



# **Municipality of West Elgin**

## **Agenda**

### **Economic Development Committee**

**March 26, 2024, 7:00 p.m.**  
**Facility Tour**

**Pages**

**1. Call to Order**

**2. Adoption of Agenda**

Recommendation:

That West Elgin Economic Development Committee hereby adopts the Agenda for the meeting of March 26, 2024, as presented.

**3. Disclosure of Pecuniary Interest**

**4. Minutes**

**1**

Recommendation:

That minutes of the Economic Development meeting on February 13, 2024, be adopted as presented.

**5. Business Arising from Minutes**

**6. Items for Discussion**

**6.1 Upcoming Meetings**

Determine dates, time and location.

**6.2 Strategic Plan and Terms of Reference**

**3**

**6.3 Business Awards, D. Soos**

**6.4 Business List Update, M. Russo & S. Zegers**

6.5	Women in Business Networking Group	9
6.6	Critical Economic Development Data	17
6.7	Economic Development Plan for West Elgin	19
	Examples included from the Municipality of Dutton Dunwich and Township of Southwold for reference.	
6.8	Action Plan Implementation	71
6.9	New Branding	
6.10	Doors Open West Elgin Grant	
6.11	Rodney & West Lorne Profile Background Information	77
6.12	Norfolk Economic Event	159
	<a href="https://simcoechamber.on.ca/innovationfrontierforum/">https://simcoechamber.on.ca/innovationfrontierforum/</a>	
6.13	West Elgin Procedural By-law, 2024-05	160

## 7. Additional Items of Discussion and Next Steps

## 8. Adjournment

Recommendation:

That the West Elgin Economic Development Committee hereby adjourn at \_\_\_\_\_ p.m. to meet again on \_\_\_\_\_ or at the call of the Chair.



# Municipality of West Elgin

## Minutes

### Economic Development Committee

February 13, 2024, 7:00 p.m.

Rodney Recreation Centre

135 Queens Line

Rodney, ON

**Present:**

**Michelle Navackas**  
**Stacey Zegers**  
**Shaun Szabo**  
**Mike Miller**  
**Mike Russo**  
**Mike Vanraes**  
**Dan Soos**  
**Norma McPhail**  
**Bill Denning**

**Staff Present:** **Magda Badura, CAO/Treasurer**

- 1. Call to Order**
- 2. Adoption of Agenda**
- 3. Disclosure of Pecuniary Interest**

No disclosures

- 4. Nomination of Chair**

Michelle Navackas nominated and accepted position of Chair.

- 5. Nomination of Vice Chair**

Dan Soos was nominated and accepted the position of Vice Chair.

- 6. Nomination of Secretary**

Norma McPhail was nominated and declined for the position of Secretary.  
Michelle Navackas agreed, reluctantly, to take notes.

**7. Terms of Reference**

Read and accept the Dutton Dunwich TOR as our own.

**8. West Elgin Draft Strategic Plan**

**9. Committee Vision and Focus**

Round Table Discussion

Dan Soos: Creation of a map of small businesses in West Elgin, Attract more people to the area through advertising. Would like to see an awards evening celebrating local entrepreneurs.

Mike Millar: affordable housing, Lake development

Mike Russo: Look at the formation of an organization like the BIA.

Mike Szabo: incentivize people to come here. Concerned about the cost of living.

Bill: Points to places like Frankenmuth What is West Elgin's 'one thing' how do we focus on attracting people here -create welcome documents/QR code

Stacey: Privately funded initiative to support the growth of new or existing businesses.

Dan Soos brought up building trust with the business community again and the committee's credibility.

Steps for next meeting Business registry and asset list to be completed by Mike Russo and Stacey.

**10. Adjournment**

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Michelle Navackas, Chair

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Michelle Navackas, Recording Secretary





## 2023 -2027 Strategic Plan

### Vision

West Elgin embodies the unique small-town charm and rural identity that makes our community special, while fostering an environment of growth, opportunity, and inclusivity for all.

### Mission Statement

To enhance the quality of life for residents and meet the needs of our business community by providing progressive, professional and financially sustainable services and leadership that reflects the needs of all those who work, live, visit, or play in West Elgin.

