOCIATES	LEGAL& CONSULTING	\$250.01
139379	HEATHER QUINN	TRAINING & DEVELOPMENT	\$305.10
139398	LENA HODGINS	STAFF EDUCATOR	\$1,358.53
139400	LESLEIGH MORDEN	STAFF EXPENSE	\$20.00
139408	Marbolt	EQUIPMENT MTCE	\$75.94
139414	Medical Mart	SUPPLIES	\$34.47
139414	Medical Mart	PANDEMIC SUPPLIES	\$220.35
139414	Medical Mart	PANDEMIC SUPPLIES	\$132.21
139415	MIP Inc.	BEDDING REPLACEMENTS	\$1,243.45
139442	Russell Hendrix	PURCHASED SERVICE	\$368.10
139446	Shred-It International ULC	PURCHASED SERVICE	\$137.42
139454	Strathmere Lodge	SUPPLIES	\$121.17

# Strathmere Lodge Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139469	Total Landscaping	SNOW REMOVAL	\$910.78
139473	TIFFANY SMALE	PETTY CASH	\$200.75
139491	Abell Pest Control Inc.	PURCHASE SERVICES	\$307.48
139492	AC Logistics Canada Inc	COVID-PURCHASED SERVICES	\$421.72
139492	AC Logistics Canada Inc	COVID PURCHASED SERVICES	\$421.72
139493	Augustine Caines	STAFF EXPENSE	\$33.20
139494	ALECIA IRONSIDE	TRAINING & DEVELOPMENT	\$305.10
139507	Brenda Vanderhoek	RECREATION	\$100.00
139509	CARDINAL HEALTH CANADA INC.	HOUSEKEEPING SUPPLIES	\$410.19
139509	CARDINAL HEALTH CANADA INC.	HOUSEKEEPING SUPPLIES	\$273.46
139509	CARDINAL HEALTH CANADA INC.	HIN SUPPLIES	\$950.63
139527	DIVERSEY CANADA, INC.	LAUNDRY SUPPLIES	\$1,216.59
139532	DYNACARE	PURCHASED SERVICES	\$605.00
139538	MELISSA GOWDY	TRAINING & DEVELOPMENT	\$305.10
139539	KAITLYN WESTGATE	TRAINING & DEVELOPMENT	\$305.10
139540	KEN CRAWFORD	HIN SUPPLIES	\$784.54
139541	LATOYA MORNINGSTAR	TRAINING & DEVELOPMENT	\$305.10
139542	HANNAH BRYANT	TRAINING & DEVELOPMENT	\$305.10
139558	Inge Stahl	CHAPLAIN FEES	\$2,041.21
139560	DR. J. COPELAND	ON CALL	\$162.09
139562	JENNIFER MACKINNON	TRAINING & DEVELOPMENT	\$305.10
139564	DR. J. PARR	ON CALL	\$365.67
139565	JODI VIALES	TRAINING & DEVELOPMENT	\$305.10
139579	LENA HODGINS	STAFF EDUCATOR	\$2,717.06
139586	LAURIE VAN DYK	TRAINING & DEVELOPMENT	\$305.10
139591	Medical Mart	COVID/DRUGS	\$2,525.94
139591	Medical Mart	INCONT. PRODUCTS	\$3,744.34
139591	Medical Mart	NURSING-DRUGS	\$32.76
139591	Medical Mart	PANDEMIC SUPPLIES	\$174.02
139591	Medical Mart	PANDEMIC SUPPLIES	\$846.79
139591	Medical Mart	DRUGS/PANDEMIC SUPPLIES	\$34.98
139591	Medical Mart	DRUGS/PANDEMIC SUPPLIES	\$578.45
139591	Medical Mart	NURSING-DDRUGS	\$106.22
139591	Medical Mart	NURSING-DRUGS	\$151.42
139598	DR. M. MITHOOWANI	ON CALL	\$324.68
139601	MIRANDA WATTERWORTH	TRAINING & DEVELOPMENT	\$305.10
139602	MARCY WELCH	STAFF EXPENSE	\$235.15
139605	Nutritional Management Service	DEC. 2020	\$81,507.34
139615	VANDEWALLE MEDICINE PROFESSIONAL CORP.	ON CALL	\$721.93
139621	Russell Hendrix	RECREATION SUPPLIES	\$214.69
139621	Russell Hendrix	CONTRACTED REPAIRS	\$392.35
139626	SANOFI PASTEUR LIMITED	PANDEMIC SUPPLIES	\$924.45

# Strathmere Lodge Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139631	DR. SARA PUENTE	ON CALL	\$9.40
139654	TIFFANY SMALE	PETTY CASH	\$393.20
			\$233,900.00

# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139002	A. & M. Truck Parts Limited	Parts	\$1,105.50
139003	A-N Auto Electric	Parts	\$169.50
139013	Dorchester APC	Parts	\$3.73
139014	APC - Oxford St.	Parts	\$227.19
139017	Brent Colpaert	Expense Claim	\$172.00
139024	Carquest	Parts	\$84.93
139024	Carquest	Parts	\$111.87
139024	Carquest	Parts	\$39.49
139024	Carquest	Parts	\$18.49
139025	Carrier Truck Centre	Parts	\$8.66
139028	C.R. Chittick Construction	Hauling	\$11,198.30
139029	Cintas Canada Ltd.	Laundry	\$38.07
139030	CN Non-Freight	Maintenance	\$5,816.00
139033	Copps Building Materials Ltd.	Parts	\$262.63
139033	Copps Building Materials Ltd.	Parts	\$14.00
139034	Canadian Pacific (Non-Freight)	Services	\$2,163.50
139034	Canadian Pacific (Non-Freight)	Services	\$740.00
139040	Dorchester Home Hardware	Supplies	\$20.62
139041	Dowler Karn Limited	Supplies	\$5,722.20
139042	Dulux - PPG AC Canada Inc.	Supplies	\$467.75
139054	Fastenal Canada, Ltd.	Parts	\$147.08
139059	Gerber Electric Ltd.	Service	\$537.09
139059	Gerber Electric Ltd.	Supplies	\$30.00
139060	GoGPS	GPS Services	\$452.00
139062	Guild Electric Ltd	H00335 HB Release	\$18,104.97
139065	Hardy Service	Service	\$1,265.44
139065	Hardy Service	Parts	\$8.06
139065	Hardy Service	Service	\$877.91
139072	John Elston	Expense Claim	\$560.61
139075	Johnston Bros. (Bothwell) Ltd.	Supplies	\$168.30
139076	Jason Vojin	Expense Claim	\$130.65
139079	Krown Rust Control Centre	Service	\$141.25
139084	London Automatic Door Ltd.	Repairs	\$1,361.65
139084	London Automatic Door Ltd.	Repairs	\$1,231.70
139085	London Pest Control Ltd.	Service	\$1,604.60
139091	McNaughton Family Shopping Centre	Supplies	\$112.99
139092	McRobert Fuel Limited	Fuel	\$55.27
139094	Medical Mart	Supplies	\$34.47
139095	Minister of Finance, MTO	T-24 New Plates	\$750.00
139096	Mitchell's HBC	Supplies	\$57.42
139098	Mark O`Neil	Expense Claim	\$225.00
139099	MRC Systems Inc	Services	\$432.23

# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139099	MRC Systems Inc	Radio Maintenance	\$244.93
139102	Ontario Good Roads Assoc.	Membership	\$2,000.07
139104	Ontario One Call	Services	\$204.36
139108	2426498 Ontario Inc	2426498 Ont Inc M500/20	\$500.00
139109	1841628 Ontario Inc	1841628 Ontario Inc E33/20	\$2,500.00
139112	Pryde Industrial Inc.	Parts	\$135.60
139115	Ryan Hillinger	Expense Claim	\$117.00
139118	Royal Fence Limited	Bradley Ave SGBR	\$60,507.21
139121	S&B SERVICES LTD	Service	\$344.65
139121	S&B SERVICES LTD	Parts	\$488.19
139122	Southwest Middlesex Utilities	Water	\$139.97
139130	London Tire Sales Ltd.	Service	\$45.20
139131	Mun. of Strathroy Caradoc	Dispatch Contract	\$75,146.23
139133	Team Truck Centre	Parts	\$105.67
139133	Team Truck Centre	Parts	\$647.74
139133	Team Truck Centre	Parts	\$515.03
139133	Team Truck Centre	Parts	\$155.53
139133	Team Truck Centre	New Tandem Truck T-24	\$302,286.30
139133	Team Truck Centre	Parts	\$83.53
139139	UAP Inc.	Parts	\$87.69
139139	UAP Inc.	Parts	\$21.31
139139	UAP Inc.	Parts	\$126.72
139140	TSC Stores L.P.	Supplies	\$22.58
139143	Viking Cives Limited	Parts	\$1,033.45
139150	K+S Windsor Salt Ltd.	Salt	\$6,151.31
139150	K+S Windsor Salt Ltd.	Salt	\$3,182.95
139150	K+S Windsor Salt Ltd.	Salt	\$9,822.56
139150	K+S Windsor Salt Ltd.	Salt	\$2,914.17
139150	K+S Windsor Salt Ltd.	Salt	\$5,925.62
139150	K+S Windsor Salt Ltd.	Salt	\$2,962.85
139150	K+S Windsor Salt Ltd.	Salt	\$2,964.92
139150	K+S Windsor Salt Ltd.	Salt	\$3,220.47
139150	K+S Windsor Salt Ltd.	Salt	\$2,901.68
139151	Work Authority	Uniforms	\$203.40
139151	Work Authority	Uniforms	\$2,949.30
139159	A. & M. Truck Parts Limited	Parts	\$27.10
139163	AGO Industries Incorporated	Repair	\$16.95
139165	Allstream Business Inc.	Service	\$184.99
139168	APC - Oxford St.	Parts	\$31.36
139168	APC - Oxford St.	Parts	\$53.97
139169	Applied Industrial Technologies	Supplies	\$129.72
139169	Applied Industrial Technologies	Supplies	\$162.16



# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139171	Atwood Resources Inc	Service	\$113.00
139171	Atwood Resources Inc	Service	\$113.00
139171	Atwood Resources Inc	Service	\$226.00
139171	Atwood Resources Inc	Service	\$113.00
139171	Atwood Resources Inc	Service	\$113.00
139178	Brander Steel Industries (1991) Ltd.	Parts	\$680.19
139178	Brander Steel Industries (1991) Ltd.	Supplies	\$128.26
139183	Carrier Truck Centre	Parts	\$648.97
139183	Carrier Truck Centre	Parts	\$17.40
139183	Carrier Truck Centre	Parts	\$152.29
139185	Cedar Signs	Supplies	\$1,845.76
139187	Checkers Cleaning Supply	Supplies	\$152.31
139187	Checkers Cleaning Supply	Supplies	\$419.06
139188	Cintas Canada Ltd.	Laundry	\$38.07
139192	Continental Tire Canada Inc.	Services	\$1,860.04
139192	Continental Tire Canada Inc.	Supplies	\$1,006.42
139194	Chris Traini	Expense Claim	\$496.63
139198	Delta Power Equipment Ltd.	Supplies	\$801.73
139202	Dillon Consulting	Professional Services	\$5,257.89
139202	Dillon Consulting	Professional Services	\$9,090.62
139203	Dorchester Home Hardware	Supplies	\$75.66
139206	Elgin Contracting and Restoration Ltd	18-005 PPC 6	\$333,272.52
139208	Equipment Sales & Service Limited	Parts	\$368.98
139214	Fastenal Canada, Ltd.	Parts	\$631.59
139214	Fastenal Canada, Ltd.	Parts	\$17.14
139217	Fulline Farm & Garden Equipment	Service	\$87.87
139218	Gerry's Truck Centre	Parts	\$79.73
139219	GoGPS	Service	\$2,713.74
139221	Guild Electric Ltd	Signal Maintenance	\$13,107.74
139222	Guillevin International	Parts	\$97.95
139223	Hardy Service	Service	\$600.32
139223	Hardy Service	Service	\$1,310.79
139223	Hardy Service	Service	\$29.87
139224	Hose Technology Incorporated	Parts	\$267.56
139235	Kevin Livingstone	Expense Claim	\$225.00
139237	Krown Rust Control Centre	Supplies	\$711.90
139244	LJ Engineering Inc.	Services	\$452.00
139249	McLeod Water Wells Ltd.	Parts	\$1,616.76
139250	McNaughton Family Shopping Centre	Parts	\$105.81
139250	McNaughton Family Shopping Centre	Supplies	\$72.24
139251	McRobert Fuel Limited	Fuel	\$873.59
139256	Meter Mix Concrete Limited	Supplies	\$413.58

# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139258	Mitchell's HBC	Parts	\$15.82
139258	Mitchell's HBC	Parts	\$50.73
139258	Mitchell's HBC	Supplies	\$20.24
139258	Mitchell's HBC	Parts	\$57.01
139258	Mitchell's HBC	Supplies	\$73.43
139258	Mitchell's HBC	Supplies	\$26.08
139260	Mobil Services Inc.	Service	\$768.34
139263	Ontario Good Roads Assoc.	Course Fee	\$1,723.25
139264	Oxford Dodge Chrysler	Parts	\$64.74
139265	Partsmaster Canada	Parts	\$357.43
139267	Paul Moniz	Expense Claim	\$804.00
139276	Royal Fence Limited	Supplies	\$1,820.43
139276	Royal Fence Limited	Supplies	\$818.69
139277	Ryan Thompson	Expense Claim	\$225.00
139278	Ryan Elliott's Repair Ltd	Repairs	\$509.64
139286	Stantec Consulting Ltd.	ENG-2018-005 Final	\$2,340.23
139291	STRATHROY HHBC	Supplies	\$12.42
139295	Suncor Energy Products Inc	Fuel	\$2,617.99
139295	Suncor Energy Products Inc	Fuel	\$3,221.77
139295	Suncor Energy Products Inc	Fuel	\$3,661.30
139295	Suncor Energy Products Inc	Fuel	\$749.65
139295	Suncor Energy Products Inc	Fuel	\$1,804.50
139295	Suncor Energy Products Inc	Fuel	\$1,972.60
139295	Suncor Energy Products Inc	Fuel	\$851.29
139295	Suncor Energy Products Inc	Fuel	\$4,836.15
139295	Suncor Energy Products Inc	Fuel	\$3,676.83
139295	Suncor Energy Products Inc	Fuel	\$3,749.31
139295	Suncor Energy Products Inc	Fuel	\$1,641.46
139298	Team Truck Centre	Parts	\$10,328.20
139298	Team Truck Centre	Parts	\$68.04
139303	Municipality of Thames Centre	Drain Maintenance	\$2,932.15
139305	Thorndale Ace Hardware	Supplies	\$48.27
139307	UAP Inc.	Parts	\$207.69
139307	UAP Inc.	Parts	\$208.69
139307	UAP Inc.	Parts	\$291.63
139307	UAP Inc.	Parts	\$297.16
139307	UAP Inc.	Parts	\$67.78
139307	UAP Inc.	Parts	\$27.37
139307	UAP Inc.	Parts	\$68.83
139309	TRY Recycling Inc.	Service	\$336.68
139310	TSC Stores L.P.	Supplies	\$225.98
139311	Tunks and Kosi Electric Limited	Repairs	\$258.77

# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139311	Tunks and Kosi Electric Limited	Repairs	\$2,634.72
139317	Waddick Fuels	Fuel	\$732.15
139318	Waste Connections of Canada Inc.	Service	\$663.73
139323	White`s Wearparts Ltd.	Supplies	\$8,452.40
139324	K+S Windsor Salt Ltd.	Salt	\$3,225.36
139324	K+S Windsor Salt Ltd.	Salt	\$6,475.69
139324	K+S Windsor Salt Ltd.	Salt	\$3,228.82
139324	K+S Windsor Salt Ltd.	Salt	\$3,271.15
139324	K+S Windsor Salt Ltd.	Salt	\$3,226.74
139324	K+S Windsor Salt Ltd.	Salt	\$5,934.66
139324	K+S Windsor Salt Ltd.	Salt	\$3,100.35
139324	K+S Windsor Salt Ltd.	Salt	\$2,816.93
139324	K+S Windsor Salt Ltd.	Salt	\$2,962.85
139324	K+S Windsor Salt Ltd.	Salt	\$3,073.94
139334	APC - Oxford St.	Parts	\$94.28
139334	APC - Oxford St.	Parts	\$126.12
139335	Arctic Equipment Manufacturing Ltd	Parts	\$181.98
139338	Brent Colpaert	Expense Claim	\$174.70
139339	Bert DeSmit	Expense Claim	\$176.75
139340	Bearcom Canada Corp	Parts	\$84.69
139342	Bluewater Recycling Association - MARS	Service	\$79.10
139348	Certified Laboratories	Parts	\$629.07
139351	Cintas Canada Ltd.	Laundry	\$38.07
139353	Comfort Zone Services	Repairs	\$155.38
139355	Copps Building Materials Ltd.	Supplies	\$125.81
139368	Fastenal Canada, Ltd.	Parts	\$243.09
139368	Fastenal Canada, Ltd.	Parts	\$463.76
139370	Fortran Traffic Systems Ltd.	Parts	\$446.35
139373	Gerry's Truck Centre	Parts	\$454.94
139376	Hamisco Industrial Sales Inc.	Inspections	\$118.65
139378	Hose Technology Incorporated	Parts	\$257.49
139380	Huron Tractor	Parts	\$27.76
139382	Ian Bechard	Expense Claim	\$225.00
139383	Jamie Cornish	Expense Claim	\$225.00
139385	Johnson's Sanitation Service	Rental	\$1,073.50
139385	Johnson's Sanitation Service	Rental	\$180.80
139386	Jason Vojin	Expense Claim	\$167.40
139387	Jim Wilson	Expense Claim	\$211.30
139389	Kal Tire Ontario	Service Call	\$318.66
139389	Kal Tire Ontario	Repairs	\$374.03
139394	Kevin Radtke	Expense Claim	\$225.00
139396	Langford Lumber & Building Sup	Parts	\$2,430.56

# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139401	London Automatic Door Ltd.	Repairs	\$1,090.45
139402	London Reman	Parts	\$513.68
139403	London Tire Retail	Parts	\$664.44
139404	London Factory Supply & Equip	Supplies	\$137.97
139409	Matter Architectural Studio Inc.	Professional Services	\$3,735.10
139412	McNaughton Family Shopping Centre	Parts	\$13.54
139412	McNaughton Family Shopping Centre	Supplies	\$174.95
139412	McNaughton Family Shopping Centre	Supplies	\$50.84
139412	McNaughton Family Shopping Centre	Supplies	\$209.03
139412	McNaughton Family Shopping Centre	Supplies	\$29.36
139412	McNaughton Family Shopping Centre	Supplies	\$129.85
139418	Mitchell's HBC	Supplies	\$105.80
139418	Mitchell's HBC	Supplies	\$134.44
139422	Municipality of North Middlesex	Water Billing	\$139.91
139426	Ontario Tractor Inc.	Parts	\$70.51
139427	Oxford Dodge Chrysler	Parts	\$121.03
139431	Dick Masse Homes Ltd	Dich Masse Homes E21/19	\$2,400.00
139432	Denfield Road Estates Inc	Denfield Road Estates E27/19	\$5,000.00
139433	Paul Fletcher	Expense Claim	\$170.00
139435	Polefab Inc.	Parts	\$12,934.78
139438	Robert Densmore	Expense Claim	\$225.00
139439	Ryan Hillinger	Expense Claim	\$130.75
139441	Royal Fence Limited	Parts	\$474.04
139443	Ryan Elliott's Repair Ltd	Repairs	\$176.23
139445	Safety Kleen - Toronto	Service	\$1,418.38
139448	Desjardins Card Services	Supplies	\$138.97
139452	Staples Advantage	Supplies	\$44.60
139453	STRATHROY HHBC	Supplies	\$79.02
139453	STRATHROY HHBC	Parts	\$25.97
139458	Walter Tadgell & Sons Limited	Parts	\$60.91
139459	Team Truck Centre	Parts	\$109.05
139459	Team Truck Centre	Parts	\$82.13
139459	Team Truck Centre	Parts	\$111.03
139468	Tirecraft, Pro Tire Inc.	Service Call	\$119.78
139470	UAP Inc.	Parts	\$176.49
139470	UAP Inc.	Parts	\$269.08
139470	UAP Inc.	Parts	\$213.83
139470	UAP Inc.	Parts	\$231.13
139474	Tunks and Kosi Electric Limited	Service	\$322.26
139476	Viking Cives Limited	Parts	\$119.49
139483	K+S Windsor Salt Ltd.	Salt	\$2,914.93
139483	K+S Windsor Salt Ltd.	Salt	\$2,894.02

# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139483	K+S Windsor Salt Ltd.	Salt	\$6,602.09
139483	K+S Windsor Salt Ltd.	Salt	\$8,849.50
139484	Wayne Myers	Expense Claim	\$335.04
139489	A. & M. Truck Parts Limited	Parts	\$459.01
139489	A. & M. Truck Parts Limited	Parts	\$114.81
139499	Auto Tops & Upholstery	Service	\$220.35
139506	BS & B Radiator Service Limited	Service	\$1,542.45
139510	Carquest	Parts	\$111.87
139510	Carquest	Parts	\$7.82
139511	Carrier Truck Centre	Parts	\$280.22
139511	Carrier Truck Centre	Parts	\$53.99
139516	Cintas Canada Ltd.	Laundry	\$38.07
139516	Cintas Canada Ltd.	Laundry	\$38.07
139517	CN Non-Freight	Maintenance	\$5,816.00
139522	Copps Building Materials Ltd.	Supplies	\$56.84
139528	Dorchester Home Hardware	Supplies	\$79.60
139528	Dorchester Home Hardware	Supplies	\$81.33
139529	Dowler Karn Limited	Supplies	\$815.83
139533	Easy Way	Supplies	\$921.29
139537	Equipment Sales & Service Limited	Supplies	\$631.49
139545	Fastenal Canada, Ltd.	Parts	\$192.35
139545	Fastenal Canada, Ltd.	Parts	\$108.94
139545	Fastenal Canada, Ltd.	Parts	\$554.10
139548	Gary Falconer Transport	Service	\$11,441.25
139551	Guillevin International	Part	\$14.10
139551	Guillevin International	Supplies	\$20.34
139552	Hamisco Industrial Sales Inc.	Supplies	\$1,190.07
139553	Hardy Service	Repairs	\$710.59
139554	Hobbs Welding & Boiler Service Ltd.	Repairs	\$378.32
139555	Hyde Park Equipment	Parts	\$474.60
139561	John Elston	Expense Claim	\$785.47
139567	Kal Tire Ontario	Repairs	\$649.75
139571	Krown Rust Control Centre	Supplies	\$118.65
139571	Krown Rust Control Centre	Supplies	\$118.65
139571	Krown Rust Control Centre	Supplies	\$118.65
139572	Krown Rust Control Centre	Service	\$1,412.50
139572	Krown Rust Control Centre	Service	\$141.25
139573	County of Lambton	Services	\$234,870.20
139574	Langford Lumber & Building Sup	Supplies	\$72.30
139575	Laurie's Fasteners	Supplies	\$281.44
139581	Lind Lumber Ltd.	Supplies	\$3,046.93
139585	Twp. of Lucan Biddulph	Winter Maintenance	\$4,200.59

# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139589	McNaughton Family Shopping Centre	Supplies	\$120.88
139590	McRobert Fuel Limited	Fuel	\$224.75
139595	Mitchell's HBC	Supplies	\$10.72
139595	Mitchell's HBC	Supplies	\$29.37
139595	Mitchell's HBC	Supplies	\$39.39
139595	Mitchell's HBC	Supplies	\$140.57
139597	Mark Lindsay	Expense Claim	\$33.89
139600	MRC Systems Inc	Radios	\$1,243.76
139600	MRC Systems Inc	Radios	\$1,243.76
139608	Ontario Southland Railway Inc.	Maintenance Charges	\$594.18
139609	Ontario One Call	Services	\$204.36
139623	S&B SERVICES LTD	Supplies	\$352.84
139624	Safety Kleen - Toronto	Services	\$327.93
139630	Speedy Glass - Head Office	Repair	\$67.74
139635	STRATHROY HHBC	Supplies	\$19.19
139639	Suncor Energy Products Inc	Fuel	\$1,124.63
139639	Suncor Energy Products Inc	Fuel	\$3,485.88
139639	Suncor Energy Products Inc	Fuel	\$738.43
139639	Suncor Energy Products Inc	Fuel	\$1,042.08
139639	Suncor Energy Products Inc	Fuel	\$2,238.31
139639	Suncor Energy Products Inc	Fuel	\$1,902.51
139639	Suncor Energy Products Inc	Fuel	\$1,913.37
139639	Suncor Energy Products Inc	Fuel	\$1,426.77
139639	Suncor Energy Products Inc	Fuel	\$5,186.82
139639	Suncor Energy Products Inc	Fuel	\$3,184.38
139639	Suncor Energy Products Inc	Fuel	\$481.64
139639	Suncor Energy Products Inc	Fuel	\$4,833.48
139639	Suncor Energy Products Inc	Fuel	\$4,513.84
139639	Suncor Energy Products Inc	Fuel	\$663.82
139639	Suncor Energy Products Inc	Fuel	\$484.30
139652	UAP Inc.	Parts	\$106.47
139652	UAP Inc.	Supplies	\$891.06
139652	UAP Inc.	Parts	\$7.66
139653	Peavey Industries LP	Supplies	\$112.99
139653	Peavey Industries LP	Supplies	\$12.17
139653	Peavey Industries LP	Supplies	\$33.88
139660	Vision Truck Group	Parts	\$373.47
139665	Windsor Factory Supply Ltd.	Supplies	\$723.20
139665	Windsor Factory Supply Ltd.	Supplies	\$102.38
139670	K+S Windsor Salt Ltd.	Salt	\$6,625.66
139670	K+S Windsor Salt Ltd.	Salt	\$5,893.01
139670	K+S Windsor Salt Ltd.	Salt	\$2,964.24

# Roads Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139670	K+S Windsor Salt Ltd.	Salt	\$6,303.43
139670	K+S Windsor Salt Ltd.	Salt	\$2,676.68
139670	K+S Windsor Salt Ltd.	Salt	\$3,036.42
139670	K+S Windsor Salt Ltd.	Salt	\$2,907.96
139670	K+S Windsor Salt Ltd.	Salt	\$3,287.15
139670	K+S Windsor Salt Ltd.	Salt	\$2,999.61
139670	K+S Windsor Salt Ltd.	Salt	\$3,373.28
139670	K+S Windsor Salt Ltd.	Salt	\$2,796.11
139670	K+S Windsor Salt Ltd.	Salt	\$5,806.12
139670	K+S Windsor Salt Ltd.	Salt	\$3,242.67
139670	K+S Windsor Salt Ltd.	Salt	\$6,210.42
139670	K+S Windsor Salt Ltd.	Salt	\$3,300.32
139670	K+S Windsor Salt Ltd.	Salt	\$3,342.72
139670	K+S Windsor Salt Ltd.	Salt	\$9,264.92
139670	K+S Windsor Salt Ltd.	Salt	\$3,280.19
139670	K+S Windsor Salt Ltd.	Salt	\$3,046.84
139670	K+S Windsor Salt Ltd.	Salt	\$2,699.57
139670	K+S Windsor Salt Ltd.	Salt	\$3,229.51
139670	K+S Windsor Salt Ltd.	Salt	\$8,920.33
139670	K+S Windsor Salt Ltd.	Salt	\$3,246.89
139670	K+S Windsor Salt Ltd.	Salt	\$2,850.31
139670	K+S Windsor Salt Ltd.	Salt	\$3,074.63
139670	K+S Windsor Salt Ltd.	Salt	\$6,152.70
139670	K+S Windsor Salt Ltd.	Salt	\$9,021.07
139670	K+S Windsor Salt Ltd.	Salt	\$2,971.81
139670	K+S Windsor Salt Ltd.	Salt	\$5,936.73
139670	K+S Windsor Salt Ltd.	Salt	\$9,039.83
139670	K+S Windsor Salt Ltd.	Salt	\$5,898.60
139671	Work Authority	Uniforms	\$610.20
139550	GoGPS	Monthly Service	\$1,250.41
139591	Medical Mart	Supplies	\$34.47
139600	MRC Systems Inc	Maintenance Agreement	\$244.93
			\$1,553,185.93



# MLPS Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139005	Abell Pest Control Inc.	Hyde Park Service	\$56.50
139010	Allied Medical Instruments Inc.	Medical Supplies	\$849.25
139010	Allied Medical Instruments Inc.	Medical Supplies	\$1,259.65
139021	Canadian Linen & Uniform Serv	Adelaide Service	\$108.24
139031	Dr. Charles Nelson, C. Psych.	Fees	\$2,450.00
139043	Dun-Rite Landscaping Inc.	Strathroy Service	\$406.80
139046	Erin Donnelly	Meal Allowance Claim	\$15.00
139056	Ferno Canada Inc	PPE	\$1,289.92
139056	Ferno Canada Inc	Parts	\$1,526.45
139056	Ferno Canada Inc	Maintenance	\$20,993.75
139056	Ferno Canada Inc	Maintenance	\$36,912.67
139058	GDI Services (Canada)	Adelaide Service	\$791.00
139058	GDI Services (Canada)	Services	\$11,367.80
139066	HMMS	Medical Supplies	\$6,745.02
139067	Interdev Technologies Inc.	Platinum Support	\$10,770.50
139069	Jonathan R. Cann	Meal Allowance Claim	\$15.00
139081	London Business Forms	Supplies	\$1,556.29
139089	Marianne Love Consulting Services Inc.	Services	\$847.50
139094	Medical Mart	Medical Supplies	\$4,582.15
139114	Ray's Electric Inc.	Adelaide Service	\$2,285.82
139117	Ross' Services	Service	\$67.80
139129	Staples Advantage	Supplies	\$157.92
139135	Texmain Cleaners	Alterations	\$144.43
139135	Texmain Cleaners	Dry Cleaning	\$15.93
139136	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139136	Thames OK Tire & Auto Service	Service	\$797.71
139136	Thames OK Tire & Auto Service	Service	\$5,759.14
139136	Thames OK Tire & Auto Service	Preventative Maintenance	\$1,254.13
139136	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139136	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139136	Thames OK Tire & Auto Service	Tires	\$1,715.58
139136	Thames OK Tire & Auto Service	Preventative Maintenance	\$124.24
139141	Uline Canada Corporation	Supplies	\$819.61
139142	Unisync Group Limited	Uniforms	\$73.45
139142	Unisync Group Limited	Uniforms	\$16.95
139142	Unisync Group Limited	Uniforms	\$1,113.05
139142	Unisync Group Limited	Uniforms	\$166.11
139142	Unisync Group Limited	Uniforms	\$72.32
139144	VITALAIRE	Oxygen	\$56.79
139144	VITALAIRE	Oxygen	\$194.70
139144	VITALAIRE	Oxygen	\$316.39
139144	VITALAIRE	Oxygen	\$38.94

# MLPS Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139144	VITALAIRE	Oxygen	\$387.24
139144	VITALAIRE	Oxygen	\$1,540.32
139144	VITALAIRE	Oxygen	\$51.92
139144	VITALAIRE	Oxygen	\$269.34
139151	Work Authority	Uniforms	\$211.30
139151	Work Authority	Uniforms	\$201.69
139154	WSIB	Schedule 2	\$14,472.92
139158	2506857 Ontario Inc	Horizon Service	\$565.00
139158	2506857 Ontario Inc	Adelaide Service	\$1,695.00
139160	Abell Pest Control Inc.	Waterloo Service	\$56.50
139160	Abell Pest Control Inc.	Komoka Service	\$54.24
139161	Absolute Destruction & Recycling Corp.	Shredding Services	\$180.80
139164	Allied Medical Instruments Inc.	Medical Supplies	\$698.34
139164	Allied Medical Instruments Inc.	Supplies	\$2,776.87
139164	Allied Medical Instruments Inc.	Medical Supplies	\$1,254.88
139164	Allied Medical Instruments Inc.	Medical Supplies	\$1,420.34
139166	A.M.G Medical Inc.	Medical Supplies	\$8,350.64
139172	Aaron Voskamp	Meal Allowance Claim	\$15.00
139181	Canadian Linen & Uniform Serv	Adelaide Service	\$112.99
139181	Canadian Linen & Uniform Serv	Adelaide Service	\$108.24
139187	Checkers Cleaning Supply	Supplies	\$656.77
139190	Comfort Zone Services	Preventative Maintenance	\$2,118.75
139193	Frank Cowan Company Ltd.	Fees	\$2,030.40
139193	Frank Cowan Company Ltd.	Fees	\$124.20
139196	Dustin Carter	Training	\$64.00
139213	Execulink Telecom	Service	\$101.58
139215	Ferno Canada Inc	Acetech	\$18,300.35
139215	Ferno Canada Inc	Acetech	\$11,294.35
139215	Ferno Canada Inc	Medical Supplies	\$2,739.41
139215	Ferno Canada Inc	Parts	\$1,526.45
139215	Ferno Canada Inc	Acetech	\$15,017.70
139229	Julie Rankin	Training	\$58.76
139230	John Robson	Meal Allowance Claim	\$15.00
139236	Knighthunter	Services	\$63.28
139240	LHSC Business Office	Purchase of Services	\$50,990.83
139243	Little Beaver Variety	Fuel	\$1,055.99
139246	London Hospital Linen Service Inc.	Linen Processing	\$2,337.82
139247	Maxill	PPE	\$1,807.10
139247	Maxill	PPE	\$1,599.20
139248	McArthur Medical Sales Inc.	Medical Supplies	\$2,411.94
139248	McArthur Medical Sales Inc.	Medical Supplies	\$154.63
139248	McArthur Medical Sales Inc.	Medical Supplies	\$762.75

# MLPS Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139248	McArthur Medical Sales Inc.	Medical Supplies	\$3,076.74
139248	McArthur Medical Sales Inc.	Medical Supplies	\$5,073.61
139248	McArthur Medical Sales Inc.	Medical Supplies	\$4,550.00
139257	Middlesex Centre - Water/Sewer	Komoka Service	\$104.00
139266	PITNEYWORKS	Postage	\$39.55
139268	Purolator Inc.	Courier	\$27.28
139268	Purolator Inc.	Courier	\$8.14
139269	Quadro Communications Co-Operative Inc.	Internet	\$433.05
139273	Ray's Electric Inc.	Adelaide Service	\$145.42
139275	Ross' Services	Towing	\$214.70
139289	Staples Advantage	Supplies	\$508.33
139289	Staples Advantage	Supplies	\$134.48
139290	Stericycle, ULC	Clinical Services	\$797.06
139293	Stryker Canada ULC	Equipment	\$500.00
139293	Stryker Canada ULC	Equipment	\$32,108.41
139293	Stryker Canada ULC	Medical Supplies	\$569.52
139293	Stryker Canada ULC	Medical Supplies	\$3,274.74
139293	Stryker Canada ULC	Medical Supplies	\$2,420.46
139296	Sai Yang	Meal Allowance Claim	\$15.00
139297	Talbot Marketing	Uniforms	\$40.32
139300	Teleflex Medical Canada Inc.	Medical Supplies	\$2,796.75
139300	Teleflex Medical Canada Inc.	Medical Supplies	\$621.50
139312	Troy Wonnek	Expense Claim	\$120.46
139313	Uline Canada Corporation	Supplies	\$364.98
139320	Windsor Factory Supply Ltd.	Uniforms	\$65.90
139352	Treasurer, City of London	Fuel	\$37,227.42
139369	Ferno Canada Inc	Equipment	\$51,669.53
139371	Fountain Water Products Inc.	Supplies	\$79.50
139466	Thames OK Tire & Auto Service	Service	\$57.77
139466	Thames OK Tire & Auto Service	Parts	\$37.32
139466	Thames OK Tire & Auto Service	Preventative Maintenance	\$288.58
139466	Thames OK Tire & Auto Service	Preventative Maintenance	\$124.24
139466	Thames OK Tire & Auto Service	Service	\$323.33
139466	Thames OK Tire & Auto Service	Tires	\$276.29
139466	Thames OK Tire & Auto Service	Service	\$534.44
139466	Thames OK Tire & Auto Service	Service	\$514.15
139466	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139466	Thames OK Tire & Auto Service	Service	\$492.11
139466	Thames OK Tire & Auto Service	Tires	\$1,220.97
139466	Thames OK Tire & Auto Service	Service	\$483.27
139466	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139466	Thames OK Tire & Auto Service	Service	\$273.30

# MLPS Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139466	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139466	Thames OK Tire & Auto Service	Service	\$911.50
139466	Thames OK Tire & Auto Service	Preventative Maintenance	\$471.88
139466	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139466	Thames OK Tire & Auto Service	Service	\$98.67
139475	Unisync Group Limited	Uniforms	\$2,118.75
139475	Unisync Group Limited	Uniforms	\$84.75
139475	Unisync Group Limited	Uniforms	\$169.50
139475	Unisync Group Limited	Uniforms	\$485.34
139475	Unisync Group Limited	Uniforms	\$67.80
139475	Unisync Group Limited	Uniforms	\$72.32
139475	Unisync Group Limited	Uniforms	\$433.92
139475	Unisync Group Limited	Uniforms	\$216.96
139475	Unisync Group Limited	Uniforms	\$621.50
139478	Waste Connections of Canada Inc.	Waste Removal	\$1,147.90
139481	Windsor Factory Supply Ltd.	Uniforms	\$109.84
139481	Windsor Factory Supply Ltd.	Supplies	\$522.06
139481	Windsor Factory Supply Ltd.	Supplies	\$226.00
139481	Windsor Factory Supply Ltd.	Supplies	\$397.49
139485	Work Authority	Uniforms	\$300.00
139485	Work Authority	Uniforms	\$837.84
139485	Work Authority	Uniforms	\$722.60
139485	Work Authority	Uniforms	\$494.63
139485	Work Authority	Uniforms	\$300.00
139344	Southside Group	Byron Rent	\$8,254.24
139375	Gilpin Holdings Inc.	Glencoe Rent	\$3,507.77
139377	ESAM Construction Limited	Horizon Rent	\$9,113.68
139392	Norquay Developments Ltd. aka Southmoor Deve	Komoka Rent	\$4,202.73
139407	The Corporation of the Township of Lucan Bid	Lucan Rent	\$2,296.44
139429	2425021 Ontario Inc.	Parkhill Rent	\$1,780.40
139471	John Brotzel	Trossacks Rent	\$2,066.39
139479	354039 Ontario Ltd.	Waterloo Rent	\$12,409.26
139491	Abell Pest Control Inc.	Hyde Park Services	\$56.50
139498	Andre Turbide	Meal Allowance Claim	\$15.00
139502	BERRN Consulting Ltd.	Supplies	\$1,268.71
139508	Canadian Linen & Uniform Serv	Adelaide Service	\$108.24
139508	Canadian Linen & Uniform Serv	Adelaide Service	\$108.24
139515	Checkers Cleaning Supply	Supplies	\$298.37
139515	Checkers Cleaning Supply	Supplies	\$629.59
139518	Colorworks London North/Westman's Collision	Repairs	\$1,259.95
139518	Colorworks London North/Westman's Collision	Repairs	\$1,111.98
139519	Comfort Zone Services	Dorchester Service	\$2,451.35

# MLPS Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139521	Connect Care	Fees	\$480.00
139534	Edwards Door Systems Limited	Trafalgar Service	\$348.94
139534	Edwards Door Systems Limited	Adelaide Service	\$2,847.60
139543	Express Elevators & Lifts	Waterloo Service	\$2,915.40
139546	Ferno Canada Inc	Ace Tech	\$9,085.20
139547	GDI Services (Canada)	Services	\$4,735.79
139547	GDI Services (Canada)	Services	\$11,367.80
139557	Interdev Technologies Inc.	Hardware	\$203.40
139568	Keyline Industrial LTD	PPE	\$3,406.93
139576	London Business Forms	Supplies	\$133.06
139576	London Business Forms	Supplies	\$155.78
139580	LHSC Business Office	Medications	\$25,172.16
139584	London Transit Commission	Fuel	\$445.23
139588	Maxill	PPE	\$3,737.80
139603	Municipality of North Middlesex	Parkhill Service	\$265.20
139604	Noah Porter	Meal Allowance Claim	\$15.00
139611	Pardy Contracting	Glencoe Service	\$960.50
139612	Paul Langford	Expense Claim	\$19.20
139614	Purolator Inc.	Courier	\$10.18
139614	Purolator Inc.	Courier	\$60.06
139616	Ray's Electric Inc.	Dorchester Service	\$200.80
139618	Ross' Services	Towing	\$141.25
139627	Scotiabank	FirstWatch FW107388	\$2,982.69
139633	Staples Advantage	Supplies	\$37.16
139638	Stryker Canada ULC	Fees	\$64,716.82
139638	Stryker Canada ULC	Medical Supplies	\$1,663.59
139638	Stryker Canada ULC	Medical Supplies	\$1,921.00
139640	Talbot Marketing	Uniforms	\$62.27
139640	Talbot Marketing	Uniforms	\$123.83
139640	Talbot Marketing	Uniforms	\$217.60
139642	Teleflex Medical Canada Inc.	Medical Supplies	\$1,352.61
139642	Teleflex Medical Canada Inc.	Medical Supplies	\$5,593.50
139642	Teleflex Medical Canada Inc.	Medical Supplies	\$5,593.50
139643	Telus	Phone	\$70.17
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$942.84
139649	Thames OK Tire & Auto Service	Service	\$624.01
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$918.52
139649	Thames OK Tire & Auto Service	Part	\$68.23
139649	Thames OK Tire & Auto Service	Service	\$1,684.63
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$918.52
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65

# MLPS Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139649	Thames OK Tire & Auto Service	Service	\$285.76
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$918.52
139649	Thames OK Tire & Auto Service	Service	\$444.01
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139649	Thames OK Tire & Auto Service	Service	\$1,328.44
139649	Thames OK Tire & Auto Service	Service	\$433.86
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$918.52
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$918.52
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139649	Thames OK Tire & Auto Service	Service	\$960.74
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$591.61
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$347.65
139649	Thames OK Tire & Auto Service	Service	\$883.20
139649	Thames OK Tire & Auto Service	Service	\$384.56
139649	Thames OK Tire & Auto Service	Service	\$50.24
139649	Thames OK Tire & Auto Service	Service	\$1,027.62
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$591.61
139649	Thames OK Tire & Auto Service	Preventative Maintenance	\$918.52
139655	Tim Zima	Meal Allowance Claim	\$15.00
139656	Uline Canada Corporation	Supplies	\$267.49
139656	Uline Canada Corporation	Supplies	\$841.19
139656	Uline Canada Corporation	Supplies	\$121.31
139661	VITALAIRE	Oxygen	\$29.37
139665	Windsor Factory Supply Ltd.	PPE	\$10,240.63
139671	Work Authority	Uniforms	\$509.03
139671	Work Authority	Uniforms	\$230.51
139672	WSIB	Schedule 2 Firm 856176	\$21,230.27
139672	WSIB	Physician Fees Firm 856176	\$15,518.75
139672	WSIB	Schedule 2 Firm 856176	\$7,547.17
139672	WSIB	Schedule 2 Firm 856176	\$25,715.03
139672	WSIB	Schedule 2 Firm 856176	\$10,716.64
139673	Zachary Moniz	Meal Allowance Claim	\$15.00
139622	RWAM Insurance Administrators	Group 15724 Div 1	\$231,562.14
139627	Scotiabank	EMS Technology Solutions 35580	\$7,646.78
139651	ThyssenKrupp Elevator (Canada) Limited	Adelaide Service	\$359.00
139663	Waste Management of Canada	Waste Removal	\$803.17
			\$985,842.12



# Information Technology Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139008	Access	Off site tape storage	\$281.38
139008	Access	Off site tape storage	\$419.57
139008	Access	Off site tape storage	\$284.31
139008	Access	Off site tape storage	\$233.38
139026	Chris Bailey	Expense Claim	\$40.00
139027	CDW Canada Inc.	Computer Software	\$225.66
139027	CDW Canada Inc.	Computer Hardware	\$22.17
139027	CDW Canada Inc.	Computer Software	\$462.15
139027	CDW Canada Inc.	Computer Supplies	\$215.14
139027	CDW Canada Inc.	Computer Hardware	\$1,298.83
139027	CDW Canada Inc.	Computer Supplies	\$41.38
139027	CDW Canada Inc.	Computer Supplies	\$89.36
139027	CDW Canada Inc.	Computer Supplies	\$82.76
139027	CDW Canada Inc.	Computer Software	\$1,077.10
139027	CDW Canada Inc.	Computer Software	\$126.72
139027	CDW Canada Inc.	Computer Hardware	\$23.13
139027	CDW Canada Inc.	Computer Hardware	\$375.74
139027	CDW Canada Inc.	Computer Hardware	\$22.17
139027	CDW Canada Inc.	Computer Software	\$47.93
139032	CompuCom Canada Co.,	Computer Hardware Warranty	\$301.71
139032	CompuCom Canada Co.,	Computer Hardware	\$158.25
139093	Media Multicom Communications	Computer Hardware	\$26,479.29
139110	Perry Group Consulting Ltd	Disaster Recovery Plan	\$419.51
139116	Ricoh Canada Inc.	Ricoh Meter Read	\$3.75
139116	Ricoh Canada Inc.	Ricoh Meter Read	\$10.37
139116	Ricoh Canada Inc.	Ricoh Meter Read	\$106.09
139116	Ricoh Canada Inc.	Ricoh Meter Read	\$109.99
139116	Ricoh Canada Inc.	Ricoh Meter Read	\$44.75
139116	Ricoh Canada Inc.	Ricoh Meter Read	\$40.57
139116	Ricoh Canada Inc.	Ricoh Meter Read	\$13.48
139119	Ryan Price	Expense Claim	\$40.00
139134	Telus Communications	Connectivity	\$1,011.35
139184	CDW Canada Inc.	Computer Hardware	\$177.73
139184	CDW Canada Inc.	Computer Hardware	\$1,472.30
139184	CDW Canada Inc.	Computer Hardware	\$527.74
139184	CDW Canada Inc.	Computer Supplies	\$108.51
139184	CDW Canada Inc.	Computer Hardware	\$828.90
139184	CDW Canada Inc.	Computer Hardware	\$24.10
139184	CDW Canada Inc.	Computer Hardware	\$1,859.18
139184	CDW Canada Inc.	Computer Hardware	\$736.87
139184	CDW Canada Inc.	Hardware Support Renewal	\$209.57
139184	CDW Canada Inc.	Computer Hardware	\$53.46
139184	CDW Canada Inc.	Computer Hardware Support	\$866.48



# Information Technology Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139184	CDW Canada Inc.	Computer Supplies	\$12.70
139184	CDW Canada Inc.	Computer Supplies	\$13.03
139184	CDW Canada Inc.	Computer Hardware	\$525.72
139184	CDW Canada Inc.	Computer Software	\$38.04
139184	CDW Canada Inc.	Computer Hardware	\$34.45
139184	CDW Canada Inc.	Computer Hardware	\$329.91
139184	CDW Canada Inc.	Computer Hardware	\$937.18
139184	CDW Canada Inc.	Computer Hardware	\$3,939.24
139184	CDW Canada Inc.	Computer Hardware Licence	\$1,151.36
139184	CDW Canada Inc.	Computer Hardware	\$578.97
139184	CDW Canada Inc.	Computer Hardware	\$1,003.51
139184	CDW Canada Inc.	Computer Supplies	\$472.34
139191	CompuCom Canada Co.,	Computer Hardware	\$837.16
139191	CompuCom Canada Co.,	Computer Hardware	\$19,009.31
139191	CompuCom Canada Co.,	Computer Hardware	\$158.25
139191	CompuCom Canada Co.,	Computer Hardware	\$158.25
139201	Diamond Software Inc.	Computer Software Support	\$3,980.43
139213	Execulink Telecom	Internet Services	\$188.59
139225	INTEGRA Data Systems Corp	Computer Hardware	\$4,052.98
139253	Media Multicom Communications	Computer Hardware	\$452.00
139271	Questica Inc	Computer Hardware	\$3,550.00
139284	Spectrum Wireless-London	Cell Phone	\$626.02
139301	Telus	Mobility	\$1,875.80
139304	THINKDOX Inc.	Computer Software	\$13,884.31
139347	CDW Canada Inc.	Computer Supplies	\$138.14
139347	CDW Canada Inc.	Computer Hardware	\$23.13
139347	CDW Canada Inc.	Computer Software	\$475.15
139347	CDW Canada Inc.	Computer Hardware	\$368.44
139347	CDW Canada Inc.	Computer Hardware	\$606.70
139347	CDW Canada Inc.	Computer Supplies	\$106.75
139347	CDW Canada Inc.	Computer Supplies	\$76.72
139347	CDW Canada Inc.	Computer Hardware	\$372.12
139347	CDW Canada Inc.	Computer Hardware	\$77.05
139347	CDW Canada Inc.	Computer Hardware	\$770.16
139354	CompuCom Canada Co.,	Computer Hardware Warranty	\$1,044.12
139354	CompuCom Canada Co.,	Computer Hardware Warranty	\$37.29
139354	CompuCom Canada Co.,	Computer Hardware	\$1,826.93
139354	CompuCom Canada Co.,	Computer Hardware Warranty	\$124.30
139364	Endeavour Solutions Inc.	Computer Software	\$4,068.00
139364	Endeavour Solutions Inc.	Computer Software	\$565.00
139393	Kevin Packwood	Expense Claim	\$196.75
139413	Media Multicom Communications	Computer Hardware	\$3,712.05
139430	Patrick Bradshaw	Expense Claim	\$132.00

# Information Technology Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139437	Questica Inc	Computer Software	\$4,891.69
139440	Ricoh Canada Inc.	Ricoh Printer	\$16,500.26
139447	Spectrum Wireless-London	Cell Phone Purchase	\$609.07
139447	Spectrum Wireless-London	Cell Phone Purchase	\$287.02
139460	Telus	Mobility Invoice	\$1,993.74
139495	Aidan Luby	Expense Claim	\$62.00
139512	Chris Bailey	Expense Claim	\$1,947.09
139513	CDW Canada Inc.	Network Supplies	\$671.23
139513	CDW Canada Inc.	Computer Software	\$1,975.92
139513	CDW Canada Inc.	Computer Supplies	\$941.23
139513	CDW Canada Inc.	Computer Supplies	\$137.81
139513	CDW Canada Inc.	Computer Hardware	\$2,324.88
139513	CDW Canada Inc.	Computer Hardware	\$219.12
139513	CDW Canada Inc.	Computer Hardware	\$208.24
139513	CDW Canada Inc.	Computer Hardware	\$4,600.92
139513	CDW Canada Inc.	Computer Supplies	\$87.29
139513	CDW Canada Inc.	Computer Hardware	\$26.06
139513	CDW Canada Inc.	Computer Hardware	\$5,443.38
139513	CDW Canada Inc.	Computer Hardware	\$685.55
139513	CDW Canada Inc.	Computer Hardware	\$52.82
139513	CDW Canada Inc.	Computer Supplies	\$604.90
139513	CDW Canada Inc.	Computer Hardware	\$52.82
139513	CDW Canada Inc.	Computer Hardware	\$530.60
139520	CompuCom Canada Co.,	Computer Hardware	\$158.25
139520	CompuCom Canada Co.,	Computer Hardware	\$791.28
139556	Insight Canada Inc.	Computer Software	\$598.90
139556	Insight Canada Inc.	Computer Software	\$598.90
139566	James Webb	Expense Claim	\$30.00
139593	Metropolitan Maintenance	Facility Cleaning	\$553.70
139593	Metropolitan Maintenance	Facility Cleaning	\$146.90
139617	Ricoh Canada Inc.	Printer Purchase	\$5,379.84
139617	Ricoh Canada Inc.	Ricoh Meter Read	\$38.10
139617	Ricoh Canada Inc.	Ricoh Meter Read	\$0.15
139617	Ricoh Canada Inc.	Ricoh Meter Read	\$84.54
139617	Ricoh Canada Inc.	Ricoh Meter Read	\$103.86
139617	Ricoh Canada Inc.	Ricoh Meter Read	\$0.83
139617	Ricoh Canada Inc.	Ricoh Meter Read	\$0.37
139619	Ryan Price	Expense Claim	\$40.00
139620	Ryan Thomas	Expense Claim	\$164.75
139643	Telus	Connectivity	\$83.62
139644	Telus Communications	Hardware Maintenance	\$331.20
139644	Telus Communications	Connectivity	\$886.74
139645	Telus Communications Inc	Connectivity	\$1,011.35

# Information Technology Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139513	CDW Canada Inc.	Computer Hardware	\$67.85
139513	CDW Canada Inc.	Computer Hardware	\$475.15
			\$169,903.10

# Economic Development Payables

December 7 - January 8

Cheque Number	Vendor Name	Invoice Description	Amount
139045	Economic Developers Council of Ontario Inc	Membership Renewal	\$952.59
139186	CFDC	Sponsorship	\$2,500.00
139186	CFDC	Sponsorship	\$1,000.00
139205	Economic Developers Council of Ontario Inc	Registration	\$282.50
139212	EXAR Studios Inc.	Services	\$1,250.01
139216	Foster Visuals	Professional Services	\$1,905.18
139216	Foster Visuals	Professional Services	\$1,695.00
139252	MDB Insight Inc.	Services	\$1,130.00
139252	MDB Insight Inc.	Services	\$12,637.64
139262	CTV Two	Advertising	\$2,813.70
139274	Re: public Urbanism	Services	\$8,734.90
139294	Summer Fun Guide	Advertising	\$111.87
139303	Municipality of Thames Centre	Video Service	\$1,350.79
139306	Through Pine Films	Services	\$3,675.00
139308	Transportation Options	Professional Services	\$565.00
139350	Cineplex Media	Advertising	\$1,921.73
139362	Economic Developers Assoc. of Canada	Membership	\$533.63
139363	Edge Factor Inc	Hub Membership	\$5,650.00
139424	CTV Two	Advertising	\$4,434.12
139424	CTV Two	Advertising	\$324.88
139434	Paul Napigkit	Expense Claim	\$490.95
139434	Paul Napigkit	Expense Claim	\$220.50
139467	Thames Talbot Land Trust	Sponsorship	\$3,000.00
139472	Taylor Rummell	Expense Claim	\$239.71
139501	Bell Media Radio GP	Advertising	\$2,712.00
139501	Bell Media Radio GP	Advertising	\$1,130.00
139514	Cara Finn	Expense Claim	\$104.97
139627	Scotiabank	Group C Media	\$1,314.70
			\$62,681.37



## Committee of the Whole

**Meeting Date:** January 19, 2021

**Submitted by:** Brent Kerwin, Strathmere Lodge Administrator

**SUBJECT:** STRATHMERE LODGE OCCUPANCY AND ACTIVITY REPORT  
– DECEMBER 2020

### ACTIVITY

	Regular Stay		Short Stay
	Current month	Year to date	Current month
<b>Number of Move-Ins</b>	6	50	1
<b>Number of Deaths</b>	4	54	0
<b>Number of Move-Outs</b>			
- to community	0	0	1
- to other Homes	0	0	
- to hospital	0	0	
<b>Number of Residents at Month End</b>	150		0
<b>Approved occupancy numbers</b>	160		1

### REGULAR STAY WAITING LIST

Current 152 [57 private]

Previous month 148 [52 private]

Same month last year 68 [7 private]

**OCCUPANCY****Regular Stay Program**

As at month end, **1** resident in a private room is paying the semi-private rate (grandfathered), and **3** residents in private rooms are paying the basic rate (1 being funded by provincial High Intensity Needs Fund).

<b>Occupancy</b>	<b>Current month</b>	<b>Year to date</b>
<b>All beds</b> [Minimum required = 97%] No funding penalties resulting from pandemic, per Ministry	<b>94.91%</b>	<b>95.35%</b>
<b>Preferred Accommodation</b> [Maximum allowed = 60%]	<b>54.15%</b>	Dec. 2020 – 56.19% Dec. 2019 – 58.92%

**Short Stay [Respite] Program**

[Minimum required = 50%; no penalties resulting from pandemic, per Ministry]

Number of days, year to date: **365**

Number of days used, year to date: **135**

Percentage used, year to date: **37.00%**

Number of clients served, year to date: **6 for 14 stays**

**Ministry of Children,  
Community and Social  
Services**

Minister's Office

7th Floor  
438 University Avenue  
Toronto ON M5G 2K8Tel.: 416 325-5225  
Fax: 416 325-5240**Ministère des Services à  
l'enfance et des Services  
sociaux et communautaires**

Bureau du ministre

7<sup>e</sup> étage  
438, avenue University  
Toronto ON M5G 2K8Tél. : 416 325-5225  
Téléc. : 416 325-5240

127-2020-14553

December 16, 2020

Dear Municipal Partner:

Last December, I invited stakeholders to participate in consultations to inform the development of a new five-year poverty reduction strategy.

I am pleased to announce the release of [\*Building a Strong Foundation for Success: Reducing Poverty in Ontario \(2020-2025\)\*](#). In this new five-year strategy, we set out a vision for an Ontario where everyone can participate to their full potential in their communities and achieve greater independence, stability and, wherever possible, long-term job success to support themselves and their families. I want to extend my sincere thanks to those who contributed to the development of our strategy to reduce poverty in Ontario.

Through the consultation process, we heard from people across the province about their community's experiences with poverty. We received more than 2,500 survey responses and over 280 submissions and had additional engagement with Indigenous partners and municipal committees. As our consultations came to a close, Ontario was faced with one of its greatest challenges, the COVID-19 outbreak that led to an unprecedented economic downturn that continues to deeply impact our communities.

Reducing and preventing poverty is a goal that is even more important in the context of the health, social and economic challenges resulting from COVID-19. Building on the government's COVID-19 response, the strategy connects initiatives across government, identifying actions that will help stabilize peoples' lives, connect them with employment, training, health, mental health and housing supports to set them on a pathway to jobs and financial stability. The Social Assistance Recovery and Renewal Plan and Employment Services Transformation are the cornerstone initiatives of the strategy, supported by others like the *Roadmap to Wellness*, Ontario's mental health and addictions strategy.

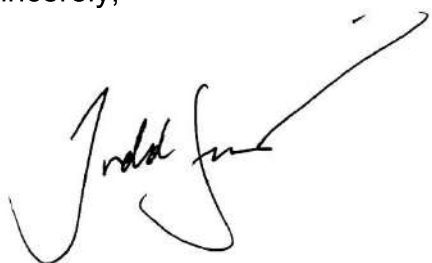
.../cont'd



-2-

As we move forward with the strategy's implementation over the next five years, I look forward to listening to and working with municipalities, community partners, the federal government, the private sector and Indigenous partners to create an Ontario where everyone can participate in their communities to their full potential.

Sincerely,

A handwritten signature in black ink, appearing to read 'Todd Smith', with a long, sweeping horizontal stroke extending to the right.

Todd Smith  
Minister



16 December 2020

Chair and Members

Strategic Priorities and Policy Committee

Re: London Middlesex Community Housing Governance Review

Dear Members of Municipal Council,

The general duties assigned to the Interim Board of Directors of London Middlesex Community Housing (LMCH), as outlined in the Terms of Reference Interim Board of Directors London & Middlesex Community Housing Inc., includes the following:

- a) Determining and recommending to the Shareholder when and if a revised Board composition is needed.

In order to address this direction from the Shareholder, and recognizing the importance and urgency of this direction, the Interim Board of Directors initiated a governance review which looked specifically at the qualifications of directors, composition of the board, appointment process, term, and transition plan from the current board of directors.

We are pleased to submit to the Strategic Priorities and Policy Committee the attached report entitled 'London Middlesex Community Housing Governance Review.' This report provides an overview of process and methodology supporting this review, as well as recommendations from the LMCH Board of Directors regarding these matters for the consideration of Municipal Council. LMCH has requested delegation status for the undersigned to present the recommendations and to address any questions or comments that may arise.

Sincerely,

Paul Yeoman

Chair, London Middlesex Community Housing Board of Directors

Rosanna Wilcox



Vice Chair, London Middlesex Community Housing Board of Directors



# London Middlesex Community Housing Governance Review

## Background

London & Middlesex Community Housing (LMCH) is the largest social housing landlord in the City of London and County of Middlesex. LMCH provides safe, modest and affordable community housing in a respectful and fair manner to low-income households of London and Middlesex County on a rent-geared-to-income (RGI) basis.

Operating as an independent local housing corporation under the Housing Services Act, 2011 and governed by a board of directors, LMCH provides 3,282 homes to over 5,000 adults, seniors, parents, children, and persons with special needs. LMCH's properties are owned by the City of London as its Sole Shareholder and include high-rise apartments, low-rise apartment buildings, town homes, row housing, and detached homes throughout the City of London and County of Middlesex. LMCH's 69 full time staff and 25 resident contacts work to provide affordable, sustainable homes to members of London & Middlesex County.

At the April 21, 2020 meeting, the Municipal Council enacted the following by-laws:

- By-law No. A.-7963-100 - A by-law to ratify and confirm the Special Resolution to the Shareholder of London & Middlesex Community Housing Inc. to amend the Board composition to provide for an Interim Board of Directors.
- By-law No. A.-7964-101 - A by-law to ratify and confirm the Resolutions of the Shareholder of London & Middlesex Community Housing Inc."

As a result of the enactment of the above-noted By-laws, an Interim Board of Directors for the Corporation was appointed, consisting of a minimum of three (3) directors who are members of the City of London's Civic Administration having expertise and experience in various perspectives, including Finance and Administration, Property Services and Facilities Management, Human and Community Services, Planning and Development and Governance whose term will expire at such time as the Board determines and recommends to the



Shareholder when and if revised composition is needed. The current Directors, elected by Resolutions of the Shareholder of the Corporation are: Rosanna Wilcox, Director Service, Innovation and Performance; John Millson, Senior Financial Business Administrator; Paul Yeoman, Director, Development Services and Aynsley Anderson, Solicitor II.

## Governance Review

### Purpose and Scope

The Terms of Reference for the Interim Board of Directors outlines the authority and responsibility, requirements and general duties of the board. This includes the duty of “determining and recommending to the Shareholder when and if a revised Board composition is needed.”

In order to address this direction from the Shareholder, and recognizing the importance and urgency of this direction, the Interim Board of Directors initiated a governance review which looked specifically at the qualifications of directors, composition of the board, appointment process, term, and transitioning from the current interim board to the new board.

### Approach and Methodology

LMCH engaged third party support to conduct this governance review. Through this process the consultant reviewed relevant strategic and legislative documents, leading practices at other local housing corporations, and stakeholder interviews with the following:

- London City Council
- Middlesex County Council
- Middlesex County staff
- LMCH Interim Board of Directors
- Former LMCH Board of Directors
- City of London staff
- LMCH staff
- LMCH Tenant Advisory Council

In total, 27 individuals participated in the interview sessions.

The information gathered through this process was used to inform the recommendations of the Interim Board of Directors, as outlined in this report.



## Key Findings

### A. Challenges and priorities facing the Corporation

In order to establish a current context and framing for the governance review, during the interview process participants were asked to share their perspectives on the top challenges and priorities facing LMCH. Themes included:

- **Hiring a new CEO.** The recruitment and hiring of a new Chief Executive Officer is critical to the stability and ongoing success of the organization.
- **Addressing operational challenges.** LMCH operates a large and complex rental housing portfolio and therefore full occupancy, minimizing arrears, effective asset management and superior client service must be prioritized.
- **Strategic planning.** One of the top priorities for the new Board of Directors and CEO will be the development of a new Strategic Plan to guide the work of the organization.
- **Long-term financial and capital planning.** LMCH plays a key role in providing affordable housing in London and Middlesex. Long-term financial and capital planning are fundamental to effectively managing assets, including regeneration.
- **Supporting an increasingly complex range of tenant needs.** As a social housing provider LMCH supports many vulnerable populations. The complexity of tenant needs has increased significantly over time.
- **Equity and inclusion.** LMCH serves a diverse community. The LMCH board should reflect the diversity of the community that it serves and all members must be committed to equity and inclusion.

### B. Qualifications of Directors

Section 6.2 (b) of the current Shareholder Agreement states that the Board should collectively include the following expertise and skillsets:

- (i) Social housing.
- (ii) Community development.
- (iii) Business and financial management.
- (iv) Corporate governance responsibilities.
- (v) Organizational development.
- (vi) Labour relations.
- (vii) Legal and/or legal aid experience.
- (viii) Landlord and tenant and social services matters.

Stakeholder interviews and a scan of best practices at other local housing corporations identified the following skills and qualifications:



- Experience in management of a large non-profit organization (preferably housing-based) with a significant budget, extensive physical assets and complex operations.
- Experience in the areas of asset management, building sciences, construction and property management.
- A high degree of competency and experience in the area of finance.
- A high level of understanding of the regulatory, policy and legal governing social housing.
- An understanding of governance responsibilities including strategic planning.
- Ensuring the perspective of individuals with lived experience is part of the decision-making process.
- A commitment to social justice, anti-racism, equity and inclusion is a requirement of all members and the Board of Directors as a whole.
- The LMCH Board of Directors should reflect the diversity of the community that it serves.

Based on the key findings noted above, the challenges and priorities facing the organization, and a scan of best practices, the Interim Board of Directors is recommending that Section 6.2 (b) of the Shareholder Agreement be amended to replace the existing qualifications with the following:

**Qualifications of Directors.** In appointing Directors to the Board, and having regard that the Directors should reflect the diversity of the community that LMCH serves, the Shareholder shall give due regard to the qualifications of applicants with the aim of ensuring that the Board collectively represents a range of relevant skills and expertise including with respect to:

- Knowledge of the field of social housing, including the legislative and regulatory environment governing social housing.
- Financial and legal knowledge.
- Experience in asset management, building sciences, construction, land development.
- Property management.
- Community development.
- Labour relations.
- Lived experience.
- Corporate governance, including strategic planning, human resources.
- Tenant support for individuals with unique needs (e.g. mental health, addictions, accessibility, violence, trauma, etc.).

It should be noted that the skillset matrix noted above sets out an inventory of the ideal skills, experiences, expertise and leadership characteristics that will help





to guide board recruitment and move the organization forward. The listing of qualifications reflects a spectrum of desired knowledge, experience and skillsets and should not be interpreted as a listing of priorities or primacy of importance.

### C. Composition of the Board

The Articles of Incorporation the London Middlesex Housing Corporation provides for a minimum of two (2) directors and a maximum of thirteen (13).

Section 6.2 (c) of the Stakeholder Agreement states that the LMCH Board shall be comprised of seven (7) Directors appointed by the Shareholder in accordance with the following:

1. Two (2) shall be members of London City Council.
2. One (1) shall be a member of Middlesex County Council.
3. Four (4) shall be citizens-at-large.

Stakeholder interviews and a scan of best practices at other local housing corporations found:

- Nearly all stakeholders interviewed agreed that it was very important to continue to have strong connections to London City Council and Middlesex County Council.
- There was consensus that the board should be comprised of a majority of community members.
- Nearly all stakeholders interviewed felt that the current structure of the board – a mix of political representatives and community members, with a majority of community members – was highly suitable to govern the Corporation and encompass a broad range of skills and qualifications.
- While the basic board structure was supported, there were varying opinions expressed on the optimal size of the board of directors. Some members felt that a smaller board might be more effective while others felt that the size articulated in the Stakeholder Agreement (seven members) was sufficient.
- A greater number of stakeholders felt that a smaller board may experience difficulties such as establishing quorum, potential domination by one or two strong or vocal members, difficulty conducting business effectively if not all members are well prepared and the inability to establish a sub-committee structure.
- The ability to establish a sub-committee structure was strongly emphasized as a means for the board to effectively fulfill its roles and responsibilities and to manage the complex business of the corporation. Individuals interviewed felt it would be ideal to have the ability to establish sub-committees focused on



key areas such as: Finance, Human Resources, Development/Regeneration, etc.

- A scan of comparable local housing corporations found that all possess boards that range in size from nine to twelve members. Furthermore, many include tenants on the board.

Based on the key findings noted above, as well as the discussion regarding qualifications and skillsets of the board, the Interim Board of Directors is recommending that Section 6.2 (c) of the Shareholder Agreement be amended to state the following:

**Composition of the Board.** The Board shall be composed of nine (9) Directors appointed by the Shareholder in accordance with the following:

1. Two (2) shall be members of London City Council.
2. One (1) shall be a member of Middlesex County Council.
3. Four (4) shall be members of the community-at-large.
4. Two (2) shall be tenants of London Middlesex Community Housing.

With the addition of two tenant positions it is recommended that the new LMCH Tenant Advisory Council be engaged to identify opportunities to conduct outreach and promotion of the opportunity.

Consideration should be given to building an inclusive culture where all members are encouraged to bring their perspectives, identity, and life experiences to their role and actions that may be taken to ensure that all board members are equally engaged, sharing power and responsibility in their work as directors of the board.

Once the new board is in place, it is recommended that the new Board of Directors consider establishing a sub-committee structure focused on key areas of the business of the corporation.