### 2023-2027 Strategic Priorities, Goals and Objectives

Strategic Priorities	Infrastructure Improvement	Recreation	Economic Development	Community Engagement
Goals	To improve West Elgin's infrastructure to support long-term growth	To provide recreation and leisure activities to attract and retain residents	To ensure a strong economy that supports growth and maintains a lower cost of living	To enhance communication with residents
Objectives	<ol style="list-style-type: none"> <li>Forecast the enhanced needs of municipal infrastructure</li> <li>Advocate for funding for infrastructure improvements</li> <li>Advocate for funding for affordable housing for seniors</li> </ol>	<ol style="list-style-type: none"> <li>Identify and collaborate with partners to run recreation programming</li> <li>Enhance year round programming for all age groups, including the expansion of summer programming</li> <li>Build multi-surface courts in West Lorne</li> </ol>	<ol style="list-style-type: none"> <li>Attract more small businesses, retail and industry to West Elgin</li> <li>Explore transportation services to St. Thomas</li> <li>Enhance the view of West Elgin as a tourism destination</li> </ol>	<ol style="list-style-type: none"> <li>Implement the new software for automatic texting</li> <li>Expand the use and reach of social media channels</li> </ol>



## **Economic Development Committee - Terms of Reference**

### **Purpose**

The Municipality of West Elgin Committee will make recommendations to Council and provide insight into matters relating to supporting, enhancing and promoting business and economic activity to implement in the Municipality of West Elgin as well as act as liaison between Council and the business Community.

### **Mandate**

The mandate of the Committee is to:

- Assist, in an advisory capacity, Council and staff on matters relating to Economic Development.
- Provide advice to Council and Staff in developing and implementing the strategic economic development plan.
- Review and / or participate in the development of municipal policies, programs and initiatives relating to economic development including the promotion of sustainable community economic development activities and marketing of the community.
- To provide a forum for the exchange of ideas and action plans on programs and initiatives of other Council committees and entities relating to economic development.
- Seek out and identify opportunities to help the Municipality achieve economic sustainability.
- Liaise with existing businesses and facilitate the development of new enterprises through the support and provision of opportunities for new economic growth.
- Work in partnership with staff and local partners to actively assist in fostering and promoting a positive community image and a healthy environment for ongoing projects.
- Form sub-committees to deal with specific initiatives and identify strategic solutions; and undertake other assignments as may be requested by Council, as it related to the overall purpose of the committee.

### **Membership / Voting**

The Committee will be compromised of up to eleven (11) members representing diverse sectors who will actively fulfill the directions set out in the mandate.

### Voting Members

- Two (2) members of Council
- 9 members of the community

Potential Members are brought forward for consideration by their respective committees, boards or coalitions.

Members are selected by resolution of Council. The term of the Committee is reviewed annually.

The Committee shall, from amongst its members, choose a Committee Chair and Vice Chair.

The Municipal Clerk or Designate shall be the Recording Secretary.

### Non-Voting Members

- Clerk as ex officio or designated staff member
- Department Managers (as requested by the Committee)
- Representatives who act as resource support (ie. Elgin County staff), offer expertise and assistance on matters under consideration by the Committee, and/or for information sharing purposes

### Privacy

The meetings of the Economic Development Committee are public. Members should be aware that their names will be in the public realm and a list of membership may be provided when requested. Member information other than name or municipality, will be kept confidential in accordance with Provincial legislation.

### Role and Responsibilities

All Committee members have the responsibility to help achieve the Committee's Mandate and Mission. The following roles and responsibilities are assigned to specific Committee member positions:

#### *Chair and Vice-Chair*

- Provide leadership and ensures the effective functioning of the Committee
- Build consensus through team management
- Act as a designated spokesperson for the Committee at public or official functions
- Represent the Committee's interests at Council
- Approve the agenda meeting notes and meeting dates in discussion with staff support
- Provide feedback on any required reports and documentation

#### *Committee Members*

- Review meeting materials in advance of the meetings and arrive prepared to provide a broad perspective on the issues under consideration

- Submit agenda items to the Chair and staff by noon the Friday proceeding the meeting date
- Make every effort to attend regularly scheduled meetings. If not available, notify the Chair and Clerk on inability to attend at least one day prior to the meeting date
- Work diligently to complete assigned activities
- Participate on working groups, as appropriate
- Agree to describe, process and resolve issues in a professional and respectful manner
- Provide input to help identify future projects or strategic priorities for future years work
- Communicate activities of the Committee to groups represented or those who may have interest and offer information back to the Committee on community activities and events

Notwithstanding any of the above, for greater clarity, Committees of Council will not be responsible for the following:

- Undertaking or directing the daily operations of the Municipality
- Administrative matters including directions to staff
- Reviewing staff structure, staff compensation, or other staffing related matters
- Approving expenses
- Performing project and program implementation unless assigned by Council
- Reviewing any matter that may be subject to the Municipality's closed meeting provisions.
- Acting as a forum to debate decided matters of Council, or a forum to organize political advocacy for Council to reconsider decided matters.