#### D. Appointment Process

Section 6.2 (d) of the Shareholder Agreement sets out the Appointment Process for members of the London Middlesex Community Housing Board of Directors. This includes:

- (i) **Council Member Appointments.** Council members shall be appointed to the Board through a process approved from time to time by Council for such appointments.
- (ii) **Other Appointments.** Other members of the Board who are not appointed to the Board through the appointment processes outlined



in paragraph 6.2(d)(i) shall be appointed to the Board through a process approved by Council from time to time.

At present, openings on the Board are advertised by the City of London (City Clerk's Office). During the last appointment process, applications for community appointments were reviewed by a community-based Striking Committee which then made recommendations to Strategic Priorities and Policy Committee. The recommendations of the Standing Committee were then considered by Council.

Key themes identified during stakeholder interviews and a scan of best practices at other local housing corporations found:

- It is important to ensure that there is adequate guidance regarding the skills and qualifications and other related criteria to be considered when assessing applications for the LMCH Board of Directors.
- It is important to ensure that candidates applying for these positions understand the core business of LMCH and the roles, responsibilities and duties of the board.
- A lack of understanding of roles and responsibilities can make it difficult to fulfill the role of a director and can also be a factor in board turnover.
- Once board selections were completed, it was noted that minimal training and onboarding was provided to LMCH Board members. This left members frustrated and lacking a clear understanding of roles, responsibilities, regulations and policies.
- Some comparable local housing corporations advertise board openings, review and evaluate applications and make recommendations directly to Municipal Council.
- Comparable corporations conduct evaluations of the performance of Board members on a regular basis. Many local stakeholders agreed that this is an important process that should be carried to further ensure the effectiveness of the board.

Having consideration for the key themes identified and best practices in the sector, in order to recruit community leaders for the LMCH board, the Interim Board of Directors is recommending that the following actions be undertaken:

- Establish a sub-committee of the board of directors to assist with the recruitment and nomination process. This sub-committee should also include members of LMCH Civic Administration and community members. This sub-committee would then submit nominations to Municipal Council for consideration.
- The sub-committee should consider developing a set of foundational principles to guide the board recruitment process (for example: anti-racism and anti-oppression, inclusion and participation, good governance,



leadership and accountability). The process also needs to be informed by the Shareholder Agreement and the Board Terms of Reference which outlines the authority and responsibility, requirements and general duties of the board.

- LMCH should assist the City in reaching out to the community seeking applications during the recruitment process.
- A comprehensive onboarding and training program must be developed and should include items such as the Board Terms of Reference, the Board Code of Conduct, policies and regulations governing the corporation, procedures for the holding of meetings, etc. The onboarding and training program will ensure that members of the board have a clear understanding of their roles and responsibilities and any changes to legislation, policy, etc. during their tenure.
- Actions should be taken to conduct evaluations of the Board on an annual basis, as outlined in the Board Terms of Reference.

## E. Term

Section 6.2 (f) of the Shareholder Agreement articulates the term of appointment for all Board members. The term of appointment is currently three years provided that Directors may be appointed for an additional one year term in order that their tenure on the Board shall be concurrent with the term of Council. Directors, if qualified may be re-appointed to the Board.

Stakeholder interviews and a scan of best practices at other local housing corporations found:

- Council Member appointments should be four years to ensure alignment with the Municipal Election cycle.
- Given the complex nature of the work of LMCH, a significant amount of time is required for Board members to gain a strong understanding of their roles and responsibilities as well as the operations of the corporation.
- Many stakeholders noted that a four year term would provide directors with the opportunity to learn the business and become effective directors of the corporation.
- It is critical to ensure that the entire board of directors does not turn over at the same time to allow for board continuity and knowledge retention.
- Continuity is critical for the board as well as the stability of the organization.
- Other jurisdictions and local boards have supported continuity by implementing a class approach whereby board member terms are staggered.



- Stakeholders identified that there should be a limit on the number of consecutive terms served by LMCH directors to ensure new perspectives are continually part of the board. Two consecutive four year terms was identified as the optimal length of tenure.

Having consideration for the key themes identified and best practices in the sector and in order to support the continuity and stability of the board and the organization, the Interim Board of Directors is recommending that the following actions be taken:

- The board of directors of the Corporation shall consist of nine directors, six of which shall be composed of various classes of directors, the fourth class shall consist of three directors, two of which shall serve as the representatives of London Municipal Council, and one which shall serve as the representative of Middlesex County Council.
- The term for Elected Officials shall be four years.
- Community and Tenant directors will serve staggered terms with a maximum number of reappointments and a maximum of eight consecutive years in total. Reappointments for another term may be submitted to Municipal Council for consideration.
- Directors shall serve until their successors are appointed.

## F. Transition from the Interim Board of Directors

There were many ideas expressed about the most effective way to transition from the current Interim Board of Directors to a community-based board. The most widely preferred solution was that the current Board of Directors serve as ex-officio members of the new board for a period of six months following the appointment of the new board.

Notwithstanding this proposed approach, the Interim Board of Directors would like to recommend that consideration be given to having two members of the current Interim Board of Directors serve as the first class of directors with a time limited appointment of one year (serving until their successors are appointed). The retention of two members of the board will support stability, continuity and knowledge transfer.

## G. Summary of Recommendations

The LMCH Board is seeking endorsement of the following recommendations by Municipal Council:

- 1) The spectrum of qualifications for Board members shall be revised to:



- a. Knowledge of the field of social housing, including the legislative and regulatory environment governing social housing.
  - b. Financial and legal knowledge.
  - c. Experience in asset management, building sciences, construction and land development.
  - d. Property management.
  - e. Community development.
  - f. Labour relations.
  - g. Lived experience.
  - h. Corporate governance, including strategic planning, human resources.
  - i. Tenant support for individuals with unique needs (e.g., mental health, addictions, accessibility, violence, trauma, etc.).
- 2) The Board composition shall be revised to:
- a. Two (2) members of London City Council
  - b. One (1) member of Middlesex County Council
  - c. Four (4) members of the community-at-large
  - d. Two (2) tenants of London and Middlesex Community Housing
- 3) With regards to the Appointment Process the following should be undertaken:
- a. Establish a sub-committee of the board of directors to assist with the recruitment and nomination process. This sub-committee should be comprised of members of the board, members of LMCH Civic Administration and community members. This sub-committee would then submit nominations to Municipal Council for consideration.
  - b. The recruitment and nomination process should be informed by foundational principles (e.g. anti-racism and anti-oppression, inclusion and participation, good governance, leadership and accountability) the Shareholder's Agreement as well as the Board Terms of Reference which outlines the authority and responsibility, requirements and general duties of the board.
  - c. LMCH should assist the City in reaching out to the community seeking applications during the recruitment process.
  - d. A comprehensive onboarding and training program should be developed and include such items as the Board Code of Conduct, Board's Terms of Reference, and procedures for the holding of meetings.



- 4) The term of the board shall be revised to include:
  - a. The board of directors of the Corporation shall consist of nine directors, six of which shall be composed of various classes of directors, the fourth class shall consist of three directors, two of which shall serve as the representatives of London Municipal Council, and one which shall serve as the representative of Middlesex County Council.
  - b. The term for Elected Officials shall be four years.
  - c. Community and Tenant directors will serve staggered terms with a maximum number of reappointments and a maximum of eight consecutive years in total. Reappointments for another term may be submitted to Municipal Council for consideration.
  - d. Directors shall serve until their successors are appointed.
- 5) To support board and organizational continuity, stability and knowledge transfer, the Interim Board of Directors is recommending that two members of the Board serve as the first class of directors with a time limited appointment of one year (serving until their successors are appointed).



Report to Strategic Priorities and Policy Committee

To: Chair and Members  
Strategic Priorities and Policy Committee

From: Kevin Dickins, Acting Managing Director, Housing, Social Services and Dearness Home and  
Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer

Subject: Governance Functional Review – Housing Development Corporation, London (HDC)

Date: December 16, 2020

Recommendation

That, on the recommendation of the Acting Managing Director, Housing, Social Services and Dearness Home, the Managing Director, Corporate Services and the City Treasurer, Chief Financial Officer and with the concurrence of the City Manager, that the following actions be taken with respect to the proposed restructuring of the Housing Development Corporation, London (HDC), next steps and timelines:

- a) the report dated December 16, 2020 titled “Governance Functional Review – Housing Development Corporation, London (HDC), Be Received;
- b) the Acting Managing Director Housing, Social Services and Dearness Home Be Authorized to implement recommendations contained in the report noted in a) above;
- c) the Civic Administration Be Directed to bring forward the necessary by-laws and documentation to dissolve Housing Development Corporation, London (HDC) and to integrate the affordable housing portfolio into the Corporation of City of London’s Corporate Structure with an implementation timeline of Q2 2021; and,
- d) the Civic Administration Be Directed to undertake all other actions required to support the effective implementation c) above, within the timelines set out in the report noted in a) above.

Executive Summary

At the Municipal Council, meeting held on August 27, 2019 it was resolved that the Civic Administration be directed “to examine the development of affordable housing, consistent with the City’s Service Manager legislated responsibility and report back on a recommended course of action”. The City’s legislated responsibility and service manager designation is derived by the Housing Services Act, 2011, and regulations thereto. Further, it was noted in the KPMG report which was received by Municipal Council during the August 27, 2019 session that “Accordingly, consideration could be given to transferring responsibility for affordable housing programs to the Housing Services Division and dissolving HDC as a corporate entity”.

The purpose of this report is to conclude steps deemed necessary as part of that report and from the “City of London Housing Service Review: Proposed Action Plan Recommendation”, Strategic Priorities and Policy Committee report, dated September 16, 2019. This report provides recommendations regarding the governance structure of the Housing Development Corporation, London (HDC) that establishes a model to most effectively deliver on existing affordable housing projects and increase the development of future affordable housing as a key priority in London.

Linkage to the Corporate Strategic Plan

Strengthening Our Community

- Londoners have access to the supports they need to be successful
- Londoners are engaged and have a sense of belonging in their neighbourhoods and community
- London’s neighbourhoods have a strong character and sense of place

Leading in Public Service

- Increase efficiency and effectiveness of service delivery
- Maintain London’s finances in transparent and well-planner manner to provide equity and affordability over the long term

Analysis

1.0 Background Information

The Housing Development Corporation, London (HDC) was approved by Municipal Council as a corporate entity in 2015 and began operation in early 2016. Established with a core mandate to stimulate the development and sustainability of affordable housing throughout London and Middlesex, HDC has worked to implement a coordinated approach to affordable housing development, in partnership with City service areas, local housing providers, developers and the provincial and federal governments.

The City is the Shareholder for HDC and both a shareholder’s agreement (which establishes the relationship between the organization and the City) and an assignment agreement (which assigns the City’s Housing Service Manager role for affordable housing development to HDC) are in place. The work of the HDC since its establishment has included both the development of tools that support housing creation and the direct implementation of procurement and provider “rostering” that has supported the use of federal, provincial and municipal funding to create new affordable units.

As noted by HDC, they do not act as the landlord or property manager of affordable developments. HDC is the body that helps bring the resources, plans and funding together, to assist the community in making these important and much needed developments a reality. HDC has been working to advance affordable housing projects on two parcels of land that were transferred to their ownership by the City of London in 2018. In October of 2020, the Civic Administration requested that one particular parcel of land be dedicated for the use of modular housing and work to develop on that property has been expedited through the use of the Rapid Housing Task Team.

As part of previous reports to Municipal Council noted further in this report, direction was provided requesting that the Civic Administration return with a recommended path forward for the development of affordable housing in London. Based on the findings from the KPMG review, the Civic Administration set out to conduct a review of environmental and operational changes that have occurred since the creation of HDC, launched a functional review of the responsibilities carried out by the Housing Development Corporation, London (HDC) in the late summer of 2020, and compared this to what a new enterprise-wide model of affordable housing development could provide.

The KPMG Service Review noted below provided some valuable recommendations but focused in many ways on the financial costs/savings related to the current structure.

The purpose of the functional review was to analyze the core functions of HDC, compare those core functions to the original business case which established the HDC and serves to guide their work, while critically analyzing which responsibilities the City of London, as Service Manager and as authority on development and planning policy amongst other things, can and should be providing.

## 1.1 Previous Reports Related to this Matter

- Item # 2.3 - Strategic Priorities and Policy Committee – March 26, 2018
- Item # 4.4 - Strategic Priorities and Policy Committee – April 8, 2019
- Item # 2.2 - Strategic Priorities and Policy Committee – August 26, 2019
- Item # 4.1 - Strategic Priorities and Policy Committee – September 16, 2020
- Item # 2.2 - Strategic Priorities and Policy Committee – April 28, 2020
- Item # 3.1 - Strategic Priorities and Policy Committee – June 9, 2020

## 1.2 Previous Municipal Council Actions

At its meeting held on August 27, 2019, the Municipal Council in response to a report on the review of service delivery for housing, directed the Civic Administration to “determine next steps and actions based on the analysis and potential course of action identified in the KPMG report dated August 12, 2019, with respect to the review of service delivery for housing” and “to examine the development of affordable housing, consistent with the City’s Service Manager legislated responsibility and report back on a recommended course of action”. The above-noted KPMG report related to the Shareholders Agreements between the City and London and Middlesex Community Housing (LMCH) as well as the City and Housing Development Corporation, London (HDC).

At its meeting of September 17, 2020, the Municipal Council received and approved the Action Plan recommended by the Civic Administration and revised the composition of the Boards of Directors of both London Middlesex Community Housing Corp. and the Housing Development Corporation, London and passed the following motion:

“That on the recommendation of the Managing Director, Corporate Services and City Treasurer, Chief Financial Officer and Managing Director, Housing, Social Services and Dearness Home, the following actions be taken with respect to the City of London Housing Service Review:

- a) the staff report dated September 16, 2019, and the subsequent updated report, Be Received;
- b) Option 3 identified in the reports, noted in a) above, Be Approved;
- c) the Civic Administration Be Directed to take all necessary steps to implement the above-noted Option 3;
- d) the Civic Administration Be Directed to report quarterly to Municipal Council with a status and progress update on the implementation of Option 3;
- e) the City Clerk Be Directed to make the necessary arrangements to bring forward the appropriate by-laws to implement actions identified in Option 3; and
- f) the Civic Administration Be Directed to report back to Corporate Services Committee on the feasibility of using the same approach taken for affordable housing to reduce the effective tax rate for London Middlesex Community Housing (LMCH) buildings to be equivalent to the residential tax rate, including any amendments that may be necessary to the Municipal Housing Facilities By-law to do so;

It being noted that the Strategic Priorities and Policy Committee received communications dated September 12, 2019 from D. Astolfi and J. Atkinson, and received verbal delegations and the submissions from the Housing Development Corporation and the London & Middlesex Community Housing. (4.1/18/SPPC) (2019-S11)”

In response to this above-noted direction, the Municipal Council enacted By-law No. A.-7890-264 being “A by-law to discharge the current Board members of the Housing

Development Corporation, London” and enacted By-law No. A.-7891-264, being “A by-law to appoint an interim director of the Housing Development Corporation, London”.

At its meeting held on May 5, 2020, the Municipal Council adopted the following resolution in response to the recommendations contained in a report regarding the governance of the Housing Development Corporation, London (HDC):

“That, on the recommendation of the Managing Director, Housing, Social Services and Dearness Home and concurrently the Board, Housing Development Corporation, London (HDC), the following actions be taken with respect to the Housing Development Corporation, London (HDC):

- a. the staff report dated April 28, 2020 entitled “Governance Requirements and Recommendations – Housing Development Corporation, London, Be Received;
- b. the proposed by-law as appended to staff report dated April 28, 2020 as Appendix “A” being “A by-law to repeal By-law No. A.07891-264 being “A by-law to appoint an interim director of the Housing Development Corporation, London” Be Introduced at the Municipal Council Meeting to be held on May 5, 2020; and,
- c. the proposed by-law as appended to the staff report dated April 28, 2020 as Appendix “B” being “A by-law to appoint an interim director of the Housing Development Corporation, London” Be Introduced at the Municipal Council Meeting to be held on May 5, 2020. (2.2/10/SPPC) (2020-S11)”

The above-noted by-laws repealed the appointment of Sandra Datars Bere as the Interim Director of the Housing Development Corporation, London with Craig Cooper, as a result of a change in tenure for Ms. Datars Bere.

## **2.0 Discussion and Considerations**

### **2.1 Notable changes since HDC was created:**

HDC has viewed themselves as an incubator and facilitator in helping non-profits and developers obtain Federal housing funding and acted as a support for developers to ready their site plans and business models. Recent experience from the development community and our own internal experience has indicated that a third party facilitator is not required for organizations to access capital investments through the Federal government.

The Rapid Housing Initiative has exposed a new trend and preference for higher levels of government to partner directly with municipalities and for municipalities to engage and invest directly in affordable housing projects such as modular housing. With many organizations now able to receive direct funding for their projects, there is no longer a need for that level of facilitation by HDC.

Additionally, through a renewed focus and clear direction that all the Civic Administration take an enterprise-wide approach to delivering on municipal priorities, the Civic Administration has established a dedicated Rapid Housing Task Team that is leading hands on support to achieve the Municipal Council’s goals related to housing. This includes working on a variety of build type affordable housing projects, Canada Mortgage and Housing Corporation’s Rapid Housing Initiative, and has the ability to scale up to address public housing regeneration projects, and working to fill the gap of 3000 affordable units in London.

This coordinated approach aligns policy makers, engineers, finance experts, social services and homeless prevention experts, development services decision makers and others to expedite major housing projects.

The change in ability for parties to access Federal capital dollars and more recognition internally for the need to have municipal priority setting as it relates to land development and zoning policy making, has demonstrated that a smaller more concentrated span of control would best serve Municipal Council in achieving their important housing goals.

## **2.2 Steps Taken in Response to changes:**

Noting that some if not most challenges that HDC was created to address have been lessened, eliminated, or an internal solution found for them, the Civic Administration set out to also thoroughly review the core functions of HDC through this new lens. Through the course of a functional review which involved HDC staff and leadership, along with internal and external stakeholders, a conclusion was reached that supported the considerations identified by the previous KPMG Service Review report. Additionally recent enterprise-wide prioritization of housing development projects has created synergies, a tighter span of control, and allowed for more direct municipal involvement and transparency of information related to these urgent priority projects than would normally be available through a third party corporation with a community governance model.

The review was not a performance review of the individuals operating HDC, nor was it a review to dispute or endorse the work of KPMG. The review served as an opportunity to seek input directly from HDC staff and leadership, external stakeholders that were directly involved in the creation of HDC, members of the development community, and members of the Senior Leadership Team of the City of London. Throughout the functional review process, HDC remained engaged and information shared back to them for further discussion.

The core functions of HDC have allowed for progress to be made on the creation of new affordable housing units in London, and the success HDC has realized should be evident through their annual Shareholder report. A key learning however throughout this review process is that project prioritization, strategic planning, and workflow on assembling and preparing projects plans and lands is at the discretion and pace of HDC on their own and can at times be in contrast to the urgent needs of the City of London.

Throughout the many Service Reviews and through the most recent functional review, barriers to progress on development have been identified by HDC. To this end, it is acknowledged that acting as a third-party corporation has stalled or impeded the ability to efficiently access internal municipal staff and expedite projects that align with the core housing need in London. Through the recommendation in this report, such barriers can be eliminated and synergies created that build upon new cross-functional teams with aligned goals and shared accountabilities, similar to what has been implemented in the delivery of the Industrial Land Development Strategy.

## **2.3 The Functional Review has determined:**

The functional review identified that HDC has helped to facilitate many positive affordable housing projects. Noted by HDC, they see value in their role as an incubator to assist developers navigate the funding channels with the Federal and Provincial governments, as well with reviewing business plans and any related pro forma, to ensure projects are sustainable.

The functional review has determined that HDC has been advocating for policy change related to the prioritization of affordable housing. All policies or municipal “tools” fall to the responsibility of the municipality to enact. Changing internal practices to prioritize and reduce barriers to the development of affordable housing is an enterprise- wide approach that has been championed by the Senior Leadership Team. Through this commitment, appropriate measures are being put in place to advance affordable housing development projects.



The functional review also identified that a major expectation of HDC and a key driver of the reason they were established was to develop and deliver homes through the construction of new affordable rental housing that meet the needs of low-income households. Until only recently, HDC has been undertaking development related activities, but new HDC led affordable units have not been built.

The functional review also noted that one of the strengths of HDC was to leverage surplus lands for the development of affordable housing. This ultimately is a responsibility that the municipality controls and can deliver on through mechanisms such as a land trust. Community land banking and a community land trust is the act in which a municipality enables control over land to create community assets including permanently affordable housing. Creating a land trust is a way that the municipality can make stark improvements in how developers and non-profits can be supported to produce more affordable stock.

### **3.0 Recommendations**

The review of the housing services, including a consideration of how affordable housing development services should be implemented, is now complete.

Given that affordable housing supply in London is a priority, it is recommended that the Housing Development Corporation, London (HDC) be dissolved and be integrated into the City of London's Civic Administration. This integration would allow for increased coordination in meeting the goals set out in the Housing Stability Action Plan, including the actions being taken by the recently established internal Rapid Housing Task Team, with an enterprise-wide approach to the creation of modular and rapid housing projects.

During the housing services review, it became apparent that core business functions at the time of the HDC creation have not materialized or been delivered on to an extent that would warrant their continuation, the funding environment related to capital projects has evolved and the role of the HDC as incubator and facilitator of funding is no longer required, and the way in which the City of London manages the affordable housing priority has changed drastically. Given these changes, it is determined that through centralizing the provision of affordable housing within the Civic Administration will better align the City's priorities and provide for greater accountability and transparency.

HDC does hold additional properties as part of their inventory of assets with each being in varying degrees of readiness for development. These and other assets would be reviewed as part of the transition period for successfully integrating HDC into the municipal structure.

Integrating the HDC into the City of London's Civic Administration should be carried out during a strict transition period, with conclusion of said transition being early Q2 of 2021. By focusing on ways the Civic Administration can continue to prioritize the advancement of affordable housing, it is expected that not only will there be cost savings that will be redirected to affordable housing projects, but projects will move forward in a far more efficient, coordinated, and expedited manner.

### **4.0 Key Issues and Considerations**

Should the Municipal Council support the recommendations of the Civic Administration to dissolve the Housing Development Corporation, London (HDC), the Civic Administration will report back in the first quarter of 2021, with an implementation time frame of May 2021, on the following next steps:

- All necessary actions to integrate HDC within the Civic Administration
- Transfer of HDC assets to The Corporation of the City of London
- Dissolution of the Corporation
- Termination of the Shareholder Declaration
- Financial Impacts

5.0 Financial Impact/Considerations

Implementation of the recommendations in this report are anticipated to create significant efficiencies for City staff and result in administrative cost savings.

The integration of HDC into the City of London will create significant efficiencies in the form of administrative time savings for City staff. Currently the HDC as a separate municipal corporation maintains its own separate administrative policies and is subject to different accounting standards than those of the City. These varying policies and standards limit the ability for shared services with the City of London standard practices and creates significant duplication of services as well as inefficiency. For example, the HDC does not have its own financial support staff and as a result additional duplication of workload has been created that directly impact City of London staff.

Integration would streamline services and reduce duplication that results in additional workload. As an example, the effort required to support the creation and audit of separate annual financial statements will be eliminated if HDC is integrated into the City of London. Administrative cost savings would also be realized and include a reduction of costs due to the elimination of spending on expenditures required as a result of maintaining a corporation such as separate audit fees, website maintenance fees, directors & officers liability insurance, etc.

The budget savings resulting from the implementation of these recommendations will be re-allocated to support the construction of new affordable housing units.

Conclusion

The Civic Administration recommends that the Housing Development Corporation, London (HDC) be dissolved and be integrated within the Civic Administration in order to better support and deliver on the development of affordable housing in London, and to create far more flexibility and nimbleness to react and capitalize on external influences such as time limited funding from upper levels of government, addressing housing and homelessness crises, and strengthening the synergy and efficiency of delivering on the priorities of Municipal Council.

Bringing the role of HDC into the Civic Administration corporate structure would create a housing system that is fully transparent and accountable through the respective Service Area to Municipal Council and not to a community board. The move will align a clear focus on deliverables established by Municipal Council and linked to Council’s strategic plan. This creates frequent touch backs through regular reporting at the committee level and through the budget process as opposed to annual shareholder updates or reporting through a third party board.

The Civic Administration will ensure all necessary steps are taken to transition HDC and maintain continuity of project management through the establishment of dedicated resources including but not limited to the Rapid Housing Task Team. Any cost savings realized throughout this process will be re-invested into the creation of additional affordable housing projects including those of modular design.

Recommended by:	Kevin Dickins, Acting Managing Director, Housing, Social Services and Dearness Home
Recommended by:	Anna Lisa Barbon, Managing Director, Corporate Services and City Treasurer, Chief Financial Officer
Concurred by:	Lynne Livingstone, City Manager



**Solicitor General**

Office of the Solicitor General

25 Grosvenor Street, 18<sup>th</sup> Floor  
Toronto ON M7A 1Y6  
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132-2020-5553

**By email**

December 24, 2020

Dear Head of Council/Chief Administrative Officer/Municipal Clerk:

As you know, on January 1, 2019, amendments to the *Police Services Act* (PSA) came into force which mandate every municipality in Ontario to prepare and adopt a community safety and well-being (CSWB) plan, working in partnership with police services/boards and various other sectors, including health/mental health, education, community/social services, and children/youth services. As previously communicated, municipalities originally had two years from the in-force date to prepare and adopt their first CSWB plan (i.e., by January 1, 2021).

The government recognizes that the pandemic has created unprecedented challenges for communities across Ontario. Over the past several months, we have heard from municipal partners that resources have been redirected to the pandemic response and, as a result, some have experienced delays in their CSWB planning and engagement processes.

In an effort to support municipal, policing and community partners during the emergency, on April 14, 2020, the government passed the *Coronavirus (COVID-19) Support and Protection Act, 2020*, which amended the PSA to allow the Solicitor General to prescribe a new deadline for the completion and adoption of CSWB plans post January 1, 2021. This amendment came into force immediately upon Royal Assent.

**I would like to inform you that the new deadline for municipalities to prepare and adopt a CSWB plan is now July 1, 2021.** This extension provides municipalities with an additional six months to complete their plans.

This change will ensure municipalities, police services and local service providers can continue to dedicate the necessary capacity and resources to respond to COVID-19, while also providing adequate time to effectively undertake consultations, work collaboratively with multi-sectoral partners, and meet the legislative requirements to develop meaningful and effective CSWB plans.

Community partners continue to underscore the importance and need for this type of holistic planning that addresses crime and complex social issues on a long-term, sustainable basis and improves the safety and well-being of Ontario communities.

Head of Council/Chief Administrative Officer/Municipal Clerk  
Page 2

Despite the unforeseen challenges that the pandemic has created, it is encouraging to see municipalities across the province persevere and make significant progress on their CSWB plans through innovative and forward-thinking approaches.

I greatly appreciate your on-going support as we move forward on this modernized approach to CSWB together. Through collaboration, we will continue to build safer and stronger communities in Ontario.

Lastly, if municipalities have any questions about CSWB planning, please direct them to ministry staff, Tiana Biordi, Community Safety Analyst, at [Tiana.Biordi@ontario.ca](mailto:Tiana.Biordi@ontario.ca).

Sincerely,

A handwritten signature in black ink, appearing to read 'S. Jones', with a stylized, cursive script.

Sylvia Jones  
Solicitor General



To: Mayor and Council

From: Gravel Watch Ontario

Re: Ontario on the Rocks

Date: January 8, 2021

Gravel Watch is a province-wide umbrella group representing communities and individuals across the province. Like you, we keep a watchful eye on aggregate-related operations, practices, and policy development throughout Ontario. In addition to that vigilance, we offer many resources to our members and the public, providing education via our website at [www.gravelwatch.org](http://www.gravelwatch.org) and in monthly meetings. Further, we advocate on behalf of members, communities, the environment, and all Ontarians, for better management of aggregate resources. We believe that these can be of use to you and to members of your community.

When, in 2020, we sent a previous communication, we were pleased that we subsequently heard from community groups. That means that you shared the document, and we shared your burden of providing information around aggregate issue to the community. If we lightened your load by doing so, that is a good thing. We know what difficult times you are steering your municipality through. Thank you for that work.

The attached document, *Ontario on the Rocks: A Report on the Economic, Social and Environmental Consequences of Resource Extraction*, is a summary of some current policy directions as well as our recommendations which have been previously offered to the Ministry of Natural Resources and Forestry. It suggests the following:

- Stimulating the Ontario economy's emerging industries as well as reducing costs to the municipalities and the province through resource recovery and other measures;



- Prioritizing local industry, and local jobs through provincial procurement practices;
- Quantifying, evaluating, and conserving aggregate resources;
- Valuing agriculture and water resources above the narrow, short-term interests of one industry
- Showing respect to individuals, community groups and municipalities in a way that recognizes not only your attachment but your detailed knowledge of the particularities of your location.

Gravel Watch Ontario invites you to consider and discuss the attached document, and to share it actively with members of your community who have an interest in moving toward better management of aggregate resources. Additionally, Gravel Watch is open to discussions with you and them via our email connection i.e., [info@gravelwatch.org](mailto:info@gravelwatch.org), our website at [www.gravelwatch.org](http://www.gravelwatch.org), or by calling 289-270-7535.

Sincerely,

Bryan Smith, President

Gravel Watch Ontario

## **Introduction**

Ontario is the economic engine of Canada in the several sectors – manufacturing, agriculture and resource extraction. The first two of these depend on Ontario's rich resources. This paper will focus on resource extraction knowing that while it seems to support economic activity and therefore communities, it actually undermines the environment necessary to sustain communities and agriculture. Further, this paper will discuss the relationships between the extraction industry and the province at community, municipal and provincial levels. These relationships are complex and costly for the province. As a wise woman said "Gravel is complicated". While mining and forestry are also resource extraction industries, and while there are parallels and analogies between those and the extraction of aggregate, it is on the rock, sand, clay and gravel that this paper will focus.

### **Extraction creates an economic boost?**

It is commonly believed that gravel pits or quarries create jobs. Community members see trucks coming and going. Municipalities see some portion of the levy coming to their limited coffers. Machine operators, blasters and other labour are required, and often live in nearby communities. This appearance of economic activity is deceptive: When the economy is active, there is demand for aggregate for a variety of uses; the extraction does not create the economic conditions but rather is a response to economic conditions. So, stimulus to extraction either by incentive measures or lightening some part of the industry's responsibilities is not a positive economic boost. The aggregate industry allows pits and quarries to remain dormant for decades between contracts without major economic impact on the surrounding communities, though with consequences for the environment only somewhat less than those during active periods.

Aggregate extraction has multiple costs for the province. The bulk of gravel, stone and sand are bought by municipalities and the Province. Roads and bridges consume them in their raw and processed states; the bills land on the desks of government officials and are paid by the public. The industry in Ontario is largely

weighted to multi-national corporations who are the players in the large projects which governments undertake. When a local municipality is contracting for materials and/or road work, they often find that the local company is owned by a larger one. This structure of the industry means that money flows out of Ontario to corporate head offices. That net outflow reduces the economic value of Ontario's economy. It would be better if Ontario's road construction were sourcing its materials from local producers which would result in much higher direct and indirect investments in Ontario than that to be anticipated from international bankers.

### **Extraction takes away!**

By its very nature, extraction takes valued resources from the environment. Where this results in greater value in a full-cost equation, this could be deemed a good thing. In Ontario, Canada's most southerly province, agriculture is the largest industry. Because food travels from food to table, it engenders multiple additional jobs and processes along the way. Farmers work at planting and sowing; food processors work at capturing the flavour and nutrition; warehousing and transportation move the goods to local, national and international markets and consumers. Contrary to the extraction of cash from Ontario's economy, this results in an inflow to farm owners and their employees.

The vital contribution of agriculture to the province relies on a precious resource – topsoil. Fertile lands in Southern Ontario are valued around \$30 000 an acre. Given that 6 inches of topsoil is largely what generates this price, we can see its extraordinary monetary value. When extraction occurs, however, topsoil ceases to be available for agriculture. Worse, when it is shaped into berms alongside pits and quarries in a vain attempt to hide their view from passersby and to prevent waves of dust from sailing over, topsoil's microbial life ends, so soil fertility is damaged. That loss to agricultural potential is costly. In light of the extraction industry's negative impact on agricultural lands already under significant pressure, and in light of the presence of vast numbers of dormant and relatively inactive pits, there is an argument to be made for the closure of the pit license application process in Ontario. Under that balanced approach, agricultural and

recreational land uses would produce economic growth while inefficient and under-utilized operations would be rationalized.

### **Extraction costs in municipal and provincial road work.**

The costs of extraction industries are largely borne by the public. This is a highly inefficient way to do business because it means that cost accounting is done by multiple public agencies at several levels. Municipalities' budgets are strained by the load which extraction puts on roads. Each new pit adds the potential for new stretches of road to require upgrading and resurfacing of haul routes. This extracts vital funds from road maintenance budgets that are needed to respond to winter conditions, for regular repairs or to replace surfaces which were paved with substandard materials in the same way as the Province experienced significantly short lifespans. This cost was created when contaminated aggregate was substituted for quality.

Currently, when aggregate moves longer distances, it travels on provincial highways. They are routinely pummelled by overloaded trucks. The Ministry of Transport inspections have revealed 10 to 20% excess loads on gravel trucks, representing an undue strain on roads, as well as a significant safety hazard. The costs of accidents on public highways are immeasurable when they take lives. Even when they do not, they spread costs among fire departments, local and provincial police forces, road repairs and reconstruction when surfaces are damaged or guard rails ploughed aside by trucks, and the high costs of hospitalization and rehabilitation of the injured. When gravel trucks crash, everything stops! – The vital movement of goods from producer to consumer, of just-in-time parts to manufacturers, of business people to their time-sensitive meetings or of workers to their punch-clock jobs are all affected adversely by the poor safety record of aggregate hauling. The aggregate industry needs to reconsider the how, the when and the why of hauling rock and smaller products around the province.

Aggregate does not need to move by truck. Were it to move by longer distances train, for instance, the infrastructure would be private and under federal jurisdiction reducing costs and liability for the Province. There are existing



examples, particularly in Alberta, of efficient use of railways to move aggregate. Further, shipping aggregate by boat is practised in Ontario and could relieve the strain on current roads and/or the need to add lanes or highways.

### **Aggregate Costs the Public's Health**

While aggregate production is supposed to be an “interim use”, its duration is such that it has significant health and other impacts on neighbouring communities. Dust produced during extraction routinely leaves the pit areas and spread to “sensitive receptors”, i.e., people. Included in that dust output is fine particulate matter, of under 2.5 microns in size, which a series of research papers including those by Public Health – Ontario, reveal to damage lungs, hearts and brains. That direct impact is complicated by yet another factor of quarrying, the haulage by diesel trucks whose negative impacts include the emission of fine particulate especially when idling at entry gates, loading or exiting and when accelerating from pits onto roads. While fine particulate matter is invisible to the human eye, the belching black fumes are seen by our eyes, sensed by our noses and suffered by our lungs. The presence of dust and fine particulate matter in the air engenders massive costs in health for members of the public and the public system offering it, as well as shortening productive life spans. Human conditions are economic conditions.

Public health is affected too when water quality or quantity from private, community or municipal wells is undermined by dewatering of pits, by below-the-water-table extraction, by the loss of filtration values of overburdens and gravel deposits, the diminution of headwater recharge zones as well as effects on surface water. When pits are dewatered, water tables fall, necessitating deeper drilling of wells. This costs well-owners. When pits open ground water to the sky, run-off, deposition from the air and other vectors can add contaminants to drinking water, necessitating more expensive filtration and treatment. When deep sand and gravel layers are removed above the aquifer, the rapid infiltration of water means that the filtering process supplied naturally by the sand and gravel as in moraines, drumlins and alvars is lost. Emerging science provided by toxicologist Poh-Gek Forkert and others points to the need for filtration and

entrapment of a number of toxins used currently, or historically and now banned. When source water recharge zones become smooth surfaces like roads, pits, parking areas in quarries, water sources dry up. There is unanimous agreement in the Legislature, for instance that “The Paris Galt Moraine is an essential water recharge area in Ontario’s largest watershed – the Grand River Watershed – purifying water at no cost to the citizens” and that “This is about conserving what nature can do for free, so I cannot think of a more fiscally responsible solution. Failure to act could put the government on the hook for hundreds of millions in water infrastructure”. This applies broadly across the province as does the necessity to sustain wetlands. Wetland loss has resulted in significant reductions in groundwater and surface water which effects domestic and industrial uses of water, and therefore has significant economic impact. If any of these processes allows chemical and/or biological contaminants to reach drinking water, the tragic results, like those at Walkerton, are immediate, early or painfully slow deaths. Dollars and cents don’t make sense of these losses.

### **Extraction is No Limit**

There is no indication that Ontario needs any more gravel, rock, sand or clay. Not a single road, bridge or highway has come to a halt because of a lack of supply. Not a single skyscraper or foundation has been prevented because no aggregate was available. In fact, as regards roads, every indication is that Ontario uses too much aggregate in building them, the highest in Canada despite harsher climates elsewhere, and higher than adjacent American states where traffic volumes match or exceed ours. Is the province over-consuming and paying the price. Innovations in building materials see more and glass and steel in use, vastly diminishing the quantities of aggregate needed directly or indirectly. The resurgence of wood in exterior and interior construction suggests that this renewable resource might be more efficient as well as sustainable than a finite supply of aggregate. There seems little risk that potters will run out of mud.

Fortunately, Ontario’s ‘finite’ supply is close to infinite. The report prepared for the MNRF by Larry Jensen, an accredited geologist, analyzes licences across the province and predicts from them a 100 to 200 year supply with existing licenses.

From that you would deduce that Ontario needs no more licenses to be issued, freeing up MNRF staff to effectively monitor and enforce policies in an equitable and consistent manner and even to assist operators in the efficient workings of their equipment. (One inspector on a noise complaint realized that the screeching which produced calls to the office was a bearing that would cost thousands to replace and would result in long down-time. He recommended lubricants. Neighbours and employees had a more pleasant experience after lubrication and the gravel pit saw economic benefit). Additionally, MNRF staff could also be deployed to determine the actual amount of virgin aggregate available when accurate data has not been available beyond the licence amounts. To those efficiencies could be added a drive to rehabilitate the approximately 7 000 abandoned pits across the province, restoring them to productive uses, agricultural, recreational or other, and getting the province back on track with the work to move other depleted sites out of post-extractive neglect and into the hands of willing landowners. There is no crisis in supply; there wasn't in the 1970 despite industry crying "Wolf" and there won't be in the foreseeable future.

Ontario is further supplied with stone or crushed product when reprocessing occurs. This increases Ontario's supply and the horizon for adequate availability. It also moves from an intense consumption of energy to less one. While traffic is slowed by a machine which removes, melts and reapplies asphalt to roads, it is not brought to a stop as when truckloads of damaged road surfacing materials are hauled away, and new cement or asphalt is laid. Recycled aggregate has home uses as well, crushed brick pathways for example, when houses give way to higher and/or more modern structures. This industrial process also creates jobs in the proximity of the new project while saving provincial costs associated with haulage as previously described. Aggregate can be part of a circular economy, and by doing so can be perceived as both for the people who benefit from the jobs and the speed of transition from wreckage to new construction and for the people who live in rural areas which are spared destruction.

**Three Heads are Better than One**

The value of public consultations is that they bring together stakeholders from multiple sectors: those who work in the field, such as industry and ministry; those who live beside the field, such as individuals and community groups; and, scientists, such as academics whose research provides emerging knowledge which can result in current and future savings and accredited qualified consultants. Regarding the science community, we might have hoped that emerging science were more carefully listened too before the release of heavy liquid metals into the waters around the Reed Paper Mills, and might want to harken to the warnings that qualified consultants working with the best current knowledge and ethical interests would apply to operations and rehabilitation of aggregate extraction sites. It is fitting that aggregate policy be for the people who live with it, pay for it, and require it (and especially robust worker safety and residential health standards) for their continued benefit. Since industry players are in competition with each other, we should not have been surprised to see the collapse of the CornerStone Standards, nor the conflict among small versus large (and therefore international) companies evident in multiple cases. That leaves ministry staff to carry out the policy role, which means that some proponent-driven processes which the industry currently claims to struggle with could become the work of the Ministry of Natural Resources who would manage the processes, provide expertise, consult with the local, broader and scientific community, and to regulate in an equitable fashion extraction from approved sites in the interests of the people. Democracy is for the people and continues to engage people in decisions.

**Recommendations**

1. Adopt a balanced approach where agriculture and public investment outweigh the narrow interests of one small segment of resource extraction.
2. Stimulate the Ontario economy through a broad variety of investments in emerging industries, resource recovery, cost efficiencies, and broad consultations with stakeholders.
3. Encourage the location of industry in Ontario through procurement practices that prioritize local ownership and head offices.
4. Quantify resources; determine quality; and conserve the irreplaceable.
5. Show respect for the people as individuals and in community groups in a way that recognizes the profound attachment of rural people to productive land.

# Ontario on the Rocks

A Report on the  
Economic,  
Social  
and  
Environmental  
Consequences  
of  
Resource  
Extraction

March  
2019

January 6, 2021

Ms. Cathy Burghardt-Jesson  
Warden, County of Middlesex  
399 Ridout Street North  
London, ON N6A 2P1

Dear Warden Burghardt-Jesson,

Re: Monthly Board of Health Update – December 2020

Please find the December Board of Health meeting update attached to this memo. The attached update includes links to reports reviewed at the December 10th Board of Health and Standing Committee meetings, as well as links to the minutes from each meeting.

Please distribute this correspondence to all Middlesex County Municipalities.

Sincerely,



Maureen Cassidy  
Chair, Middlesex-London Board of Health

cc:

Bill Rayburn, CAO, Middlesex County  
Kathy Bunting, Clerk, Middlesex County  
Middlesex County Municipalities c/o Kathy Bunting





## MIDDLESEX-LONDON BOARD OF HEALTH

### Meeting Update

#### BOARD OF HEALTH MEETING – December 10, 2020, 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 \(PDF\)](#)

Approve: [November 26, 2020 – Board of Health meeting](#)

Receive: [December 3, 2020 – Finance & Facilities Committee meeting](#)

Reports	Reports Received and Approved by the Board of Health
<b>Finance &amp; Facilities Committee Meeting Summary from December 3, 2020</b> <a href="#">(Report No. 057-20)</a>	It was moved by <b>Mr. Bob Parker</b> , seconded by <b>Mr. Peer</b> that the Board of Health receive and approved Report No. 031-20FFC, re: “Emergency Purchase Award – Laptops” for information.
<b>Social Determinants of Health during COVID-19</b> <a href="#">(Report No. 058-20)</a>	It was moved by <b>Mr. Parker</b> , seconded by <b>Mr. Reid</b> , that the Board of Health receive Report No.058-20 re: “Social Determinants of Health During the COVID-19 Pandemic” be received for information.
<b>Verbal COVID-19 Update</b>	It was moved by <b>Ms. Arielle Kayabaga</b> , seconded by <b>Ms. DeViet</b> that the Board of Health receive the verbal report re: “COVID-19 Update” for information.
<b>Summary Report – December 2020 re: Bill 216 The Food Literacy for Students Act, 2020</b> <a href="#">(Report No. 059-20)</a>	It was moved by <b>Mr. Reid</b> , seconded by <b>Mr. Parker</b> that the Board of Health receive Report No. 059-20 re: “Summary Report – December 2020 re: Bill 216 The Food Literacy for Students Act, 2020” for information.
<b>MOH Activity Report for November</b> <a href="#">(Report No. 060-20)</a>	It was moved by <b>Mr. Parker</b> , seconded by <b>Mr. Reid</b> , that the Board of Health receive Report No. 060-20 re “Medical Officer of Health Activity Report – December” for information.
<a href="#">Correspondence for December</a>	It was moved by <b>Mr. Parker</b> , seconded by <b>Mr. Peer</b> , that the Board of Health receive correspondence items a) through d) and endorse item e)

December 15, 2020

Ms. Cathy Burghardt-Jesson  
Warden, County of Middlesex  
399 Ridout Street North  
London, ON N6A 2P1

Dear Warden Burghardt-Jesson,

Re: Monthly Board of Health Update – November 2020

Please find the November Board of Health meeting update attached to this memo. The attached update includes links to reports reviewed at the November 26<sup>th</sup> Board of Health and Standing Committee meetings, as well as links to the minutes from each meeting.

Please distribute this correspondence to all Middlesex County Municipalities.