#### Replacement

If a representative member leaves the Committee during the term, then the Committee shall request a replacement representative from the group identified. The new member would then have to be endorsed by the Committee for approval by Council.

If a public member leaves the Committee during the term, then a call for membership shall be given (e.g. advertisement). The new member would then have to be endorsed by the Committee for approval by Council.

Unless necessary, calls or requests for membership placements should be limited to once per year to limit disruption.

#### Attendance

Should an Economic Development Committee member miss three consecutive meetings, the Chair will contact the member to see if the member is able to recommit their time to the Committee or plans to resign and be replaced.

### Recruitment

Staff shall solicit membership applications from the representative members and general public members through traditional and non-traditional media sources and may specifically request membership submissions from identified representative groups. Applicants shall be required to provide:

- A letter of interest on their area of expertise, general availability, work ethic and style, and special project interests
- A list of other memberships/associations
- A current resume

Members will be evaluated and appointed based on experience; how their knowledge and skills complement the expertise of the Economic Development Committee; diversity representative of our community; availability; and their ability to think broadly and work collaboratively. The membership will be approved by Council.

### **Quorum**

Quorum for the Economic Development Committee, as per the standards of the Municipal Act, 2001 is 6 voting members, which must include at least 1 Council representative regardless of the number of members in attendance.

The Council representative(s) assigned to the Economic Development Committee count towards quorum.

The Mayor as ex officio does not count towards quorum. However, the Mayor as ex officio does have the right to vote and make motions.

### **Sub-Committees**

Should the Committee feel a sub-committee is required to deal with specific issues, such sub-committees shall be ad hoc in nature, with specific, clearly articulated mandates. All sub-committees shall be reviewed annually to determine whether they need to continue. Membership on sub-committees may be expanded to include individuals who are not advisory committee members, to take advantage of individual expertise.

### **Remuneration**

No compensation shall be made to members of the Committee for their participation.

### **Meetings**

#### Schedule

The Committee will meet **monthly on the third Monday at 5:00pm**. Additional meetings of the Committee may be called by the Chair, with a minimum of 72 hours' notice, to address urgent matters.

**Meetings will be held at Salus Mutual, 29584 Pioneer Line, Dutton. If the Salus Mutual building is not available an appropriate alternative location will be selected.**

Meetings are open to the public.

#### Conflict of Interest

Voting members of the Economic Development Committee will be asked to declare any pecuniary conflict of interest at the start of each meeting, or prior to discussion occurring. If any such conflicts, either actual or perceived, are declared, the member will not take part in voting related to the item(s) identified and may be asked to leave the meeting for any related debate/discussion.

#### **Agenda, Minutes and Procedure**

Agenda items will be set by the Clerk or designate in consultation and under approval of the chair.

Minutes will be kept by the Clerk or designate who will distribute the minutes to all of Council in accordance with the Municipal practice. All meetings shall be conducted in accordance with the Municipality of West Elgin procedural by-law.

#### **Support Service**

##### Technical Support

The Economic Development Committee shall receive technical support from staff for tasks and projects initiated by the Committee. It is recognized, however, that staff time and level of participation will be dependent on other departmental priorities and budgeting.

##### Administrative Support

Administrative support shall be provided and shall include the organization of meetings; booking meeting rooms; preparation and distribution of agendas; meeting notes; other background information and similar administrative functions.



# West Elgin & Surrounding Area Women in Small Business

2023 04 06 | Summary Notes



Facilitator:

Maria Sanchez-Keane | [cfoe.ca](http://cfoe.ca)



# Our Time Together

- Welcome & Introductions
- Finalize Mission Statement
- Articulate Value Proposition - Member Benefits
- Structure
- Member costs
- Next Steps