Sincerely,



Maureen Cassidy  
Chair, Middlesex-London Board of Health

cc:

Bill Rayburn, CAO, Middlesex County  
Kathy Bunting, Clerk, Middlesex County  
Middlesex County Municipalities c/o Kathy Bunting



## MIDDLESEX-LONDON BOARD OF HEALTH

### Meeting Update

#### BOARD OF HEALTH MEETING –November 26, 2020, 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 \(PDF\)](#)

Approved: [October 15, 2020 Board of Health Meeting](#)  
[October 29, 2020 Special Meeting of the Board of Health](#)  
 Received: [November 5, 2020 Finance and Facilities Committee Meeting](#)

Reports	Reports Received and Approved by the Board of Health
<b>Finance &amp; Facilities Committee Meeting Summary from November 5, 2020</b> <a href="#">(Report No. 047-20)</a>	<p>It was moved by <b>Ms. Kelly Elliott</b>, seconded by <b>Mr. Parker</b> that the Board of Health received and approved items in Report No. 027-20FFC re: “2021 Budget – PBMA Proposals”:</p> <ol style="list-style-type: none"> <li>1. Receive Report No. 027-20FFC re: “2021 Budget – PBMA Proposals”; and</li> <li>2. Approve Appendix A, PBMA Disinvestments totaling \$385,984; and</li> <li>3. Approve Appendix B, PBMA Investments totaling \$337,197; and</li> <li>4. Approve Appendix C, PBMA One-time Proposals totaling \$100,000; and</li> <li>5. Approve increase to 2021 budget of \$762,182;</li> </ol> <p style="text-align: right;">Carried</p>
	<p>It was moved by <b>Ms. Elliott</b>, seconded by <b>Ms. DeViet</b>, that the Board of Health receive Report No. 028-20FFC re: “Q3 Financial Update and Factual Certificate” for information.</p> <p style="text-align: right;">Carried</p>
	<p>It was moved by <b>Ms. Elliott</b>, seconded by <b>Ms. Kayabaga</b>, that the Board of Health receive Report No. 029-20FFC, re: “Emergency Contract Award” for information.</p> <p style="text-align: right;">Carried</p>
	<p>It was moved by <b>Ms. Elliott</b>, seconded by <b>Mr. Parker</b>, that the Board of Health:</p> <ol style="list-style-type: none"> <li>1. Receive Report No. 030-20FFC re: “Governance Policy and By-Law Review”; and</li> <li>2. Approve the new process for finance-related governance policies and by-laws appended to this report as Appendix A.</li> </ol> <p style="text-align: right;">Carried</p>
<b>Board of Health – Executive Committee</b> <a href="#">(Report No. 048-20)</a>	<p>It was moved by <b>Mr. Parker</b>, seconded by <b>Mr. Reid</b>, that the Board of Health request the Governance Committee to undertake the development of the necessary By-laws and policies needed to consider a standing Executive Committee.</p>

2020 September 17

- 2 -

<b>COVID-19 Recovery Recommendations: Emerging and Priority Public Health Issues</b> <b>(<a href="#">Report No. 049-20</a> and <a href="#">Appendix A</a>)</b>	<p>It was moved by <b>Ms. Kayabaga, seconded by Mr. Parker</b>, that the Board of Health:</p> <ol style="list-style-type: none"> <li>1. Receive Report No.049-20 re “COVID-19 Recovery Recommendations: Emerging and Priority Public Health Issues” for information; and</li> <li>2. Approve the five priority areas for MLHU identified during COVID-19 recovery planning: food insecurity, domestic violence (intimate partner violence and child abuse), racism, substance misuse, and mental health.</li> </ol>
<b>Status Report on MLHU’s COVID-19 Response Capacity and Impacts on Non-COVID-19 Programs</b> <b>(<a href="#">Report No. 050-20</a>)</b>	<p>It was moved by <b>Ms. DeViet, seconded by Mr. Peer</b>, that the Board of Health receive Report No. 050-20 re: “Status report on MLHU’s COVID-19 response capacity and impacts on non-COVID-19 programs” for information.</p>
<b>Summary Report</b> <b>(<a href="#">Report No. 051-20</a>)</b>	<p>It was moved by <b>Ms. Elliott, seconded by Ms. Kayabaga</b>, that the Board of Health receive Report No. 051-20 re: “Summary Information Report - November 2020” for information.</p>
<b>Public Health Inspector Enforcement Actions and Inspection Activities – Q3 of 2020 and COVID-19 Support Activities</b> <b>(<a href="#">Report No. 052-20</a>)</b>	<p>It was moved by <b>Mr. Reid, seconded by Ms. Kayabaga</b>, that Report No. 052-20 re: “Public Health Inspector Enforcement Actions and Inspection Activities – Q3 of 2020 and COVID-19 Support Activities” be received for information.</p>
<b>Impact of Redeployments on Public Health Inspection Activities</b> <b>(<a href="#">Report No. 053-20</a>)</b>	<p>It was moved by <b>Mr. Peer, seconded by Mr. Brennan</b>, that Report No. 053-20 re: “Impact of Redeployments on Public Health Inspection Activities” be received for information.</p>
<b>Remote Work</b> <b>(Verbal)</b>	<p>It was moved by <b>Ms. Kayabaga, seconded by Mr. Reid</b>, that the Board of Health receive the Remote Work verbal update for information.</p>
<b>MOH Activity Report for November</b> <b>(<a href="#">Report No. 054-20</a>)</b>	<p>It was moved by <b>Ms. Kayabaga, seconded by Mr. Parker</b>, that the Board of Health receive Report No. 054-20 re “Medical Officer of Health Activity Report – November” for information.</p>
<b><a href="#">Correspondence for November</a></b>	<p>It was moved by <b>Mr. Parker, seconded by Ms. Elliott</b>, that the Board of Health receive items a), through f) and items h) through l) for information.</p> <p>In addition, it was moved by <b>Ms. DeViet, seconded by Ms. Kayabaga</b>, that the Board of Health endorse item g), titled “Inclusive Economy London and Region”.</p>



## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Durk Vanderwerff, Director of Planning  
**SUBJECT:** FINAL APPROVAL OF ROSEWOOD PLAN OF SUBDIVISION;  
PHASE ONE, FILE 39T-TC-1701, THAMES CENTRE

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### **BACKGROUND:**

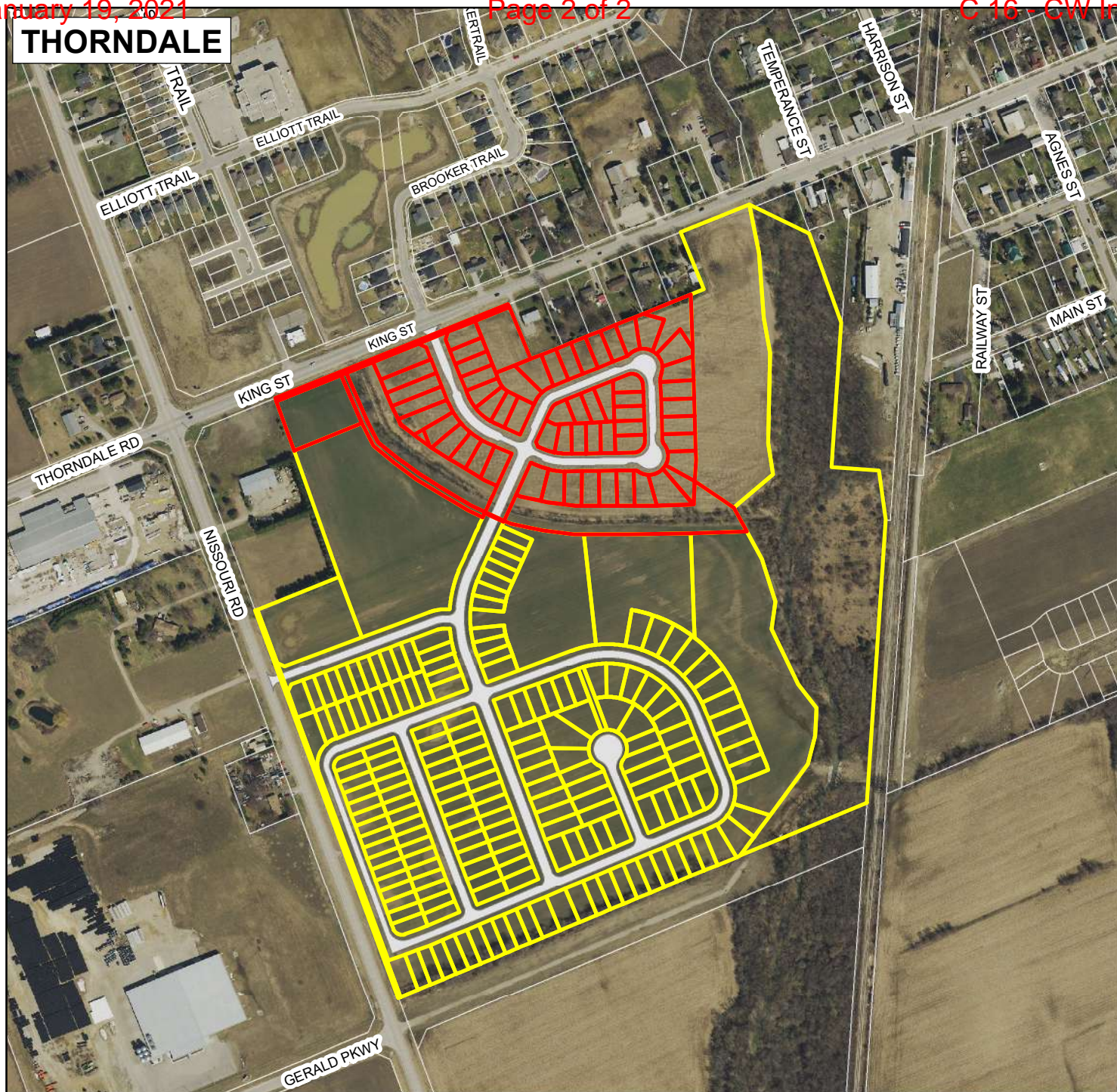
The Rosewood Plan of Subdivision is located in Thames Centre (see attached). Phase 1 consists of fifty-seven (57) lots for single detached dwellings, one commercial block and various blocks for storm water management, road widenings and parkland. The plan was draft plan approved December 18, 2018.

### **ANALYSIS:**

This report is to advise the Committee of the Whole that final approval was given to the Rosewood Plan of Subdivision. All conditions to the approval have been cleared and the Municipality of Thames Centre has entered into a subdivision agreement with the developer. The plans were signed by the Director of Planning on December 8, 2020 and forwarded to the Land Registrar for registration.

Attachment





**THORNDALE****LOCATION MAP**

Description:  
SIFTON (THORNDALE) ROSEWOOD  
FINAL PLAN OF SUBDIVISION  
MUNICIPALITY OF THAMES CENTRE

File Number:  
39T-TC1701

Prepared by: Planning Department,  
The County of Middlesex, December 18, 2020

**LEGEND**

-  SUBJECT LANDS (PHASE 1)
-  FUTURE PHASES

1:6,000  
0 125 250  
Metres



## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Durk Vanderwerff, Director of Planning  
**SUBJECT:** FINAL APPROVAL HARRIS ROAD (SERRARENS) PLAN OF  
SUBDIVISION; FILE 39T-MC1202; MUNICIPALITY OF  
MIDDLESEX CENTRE

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### **BACKGROUND:**

The Harris Road (Serrarens) Plan of Subdivision is located in Delaware (see attached). The development consists of five single detached lots along an existing municipal road.

### **ANALYSIS:**

This report is to advise County Council that final approval was given to Harris Road (Serrarens) Plan of Subdivision. All conditions to the approval have been cleared and the Municipality of Middlesex Centre has entered into a subdivision agreement with the developer. The plans were signed by the Director of Planning on December 17, 2020 and forwarded to the Land Registrar for registration.

Attachment

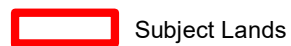


**MIDDLESEX CENTRE****LOCATION MAP**

Description:  
HARRIS ROAD (SERRARENS)  
DRAFT PLAN OF SUBDIVISION,  
MUNICIPALITY OF MIDDLESEX CENTRE

File Number: 39T-MC1202

Prepared by: Planning Department  
The County of Middlesex, January 7, 2021.

**LEGEND**

1:4,000

0 40 80 160 Metres



## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Durk Vanderwerff, Director of Planning  
**SUBJECT:** FINAL APPROVAL OF LUCAN ESTATES AND LUCAN MCNEIL  
PLAN OF SUBDIVISION – PHASE 4; FILES 39T-LB1301 AND  
39T-LB0702, LUCAN BIDDULPH

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### **BACKGROUND:**

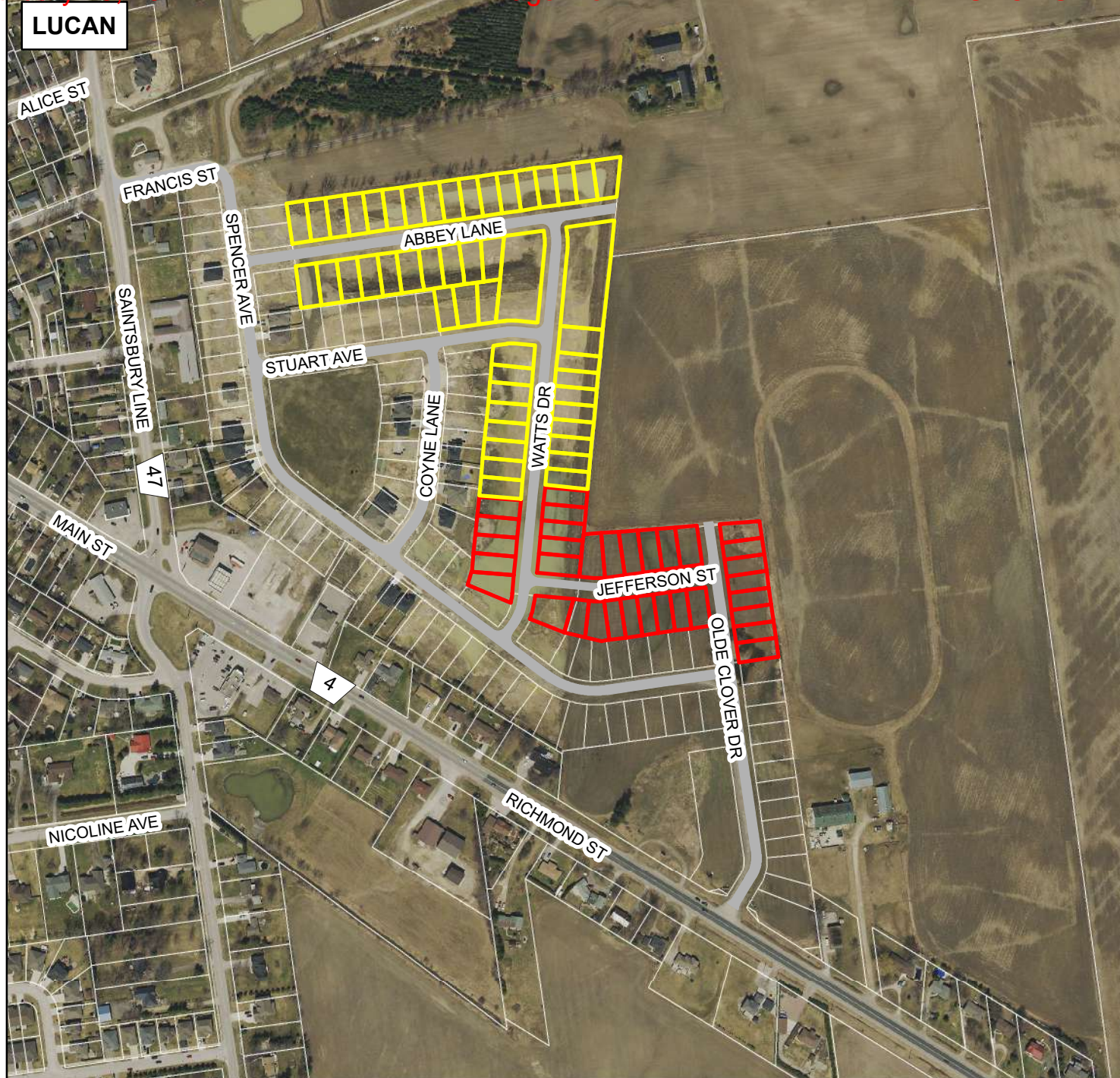
The Lucan Estates and Lucan McNeil Plans of Subdivision are located in Lucan (see attached). Although the plans of subdivision were undertaken as two separate files, due to ownership at the time, the development is now occurring in unison and in phases. Phase 4 Plan consists of 33 lots for single detached dwellings

### **ANALYSIS:**

This report is to advise County Council that final approval was given to Phase 4 of Lucan Estates and Lucan McNeil Plans of Subdivision. All conditions to the approval of this phase have been cleared and the Township of Lucan Biddulph has entered into a subdivision agreement with the developer. The plans were signed by the Director of Planning on November 26, 2020 and forwarded to the Land Registrar for registration.

Attachment





## LOCATION MAP

### Description:

Final Plan of Subdivision  
 Lucan 2161453 Ont (MacNeil) & Lucan Estates Two  
 Township of Lucan Biddulph

### File Number:

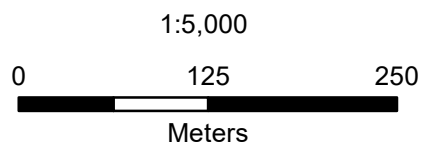
39T-LB0702 & 39T-LB1301

Prepared by: Planning Department  
 The County of Middlesex, January 12, 2021.



## LEGEND

- Subject Lands
- Future Phases





## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Durk Vanderwerff, Director of Planning  
**SUBJECT:** FINAL APPROVAL PHASE ONE WESTWOOD ESTATES PLAN OF SUBDIVISION; FILE 39T-NM1801; MUNICIPALITY OF NORTH MIDDLESEX

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### **BACKGROUND:**

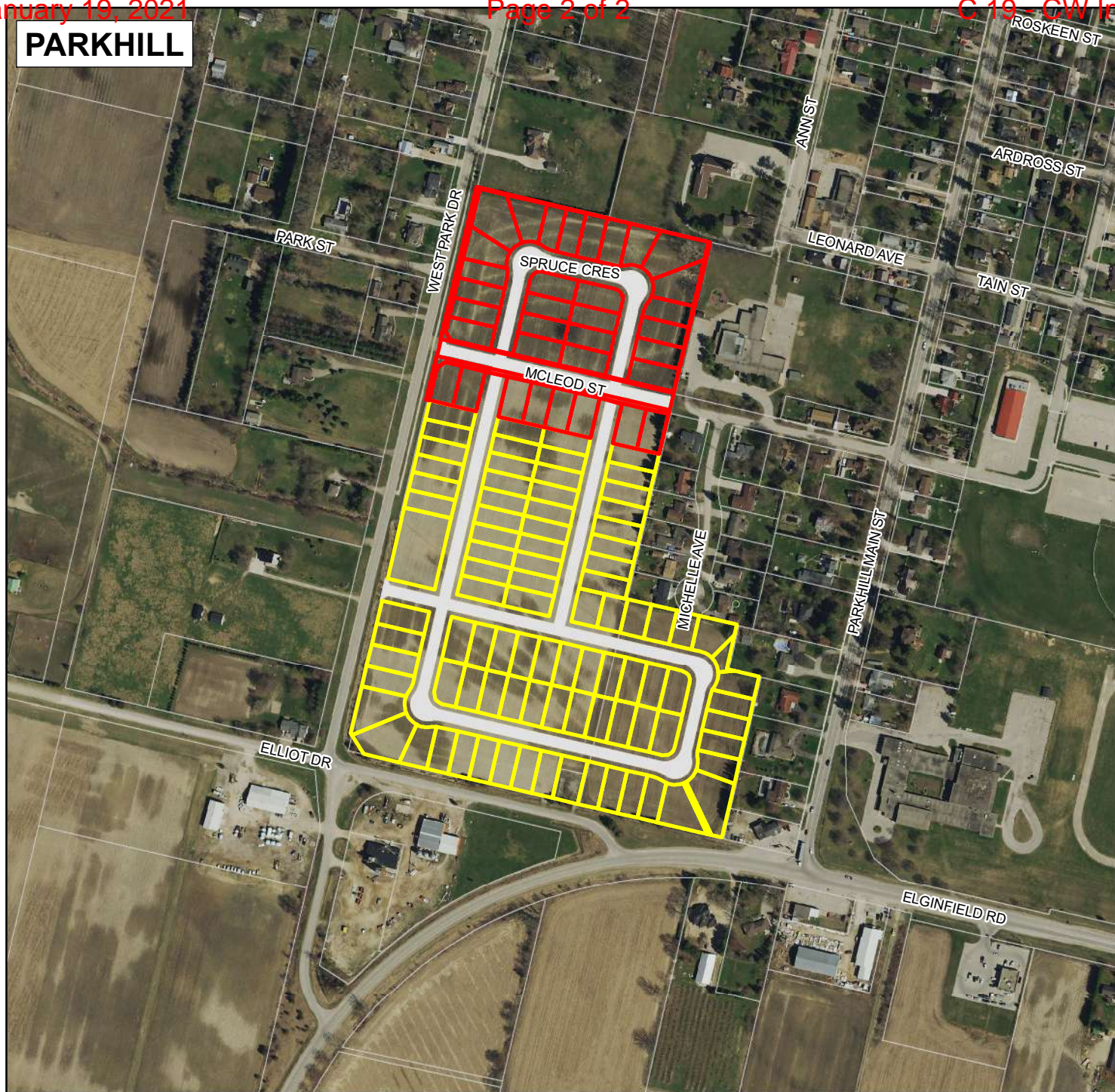
The Westwood Estates Plan of Subdivision is located in Parkhill (see attached). The entire development consists of 118 single detached lots and various blocks and new roads. The first phase of the plan consists of 33 lots.

### **ANALYSIS:**

This report is to advise County Council that final approval was given to Phase One of the Westwood Estates Plan of Subdivision. All conditions to the approval have been cleared and the Municipality of North Middlesex has entered into a subdivision agreement with the developer. The plans were signed by the Director of Planning on October 5, 2020 and forwarded to the Land Registrar for registration. It is noted that there was a delay in finalizing the registration process subsequent to the County approving the plans.

Attachment



**PARKHILL****LOCATION MAP**

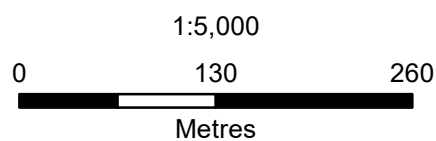
Description:  
WESTWOOD ESTATES  
FINAL PLAN OF SUBDIVISION  
MUNICIPALITY OF NORTH MIDDLESEX

File Number:  
39T-NM1801

Prepared by: Planning Department,  
The County of Middlesex, December 18th 2020

**LEGEND**

- PHASE 1
- FUTURE PHASES



Ministry of the Environment, Conservation and Parks

January 11, 2021

Good afternoon,

In order to create a practical forum to help our government implement recent changes to the *Conservation Authorities Act* and ensure conservation authorities and other stakeholder groups have a stronger voice at the table, I have invited 10 individuals to participate in a newly-formed conservation authorities working group.

The working group members, chaired by Hassaan Basit, President and CEO of Halton Region Conservation Authority, have been drawn from a variety of conservation authorities, Conservation Ontario and the Association of Municipalities of Ontario, as well as the development and agriculture sectors. The full list of members include:

- Hassaan Basit, President and CEO, Halton Region Conservation Authority (Chair)
- Kim Gavine, General Manager, Conservation Ontario
- John McKenzie, Chief Executive Officer, Toronto and Region Conservation Authority
- Sommer Casgrain-Robertson, General Manager, Rideau Valley Conservation Authority
- Chris Darling, Chief Administrative Officer, Central Lake Ontario Conservation Authority
- Rob Baldwin, Chief Administrative Officer, Lake Simcoe Region Conservation Authority
- Brian Tayler, Chief Administrative Officer, North Bay-Matawa Conservation Authority
- Samantha Lawson, Chief Administrative Officer, Grand River Conservation Authority
- Cathie Brown, Senior Advisor, Association of Municipalities of Ontario
- Scott McFadden, Mayor, Township of Cavan Monaghan

The following individuals will also assist the Working Group by providing further perspectives, including on the section 28 Minister's regulation:

- Jason Sheldon, Vice-President, Land Development, Remington Group
- Gary Gregoris, Senior Vice-President, Land Development, Mattamy Homes
- Josh Kardish, Vice-President, EQ Homes
- Michelle Sergi, Director Community Development, Region of Waterloo
- Leslie Rich, Policy and Planning Liaison, Conservation Ontario



- Barb Veale, Director, Planning and Watershed Management, Halton Region Conservation Authority
- Laurie Nelson, Director, Policy and Planning, Toronto and Region Conservation Authority
- Mark Wales, Past President, Ontario Federation of Agriculture

The Working Group's first task includes looking at the first phase of proposed regulations impacting conservation authorities and their participating municipalities, which will be available for public consultation later this month. The proposed regulations will include:

- details on the programs and services conservation authorities will implement, and how the programs and services may be funded such as:
  - the mandatory programs and services to be delivered by conservation authorities;
  - the proposed agreements that may be required with participating municipalities to fund non-mandatory programs and services with municipal dollars; and
  - the transition period to establish those agreements;
- how conservation authorities will regulate development and other activities to ensure public safety through natural hazard management,
- the requirement for conservation authorities to establish community advisory boards; and
- a Minister's regulation under section 29 of the *Conservation Authorities Act* relating to conservation authority operation and management of lands owned by the authority.

Our government is committed to ongoing collaboration as we work to improve how conservation authorities deliver core programs and services to their communities. Drawing on their extensive knowledge and experience, the working group members we've assembled will provide valuable perspectives to help us make better informed decisions.

We look forward to your feedback as part of our consultation process on the upcoming regulatory postings.

Sincerely,

Jeff Yurek  
Minister of the Environment, Conservation and Parks





## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Mark Brown, Woodlands Conservation Officer/Weed Inspector  
**SUBJECT:** APPLICATION FOR COUNCIL EXEMPTION FOR CUTTING OF  
WOODLANDS; TOWNSHIP OF ADELAIDE METCALFE; 1179  
EGREMONT DRIVE, VAN AERT

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### **BACKGROUND:**

An application for Council Exemption under Section 4 of the County's Woodlands Conservation By-law No. 5738 has been received for the cutting of woodlands located at 1179 Egremont Drive in the Township of Adelaide Metcalfe (see attached map).

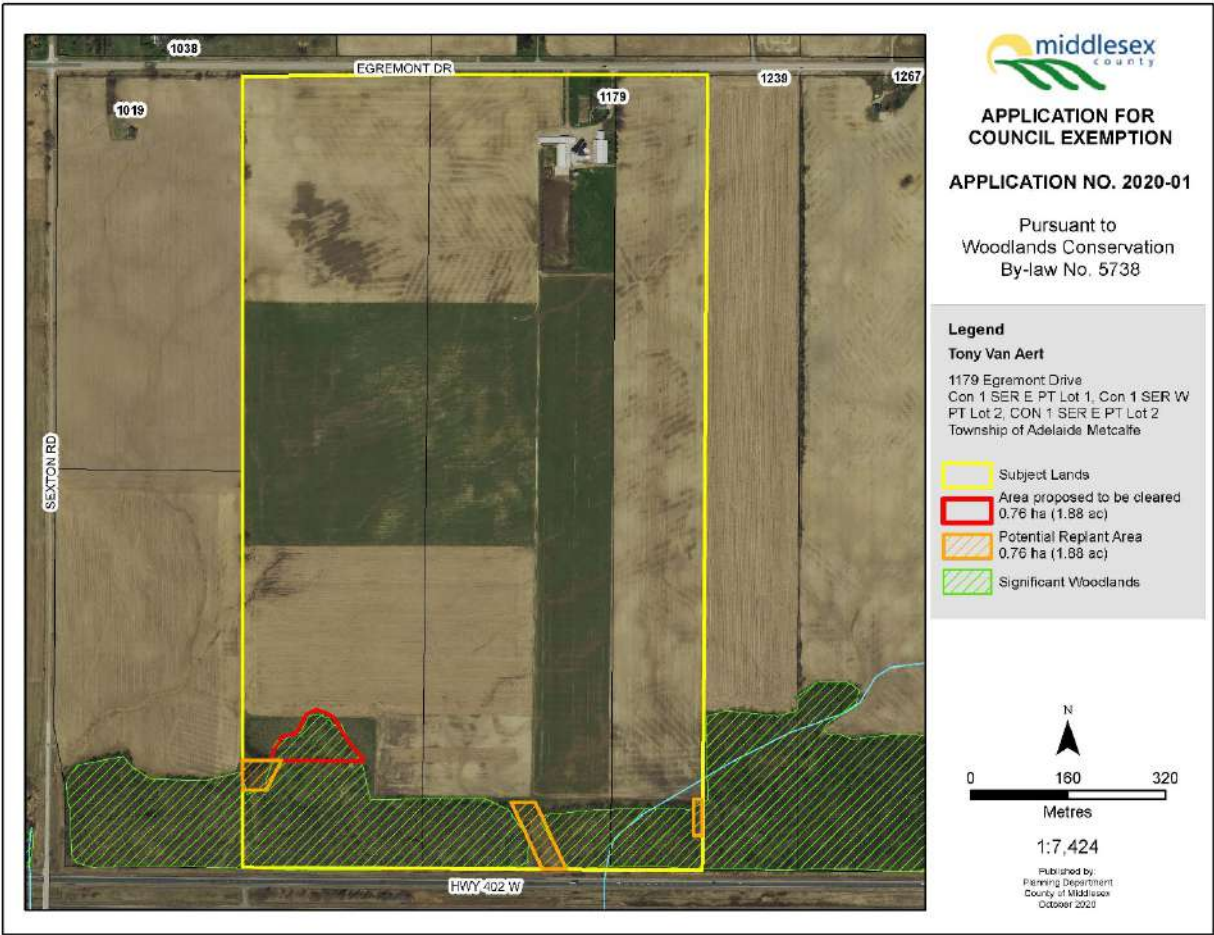
### **ANALYSIS:**

Tony Van Aert, owner of the subject lands have applied for the removal of 0.76 ha (1.88 ac) of a woodland that is regulated under Middlesex County Woodlands Conservation By-law No. 5738. If granted, the lands cleared would be converted to agriculture use.

It is noted that the area calculations included in this report and on the attached map are approximate but the proposed clearing boundaries have been verified in the field by the Woodlands Conservation officer.

The purpose of this report is to make Council aware of this application and the upcoming public hearing. The public hearing has been scheduled for Tuesday, February 16, 2021 at the regular session of County Council.

Attachment





## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Mark Brown, Woodlands Conservation Officer/Weed Inspector  
**SUBJECT:** APPLICATION FOR COUNCIL EXEMPTION FOR CUTTING OF  
WOODLANDS; MUNICIPALITY OF STRATHROY-CARADOC;  
6864 OLDE DRIVE; VIEIRA

---

### **BACKGROUND:**

An application for Council Exemption under Section 4 of the County's Woodlands Conservation By-law No. 5738, has been received for the cutting of woodlands located at 6864 Olde Drive in the Municipality of Strathroy-Caradoc (see attached map).

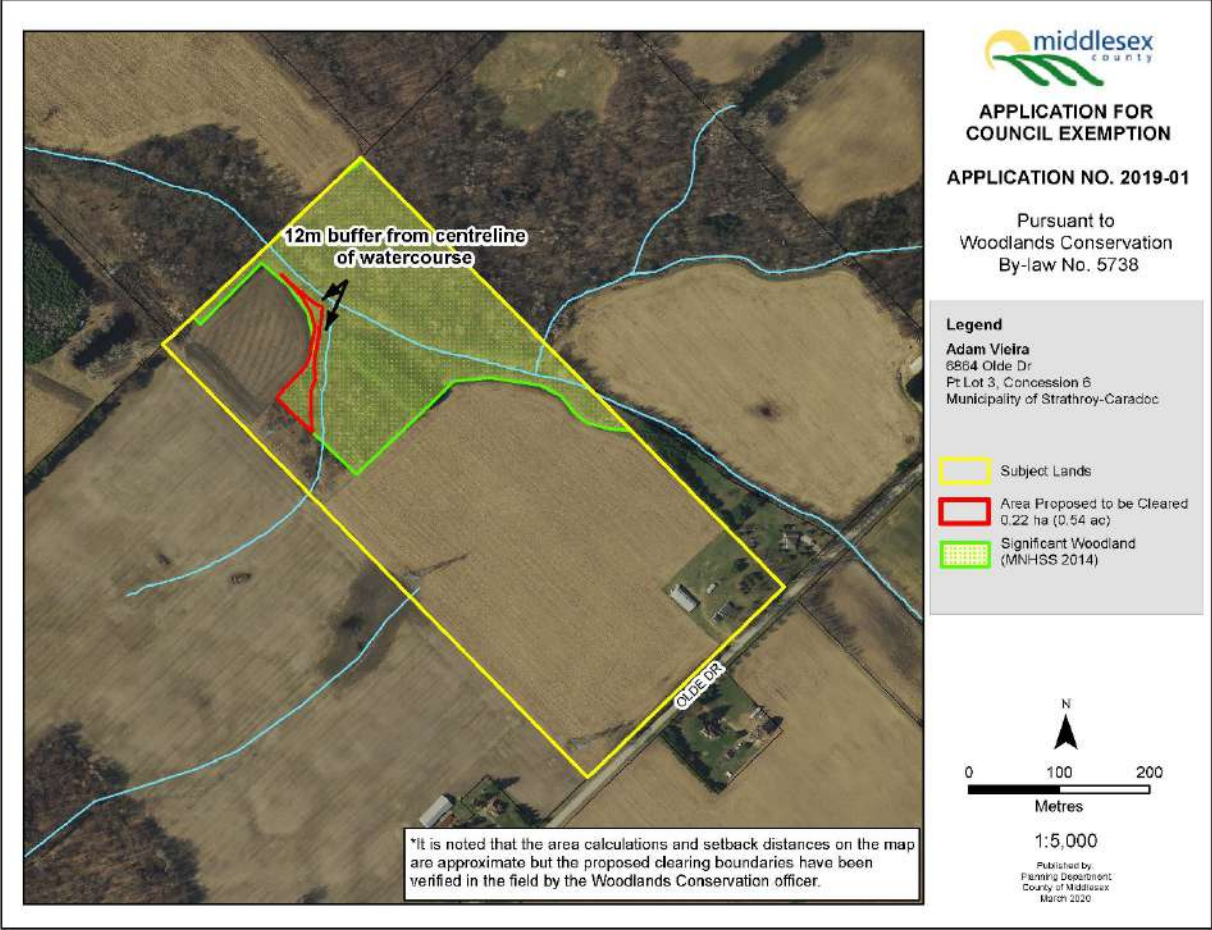
### **ANALYSIS:**

Adam and Ingrid Vieira, owners of the subject lands has applied for the removal of 0.22 ha (0.54 ac) of a woodland that is regulated under Middlesex County Woodlands Conservation By-law No. 5738. If granted, the lands cleared would be converted to agriculture use.

It is noted that the area calculations included in this report and on the attached map are approximate but the proposed clearing boundaries have been verified in the field by the Woodlands Conservation officer.

The purpose of this report is to make Council aware of this application and the upcoming public hearing. The public hearing has been scheduled for Tuesday, February 16, 2021 at the regular session of County Council.

Attachment





## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Mark Brown, Woodlands Conservation Officer/Weed Inspector  
**SUBJECT:** APPLICATION FOR COUNCIL EXEMPTION FOR CUTTING OF  
WOODLANDS; TOWNSHIP OF LUCAN BIDDULPH; LOT 17  
CONCESSION 7; BLOEMEN

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### **BACKGROUND:**

An application for Council Exemption under Section 4 of the County's Woodlands Conservation By-law No. 5738, has been received for the cutting of woodlands located at Lot 17 Concession 7 in the Township of Lucan Biddulph (see attached map).

### **ANALYSIS:**

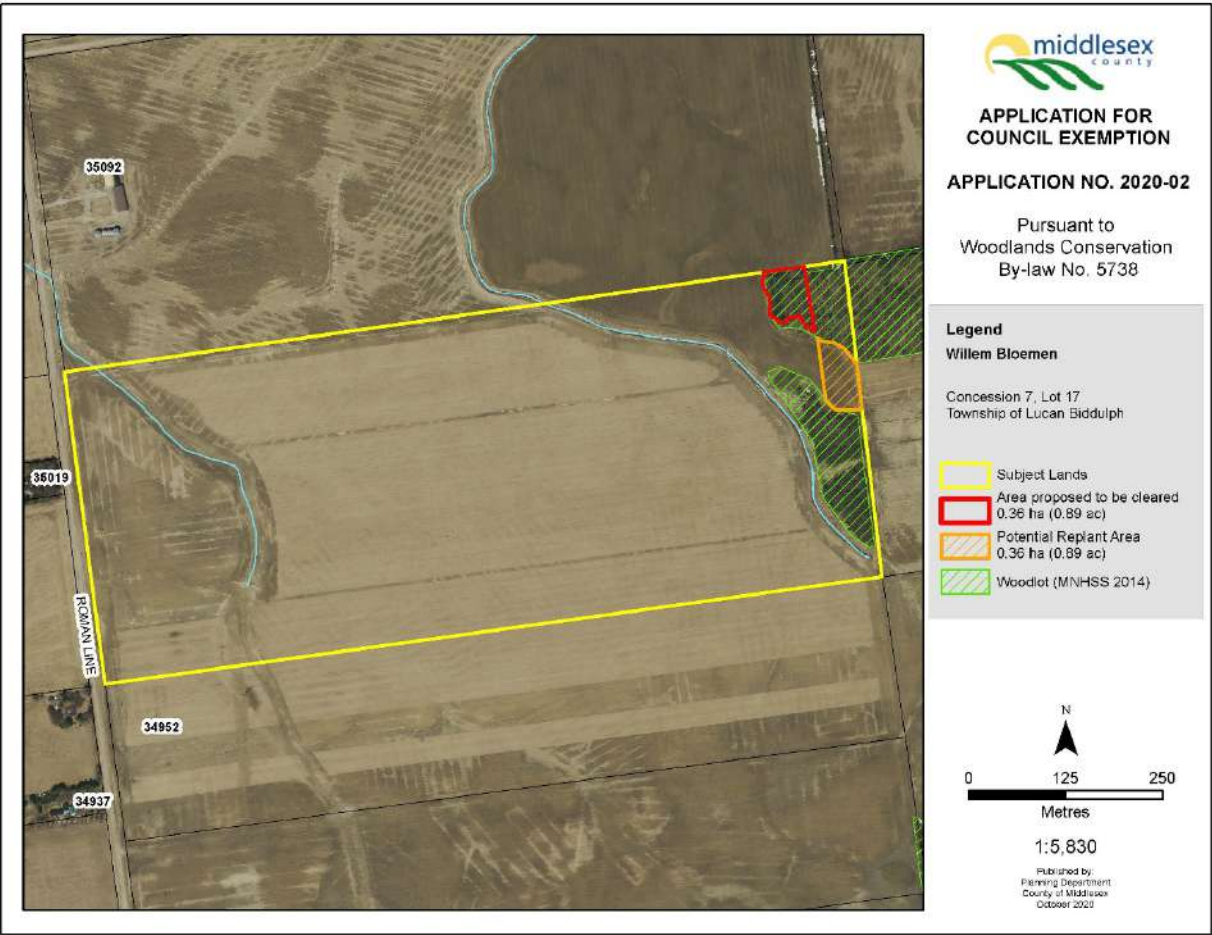
Willem Bloemen, owner of the subject lands has applied for the removal of 0.36 ha (0.89 ac) of a woodland that is regulated under Middlesex County Woodlands Conservation By-law No. 5738. If granted, the lands cleared would be converted to agriculture use.

It is noted that the area calculations included in this report and on the attached map are approximate but the proposed clearing boundaries have been verified in the field by the Woodlands Conservation officer.

The purpose of this report is to make Council aware of this application and the upcoming public hearing. The public hearing has been scheduled for Tuesday, February 16, 2021 at the regular session of County Council.

Attachment









December 17, 2020

## **AMO Policy Update – Long-Term Care Staffing Plan, Conservation Authorities Working Group, Poverty Reduction Strategy, and Mental Health and Addiction Services Funding**

### **Long-Term Care Staffing Plan Released**

The Province announced the release of its anticipated [long-term care staffing plan](#) that sets out actions to hire more staff, improve working conditions for existing staff, drive effective and accountable leadership, and implement retention strategies.

The plan is called, “[A Better Place to Live, A Better Place to Work: Ontario’s Long-Term Care Staffing Plan](#)”. Included in the plan are six key areas of action to be delivered over four years, not least of which is an investment of up to \$1.9 billion annually by 2024-2025 to create more than 27,000 new positions for personal support workers (PSWs), registered nurses (RNs), and registered practical nurses (RPNs) in long-term care to meet the government’s [2020 Ontario budget commitment](#) to increase hours of daily direct care to an average of four hours per day for each long-term care resident.

Other actions include accelerating and expanding education and training pathways to train the new staff, supporting continued professional development and growth of long-term care staff, and finding ways to improve working conditions, increasing effective and accountable leadership, and measuring progress on these actions.

AMO staff will be reviewing the staffing plan in its entirety to inform its future work under our Health Task Force to the Long-Term Care Commission as well as consultation on future regulations.

### **Ontario’s Working Group on Conservation Authorities**

The Province has announced a [Conservation Authorities Working Group](#). Hassaan Basit, President and CEO of Conservation Halton, will chair this group to provide input on

proposed regulations development under the *Conservation Authorities Act*, and on how conservation authorities are governed.

The working group will be formed early in the new year and will provide input to help the Province develop regulations that will focus on:

- the mandatory core programs and services conservation authorities would be required to provide,
- the agreements between municipalities and conservation authorities and the transition period associated with non-mandatory programs and services, and
- how local members of the community can participate in their conservation authorities through community advisory boards.

AMO has been calling for such a group to undertake this work and welcomes this process. AMO has also requested representation on this working group.

## **Ontario's New Poverty Reduction Strategy**

The government [released](#) a new [Poverty Reduction Strategy](#) to guide cross ministry actions over the next five years. The objective is to help more people get back into employment and participate in the Province's economic recovery.

Key government initiatives are to help connect people experiencing poverty with education, skills training, health, and other supports. In many cases this involves joint efforts with municipalities and District Social Service Administration Boards delivering critical human services in communities such as social assistance, housing, and homelessness prevention programs.

## **New Mental Health and Addiction Services**

As part of the ongoing response to COVID-19, the government is providing [\\$147 million of funding](#) to increase access to supports. This allocation builds on the provincial [Roadmap to Wellness Plan](#).

This welcome funding will add more staff, accommodations, virtual supports, housing and short-term accommodation, and other supports to continue providing safe in-person services where appropriate. It will also include supports specifically for Ontario's frontline workers.

AMO's [COVID-19 Resources](#) page is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to [covid19@amo.on.ca](mailto:covid19@amo.on.ca).

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



December 18, 2020

## **AMO Policy Update – Additional COVID-19 Vaccine Sites, ESA Termination and Severance Provisions Extension**

### **Additional COVID-19 Vaccine Rolling Out**

Ontario will be distributing [additional doses of the Pfizer vaccine to 17 more hospital sites](#) throughout the province over the next two weeks, including regions with the highest rates of COVID-19 infection. This is part of the initial phase of the government's [three-phase vaccine implementation plan](#) that began on December 14<sup>th</sup> in Toronto and Ottawa.

Ontario is expecting to receive up to 90,000 Pfizer-BioNTech doses from the federal government before the end of the year to continue vaccinating health care workers and essential caregivers who work in hospitals, long-term care homes, retirement homes, and other congregate settings caring for seniors.

During this initial phase, Ontario is expecting to receive doses of the Moderna vaccine – once approved by Health Canada – which will allow vaccines to be provided at long-term care homes in lockdown areas, followed by retirement homes, other congregate care settings for seniors, and remote Indigenous communities. In early 2021, additional hospital sites across the province will be administering additional Pfizer vaccines to health care workers, as well as essential caregivers, and long-term care home and retirement home residents.

### **Extension of Temporary Relief from ESA Termination and Severance Provisions**

The Ontario government has extended the temporary relief measures from the termination and severance provisions of the *Employment Standards Act, 2000* (ESA) as of December 17, 2020 until **July 3, 2021**. The temporary measures are found in [Ontario Regulation 228/20](#), Infectious Disease Emergency Leave (IDEL Regulation), and had been set to expire January 2, 2021. The IDEL Regulation [has been amended](#)

to define the “COVID-19 period” as that period beginning on March 1, 2020 and ending on July 3, 2021. Additional Hicks Morley information can be found [here](#).

AMO's [COVID-19 Resources](#) page is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to [covid19@amo.on.ca](mailto:covid19@amo.on.ca).

**Season's Greetings from AMO.  
Best wishes for a safe and healthy 2021.**

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January 7, 2021

## **AMO Policy Update – New Lock Down Measures and New CSWB Plan Deadline**

### **New Lock down measures, elementary school closure extension and emergency child care extension**

As COVID-19 cases are currently increasing throughout the province, the Ontario government is [extending](#) certain public health measures for the safety of students, education staff, and residents of Northern Ontario. This includes extending the shutdown in Northern Ontario for another 14 days, aligning with the shutdown period in Southern Ontario until at least January 23, 2021.

In response to increasing community transmission, in-person learning will be deferred to January 25, 2021 in Southern Ontario, which aligns with the planned return of in-person learning for secondary school students in these regions. Elementary students and secondary students in the seven Northern Ontario public health unit regions will proceed with returning to in-person learning on January 11, 2021. This new timing in Northern Ontario is also trying to be responsive to the fact that Northern Ontario students are not able to learn at home as effectively due to limited access to reliable Internet service.

Since Ontario was moved into a [Provincewide Shutdown](#) on December 26th, trends in key public health indicators have continued to worsen in both Northern and Southern Ontario, including concerning trends in health system capacity. Trends show increasing transmission in many Northern Ontario public health regions, with only one region showing a sustained low level of transmission.

To support families during this extended school closure, child care centres, and home-based child care services will remain open. Ontario is also expanding eligibility for the Ministry of Education's targeted emergency child care program for a broader number of frontline health and safety workers.

The impacts of these time-limited measures throughout the province will be evaluated after 14 days to determine if it is safe to lift any restrictions or if they need to be extended.



**New Community Safety and Well-Being Plan (CSWB) Deadline**

In April 2020, the Solicitor General delayed the January 1st, 2021 deadline for the completion and adoption of Community Safety and Well-Being (CSWB) plans. This delay acknowledged the impact that the COVID-19 pandemic was placing on municipal governments and restricting their ability to complete these plans by year end.

On December 24th, 2020, the Ministry of the Solicitor General announced a new July 1st, 2021 deadline date for municipal governments to have their CSWB plans adopted. This six-month extension is appreciated but we understand will continue to prove challenging for many municipal governments across Ontario.

AMO has long been concerned that CSWB plans are an unfunded mandate placed on municipal governments including many with limited staffing resources. With managing an aggressive second wave of the pandemic, municipal governments will find it challenging to conduct and coordinate effective community engagement, including required strong participation from local health and education agencies, that is necessary to produce meaningful plans by the middle of 2021.