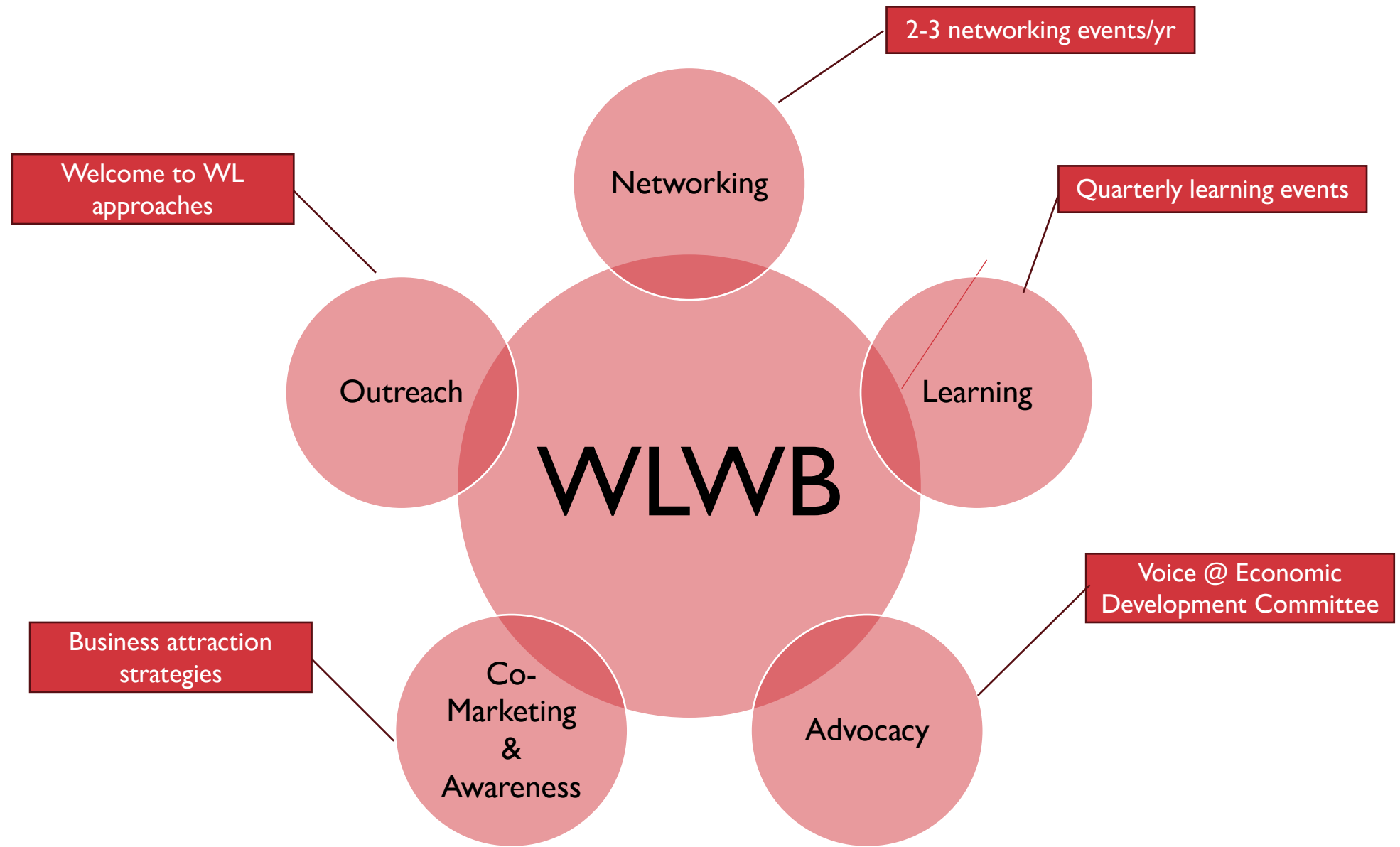




## Mission Statement

Together, we inspire, empower, and celebrate the achievements of women in business, fostering community so women-owned businesses thrive while making a lasting impact on the local economy