AMO's [COVID-19 Resources](#) page is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to [covid19@amo.on.ca](mailto:covid19@amo.on.ca).

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



January 12, 2021

## **AMO Policy Update – New COVID-19 Provincial Emergency Declared, Updated COVID Modelling, and CA Working Group**

### **Second Provincial Emergency Declared to Address the 2<sup>nd</sup> COVID-19 Wave**

Ontario Premier Doug Ford followed the release of new modeling projections (see below) this morning with the declaration of a second provincial emergency for Ontario under s 7.0.1 (1) of the *Emergency Management and Civil Protection Act* (EMPCA) that will be effective immediately.

This declaration means that the government will now make orders under the EMCPA. This action comes as a measure to help curb the rising COVID-19 cases and deaths across the Province by targeting the reduction in the levels of mobility.

Highlights from [today's announcement](#) include:

- **As of Thursday, January 14, 2021 at 12:01 a.m., a stay-at-home order comes into effect** requiring everyone in Ontario to remain at home with exceptions for essential purposes (i.e., trips to the grocery store or pharmacy, accessing health care, for exercise, or essential work).
- **Individuals are now required to wear a mask or face covering in the indoor areas of businesses or organizations that are open.** Additionally, a mask is now recommended outdoors when physical distancing of two metres is not possible.
- **New enforcement measures are set to allow Provincial offences officers, including Police, Municipal Bylaw officers, and First Nations Constables to issue tickets** to individuals, employees, or corporations who do not comply with the stay-at-home order. Additionally, all enforcement personnel now have the authority to close a premise or disperse individuals in contravention of an order.
- **The Province has updated the essential business list** with a few additional closures, but it remains largely unchanged due to already being in a lockdown setting. This means status quo for municipal construction projects that will

continue to remain on the essential business list. For more information, call the ["Stop the Spread" business information line](#).

- **The Small Business Support Grant will be accepting applications in the coming days** for small businesses who are impacted by the lockdown and meet the criteria to receive this support.
- The Ministry of Labour, Training and Skills Development is launching the "Stay Safe All Day" campaign that focuses workplace inspections in areas of high transmission (i.e., lunch or break rooms).

An emergency declaration pursuant to s. 7.0.1 under *Emergency Management and Civil Protection Act* (EMPCA) is terminated 14 days after being made and may be extended for up to a further 14 days by the Lieutenant Governor in Council. Thereafter, extensions require approval of the Legislature for additional periods of up to 28 days.

The orders currently in force under the *Reopening Ontario (A Flexible Response to COVID-19) Act*, 2020 (ROA) remain in effect until January 20, 2021. Under the ROA, orders can be extended for up to 30 days at a time, and the government must continue to report on all order extensions to the Select Committee on Emergency Management Oversight.

A full list of emergency orders under the EMPCA as well as orders under the ROA can be found on the [e-Laws website](#).

Ontario is now in a second provincial emergency due to COVID-19 with a series of orders coming into effect over the next two days. AMO will provide regular updates as more orders of a municipal interest come forward under the EMCPA.

## COVID-19 Science Advisory Table Update

The [COVID-19 Science Advisory Table](#) updated their modelling given trends with recent population data. Today's [presentation](#) provides compelling data on the people and health care system impacts if these trends continue unchecked.

Their Key Findings include:

- Growth in COVID-19 cases has accelerated and is over 7% on the worst days.
- Over the last 4 weeks, there has been a:
  - 72.2% increase in COVID hospitalizations
  - 61.2% increase in COVID ICU patients.
- Almost 40% of long-term care homes have active COVID-19 outbreaks. Since January 1<sup>st</sup>, 198 LTC residents and 2 LTC staff have died of COVID-19. Forecasts suggest more deaths in wave 2 in long-term care than in wave 1.

- COVID-19 ICU occupancy is now over 400 beds. Surgeries are being cancelled and the access to care deficit will continue to increase with real consequences for health.
- Mobility and contacts between people have not decreased with the current restrictions. Survey data show that the majority of Ontarians are helping limit spread by following them. However, case numbers will not decline until more of the population follows their example.
- A new variant of concern of SARS-CoV-2 (B117) (UK variant) could drive much higher case counts, ICU occupancy and mortality if community transmission occurs. The doubling time for cases could drop by more than 2/3. This new variant is now in Ontario.
- Without significant reductions in contacts, the health system will be overwhelmed, and mortality will exceed the first wave totals before a vaccine has time to take effect.

## Conservation Authorities Working Group

The Minister of Environment, Conservation and Parks (MECP) has established a multi-stakeholder Working Group to consider proposed regulations impacting conservation authorities and municipalities. Early work will focus on the mandatory programs and services to be delivered by conservation authorities and the MOUs between CAs and municipal governments for non-mandatory programs and services paid for by municipalities.

MECP has posted details of the [Working Group's](#) tasks and membership. AMO will be represented on this working group by Cathie Brown, Senior Advisor.

AMO's [COVID-19 Resources](#) page is being updated continually so you can find critical information in one place. Please send any of your municipally related pandemic questions to [covid19@amo.on.ca](mailto:covid19@amo.on.ca).

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*News Release*

## **Ontario Provides More Financial Relief for Municipalities during COVID-19**

December 16, 2020

Funding will help ensure municipal partners avoid operating deficits in 2021

TORONTO — The Ontario government is allocating an additional \$695 million to provide financial relief for municipalities and help ensure they do not carry operating deficits into 2021. This investment builds upon the first phase of the federal-provincial Safe Restart Agreement announced this summer and will help municipal partners deliver critical services during COVID-19.

"This joint funding will help Ontario's municipalities recover from the impacts of COVID-19 faster, by helping them to enter into 2021 without operating deficits from this year," said Steve Clark, Minister of Municipal Affairs and Housing. "By ensuring our municipal partners are in a sound financial position to begin the new year, they can focus on keeping their capital projects on track while continuing to provide the critical services their residents rely on."

Of the \$695 million announced today, \$299 million is being allocated across all 444 municipalities to help provide more financial relief, as 2021 operating budgets are finalized. An additional \$396 million is also being allocated to 48 municipalities that have been hardest hit by COVID-19 and have demonstrated a need for additional assistance in covering their 2020 operating deficits. This is in addition to funding being provided to municipalities to help with local transit pressures.

Ontario issued letters to municipalities today about the next stages of transit funding for the Safe Restart Agreement. The province is notionally allocating \$1.3 billion for municipal transit systems. This is in addition to the \$700 million allocation under Phase 1 of the Safe Restart Agreement, which included needs-based top-ups. Further details about this funding will be available in January.

"The funding confirmed today will ensure the City of Toronto can continue vital services — services that are needed more than ever during the COVID-19 pandemic. It shows the difference that can be made when all governments come together with a commitment to saving lives, protecting the health of our

residents, and doing everything we can to help people and businesses get through this crisis," said John Tory, Mayor of the City of Toronto.

"This funding will ensure municipalities in every part of Ontario are in a better position to maintain vital municipal services in 2021 and to proceed with capital investments essential to Ontario's economic recovery," said Graydon Smith, President of the Association of Municipalities of Ontario.

Today's announcement will help municipalities to develop 2021 budgets that reflect the reality of COVID-19 in their communities and give them the confidence they need to proceed with capital projects that will help drive economic growth.

"Our government's top priority is the health and safety of Canadians. That's why we provided over \$5 billion to support Ontario safely restart the economy and help make our province more resilient through this second wave. We're proud to see today's second stream of funding make its way to Ontario municipalities, so that they can continue to deliver the essential services that Canadians rely on every day," said Adam Vaughan, Parliamentary Secretary to the Minister of Families, Children and Social Development.



## QUICK FACTS

- The federal-provincial Safe Restart Agreement is an historic partnership that secured up to \$4 billion in emergency funding for Ontario's municipalities to help them on the road to a safe recovery.
- In August, an [initial investment of \\$1.6 billion](#) was provided so every Ontario municipality could address their operating pressures, support transit systems and help vulnerable people.
- The Ontario government has provided \$510 million to municipalities and Indigenous community partners through the Social Services Relief Fund to help protect the health and safety of vulnerable people during COVID-19.
- The province has made an additional three-year, \$45-billion commitment to help communities recover as part of [Ontario's Action Plan: Protect, Support, Recover](#). This includes critical investments in health and other initiatives, to ensure Ontario is more resilient in the future.
- Ontario is also supporting municipalities in finding budget savings and efficiencies through the Audit and Accountability Fund and Municipal Modernization Program -- supporting municipalities with third-party audits and service reviews. Municipalities have already received \$215 million through these programs.

## ADDITIONAL RESOURCES

- [Allocations for municipalities under phase two of the federal-provincial Safe Restart Agreement.](#)
- [See how your organization can help fight COVID-19.](#)
- [Visit Ontario's website to learn more about how the province continues to protect the people of Ontario from COVID-19.](#)

## **CONTACTS**

Stephanie Bellotto

Minister's Office

[stephanie.bellotto@ontario.ca](mailto:stephanie.bellotto@ontario.ca)

Conrad Spezowka

Communications Branch

[MMA.Media@ontario.ca](mailto:MMA.Media@ontario.ca)

Ministry of Municipal Affairs and Housing

<http://www.ontario.ca/municipalaffairsandhousing>



## Committee of the Whole

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**Meeting Date:** January 19, 2021  
**Submitted by:** Durk Vanderwerff, Director of Planning  
**SUBJECT:** FINAL APPROVAL A & M SOD SUPPLY PLAN OF  
SUBDIVISION; FILE 39T-MC0603; MUNICIPALITY OF  
MIDDLESEX CENTRE

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### **BACKGROUND:**

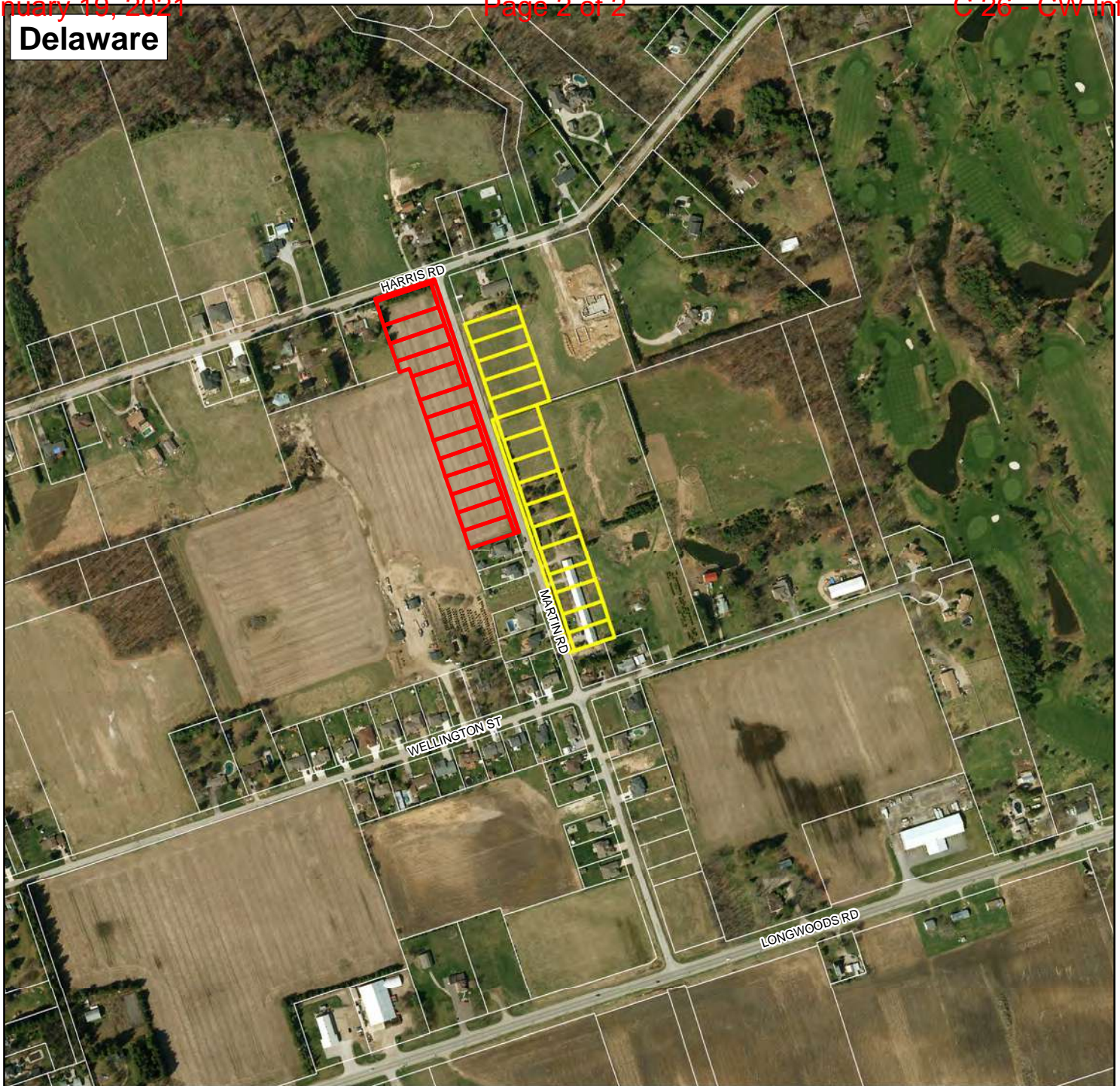
The A & M Sod Supply Plan of Subdivision is located in Delaware (see attached). The entire development consists of twelve single detached lots, and two blocks for road widening and one block for future road allowance.

### **ANALYSIS:**

This report is to advise County Council that final approval was given to A & M Sod Supply Plan of Subdivision. All conditions to the approval have been cleared and the Municipality of Middlesex Centre has entered into a subdivision agreement with the developer. The plans were signed by the Director of Planning on December 14, 2020 and forwarded to the Land Registrar for registration.

Attachment

Delaware



## LOCATION MAP

Description:  
A & M SOD SUPPLY (GLOVER)  
PLAN OF SUBDIVISION  
MUNICIPALITY OF MIDDLESEX CENTRE

File Number:  
39T-MC0603

Prepared by: Planning Department,  
The County of Middlesex, March 31, 2015



## LEGEND



SUBJECT LANDS



Adjacent Plans of Subdivision  
39T-MC1201 AND 39T-MC1202

1:6,000

0 150 300

Metres



**Ministry of  
Municipal Affairs  
and Housing**

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

**Ministère des  
Affaires municipales  
et du Logement**

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



MIN-234-2020-5724

December 16, 2020

Warden Cathy Burdhardt-Jesson  
County of Middlesex  
cburdhardtjesson@middlesex.ca

Dear Warden Burdhardt-Jesson:

From the outset of COVID-19, our government knew that the pandemic was going to put a significant strain on Ontario's municipalities. That is why we are committed to working with all levels of government to ensure municipalities can continue to deliver the critical services Ontarians rely on.

In our negotiations with the federal government, what started as a \$14 billion national proposal was negotiated into the \$19 billion Safe Restart Agreement – securing up to \$4 billion for Ontario's municipalities and transit systems.

In August, our government committed \$695 million in an initial round of allocations under the \$1.39 billion municipal operating stream. Earlier today, I announced that the Ontario government is investing an additional \$695 million under the historic Safe Restart Agreement's municipal operating stream to help our municipal partners manage the financial impacts of COVID-19 and start 2021 in a more secure financial position.

I am pleased to advise that your municipality's allocation is \$357,000. This amount is being provided to help your municipality with 2021 COVID-related operating pressures.

Allocations for 2021 funding for all 444 municipalities are based on the number of households in the municipality and the proportion of COVID-19 cases occurring in the municipality's public health unit. Funding under the municipal operating stream is in addition to funding being provided under the Safe Restart Agreement for municipal transit systems, Social Services Relief Fund and public health.

We know municipalities will continue to feel the impacts of COVID-19 into 2021. Our government is providing this additional support as you develop your 2021 budgets. With this funding, your municipality can continue to deliver the high-quality local services your

residents and business rely on every day and have the confidence you need to proceed with budgeting for planned capital projects in 2021.

We have heard that you require flexible funding and we are delivering. Funding under the municipal operating stream of the Safe Restart Agreement can be used to support your municipality's highest priority COVID-related operating needs. The province expects that any amount of funding not required by your municipality in 2020 will be used to address 2021 pandemic-related operating needs.

As previously communicated, your municipality will be expected to report back to the province in March 2021 with information about your COVID-related operating pressures and use of both funding allocations. This report template will be available via the Transfer Payment Ontario system by late January 2021. Municipalities will also be expected to report back on 2021 operating pressures due to the pandemic at a later date.

I am requesting that your municipal treasurer sign the acknowledgement below and return the signed copy to the ministry by December 24, 2020 by email to [Municipal.Programs@ontario.ca](mailto:Municipal.Programs@ontario.ca). Please note that we must receive this acknowledgement before making a payment to your municipality. We expect to begin making payments to municipalities in December 2020 and complete all payments by the end of January 2021.

Municipalities are welcome to contact their municipal advisor or e-mail [Municipal.Programs@ontario.ca](mailto:Municipal.Programs@ontario.ca) with any questions.

Thank you once again for your commitment to serving your residents during these challenging times. Our government will continue to stand with our municipal partners because we know that strong communities are the foundation of a strong Ontario – your success is Ontario's success.

Sincerely,



Steve Clark  
Minister of Municipal Affairs and Housing

c. Municipal Treasurer and Chief Administrative Officer



By signing below, I acknowledge that the allocation of \$357,000 is provided to County of Middlesex for the purpose of assisting with COVID-19 operating costs and pressures and that the province expects that any funds not required for this purpose in 2020 will be used to support COVID-19 operating costs and pressures in 2021.

I further acknowledge that County of Middlesex is expected to report back to the province on 2020 and 2021 COVID-19 operating costs and pressures and the use of this funding.

Name: *Cindy Howard*

Title: *Treasurer*

Signature: *Cindy Howard*

Date: *Dec. 23 / 2020*

January 13, 2021

Dear Mayor,

I am pleased to inform you that the next census will take place in May 2021. I am writing today to seek your support to increase awareness of the census among residents of your community.

For over a century, Canadians have relied on census data to tell them about how their country is changing and what matters to them. We all depend on key socioeconomic trends and census analysis to make important decisions that have a direct impact on our families, neighbourhoods and businesses. In response to the COVID-19 pandemic, Statistics Canada has adapted to ensure that the 2021 Census is conducted throughout the country in the best possible way, using a safe and secure approach.

Statistics Canada will be [hiring approximately 32,000 people](#) across the country to assist with census collection. We would like to work with you and your municipality to ensure that your residents are aware and informed of these job opportunities.

Furthermore, your support in encouraging your residents to complete the census will have a direct impact on gathering the data needed to plan, develop and evaluate programs and services such as schools, daycare, family services, housing, emergency services, roads, public transportation and skills training for employment.

If you would like to express your municipality's support for the census, please share the municipal council resolution text below with your residents:

Be it resolved that:

The Council of the Corporation of (NAME OF CITY/TOWN/MUNICIPALITY) supports the 2021 Census, and encourages all residents to complete their census questionnaire online at [www.census.gc.ca](http://www.census.gc.ca). Accurate and complete census data support programs and services that benefit our community.

In the coming weeks, a member of our communications team may contact you to discuss ways in which we can work together. Should you have any questions, please contact us at [statcan.censusoutreach.ontario-rayonnementdurec.ontario.statcan@canada.ca](mailto:statcan.censusoutreach.ontario-rayonnementdurec.ontario.statcan@canada.ca).

Thank you in advance for supporting the 2021 Census.

Yours sincerely,

Geoff Bowlby  
Director General, Census Management Office  
Statistics Canada / Government of Canada

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #

A BY-LAW to enter into a Lease Agreement between the Corporation of the County of Middlesex; the Middlesex County Library Board; and the Corporation of the Municipality of Middlesex Centre, with respect to leasing the Ilderton Library and EarlyON Child and Family Centre.

WHEREAS the Middlesex County adopted a recommendation on January 19, 2021, to enter a Lease Agreement between the Corporation of the County of Middlesex; the Middlesex County Library Board; and the Corporation of the Municipality of Middlesex Centre, with respect to leasing the Ilderton Library and EarlyON Child and Family Centre for the period December 2, 2020 to December 31, 2025.

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 following be approved:
- Lease Agreement between the Corporation of the County of Middlesex; the Middlesex County Library Board; and the Corporation of the Municipality of Middlesex Centre, with respect to leasing the Ilderton Library and EarlyON Child and Family Centre for the period December 2, 2020 to December 31, 2025, attached as Schedule “A”.
2. That the Warden and the County Clerk be hereby authorized and directed to execute the said Lease Agreement.

PASSED IN COUNCIL this 19<sup>th</sup> day of January, 2021.

Cathy Burghardt-Jesson, Warden

Kathleen Bunting, County Clerk

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #6164

A BY-LAW to authorize the Warden and the Clerk to execute a Sub Licence Agreement between The Corporation of the County of Middlesex and The Corporation of the City of London with respect to sharing space and environmental operating costs of a data centre for the period January 1, 2020 to December 31, 2023.

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;

AND WHEREAS the Council of The Corporation of the County of Middlesex deems it expedient to execute a Sub Licence for this purpose between The Corporation of the County of Middlesex and The Corporation of the City of London.

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

1.
- That the Warden and the County Clerk are hereby authorized and directed to execute a Sub Licence Agreement between The Corporation of the County of Middlesex and The Corporation of the City of London, with respect to sharing space and environmental operating costs of a data centre for the period January 1, 2020 to December 31, 2023, as set out in Schedule A attached hereto and forming part of this by-law;

PASSED IN COUNCIL this 19<sup>th</sup> day of January, 2021.

Cathy Burghardt-Jesson, Warden

Kathleen Bunting, County Clerk

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #

A BY-LAW to Authorize the Execution of an Amended Capital Contribution Agreement between The Corporation of the County of Middlesex and Southwestern Integrated Fibre Technology Inc., (SWIFT)

WHEREAS Council adopted a recommendation on September 22, 2020, to enter in Amended Capital Contribution Agreement between The Corporation of the County of Middlesex and Southwestern Integrated Fibre Technology Inc., (SWIFT)

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 WHERAS 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 WHERAS 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 following be approved:
- Amended Capital Contribution Agreement between The Corporation of the County of Middlesex and Southwestern Integrated Fibre Technology Inc., (SWIFT), attached hereto as Schedule “A”
2. That the Warden and the Clerk be hereby authorized and directed to execute the said Agreement.

PASSED IN COUNCIL this 19<sup>th</sup> day of January, 2021.

Cathy Burghardt-Jesson, Warden

Kathleen Bunting, County Clerk

THE CORPORATION OF THE COUNTY OF MIDDLESEX

BY-LAW #

A BY-LAW to confirm proceedings of the Council of The Corporation of the County of Middlesex – JANUARY 19, 2021.

WHEREAS it is deemed expedient that the proceedings of the Council of The Corporation of the County of Middlesex at the JANUARY 19, 2021, 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 JANUARY 19, 2021, 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 JANUARY 19, 2021, 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 19<sup>th</sup> day of January, 2021.

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Cathy Burghardt-Jesson, Warden

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Kathleen Bunting, County Clerk