# Value Proposition - What are the benefits?

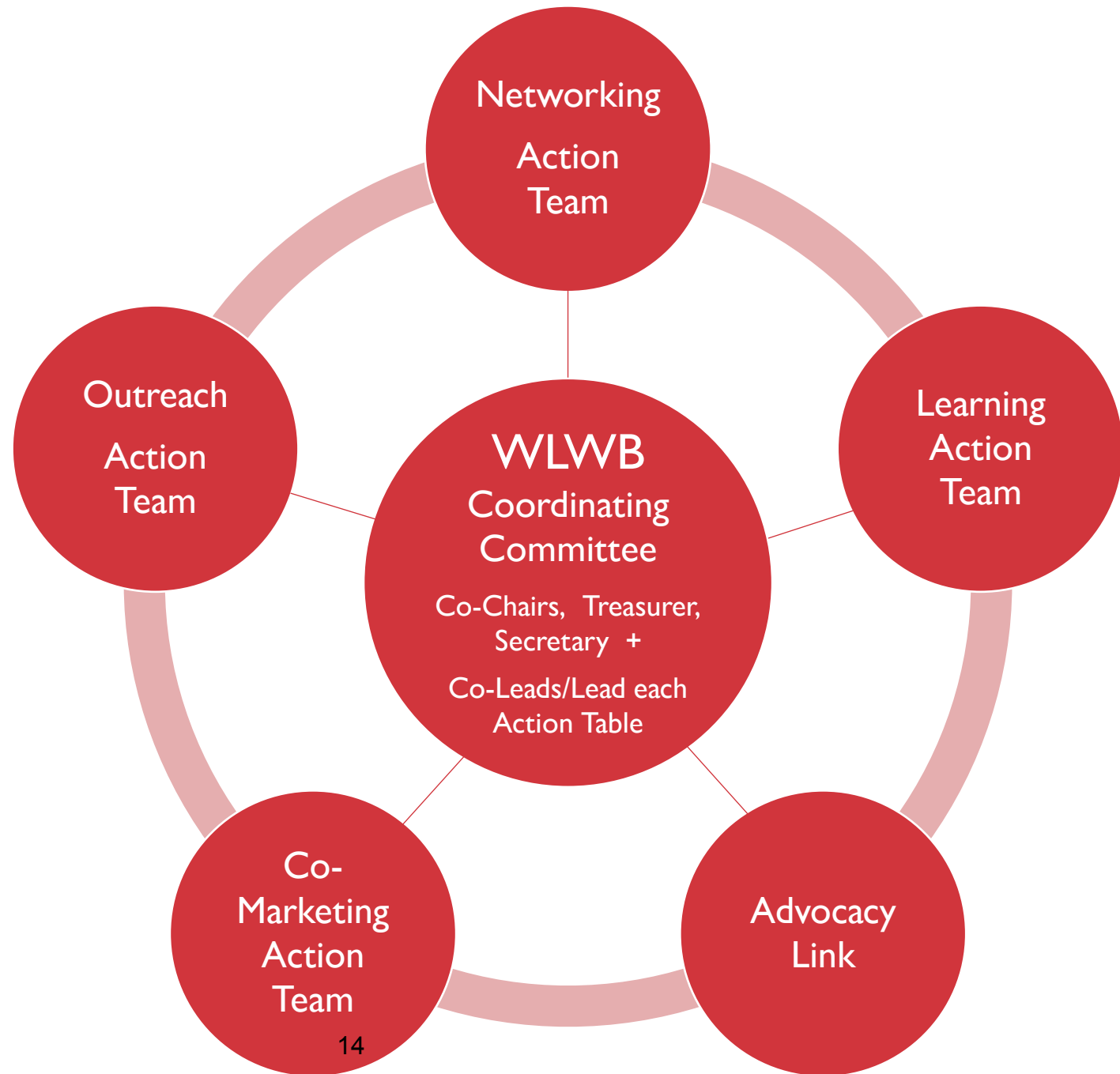


# Criteria

## Criteria

- Geographically: West Elgin and surrounding area
- Not MLM
- Women members
- Events open to others with focus on the needs of women
  
- You/family business (50% invested/work-in the business/own the business) vs. sales representative
- Home-based business

# Potential Structure



# Coordinating Committee

## Coordinating Committee for 1 Year:

Co-Chairs: Pam, Tobi

- lead meetings, take notes, report out

Treasurer: Lori with support Nicole

Secretary: Kristina and Jessica

Networking & Learning Lead (events): Amy & Susanne

Advocacy Link: Pam Chamber: Amy

Co-Marketing Lead: Nicole & Amy

Outreach Lead: recruiting and tracking membership: Jessica

Group makes decisions not co-chairs, uses consensus, impasse you vote  
(with dispute resolution)

Commitment for 1 year

# Inaugural Event

## Inaugural Event

*Title ideas: United in beginnings, dreaming our future, casting our vision*

Date: in April (Monday/Tuesday after work) – April 23 or April 30

Location: Arts & Cookery Event – *Pam to call*

Time: 6-8:30pm

Sponsorships: \$200 sponsors, 5 sponsors – *Determine what sponsors get for being a sponsor*

Food: Potluck/caterer to showcase

Drinks: pay for your own

Cost: \$15pp - *Pay at door? E-transfer? (need to get email address for e-transfer; need to open bank account)*

6:00 registration

6:15 Welcome, Introduction Mission, Coordinating Committee, Benefits

6:30 Community Building & Engagement (name, vision, needs)

7:00 Elle Crevits, Sr. Business Advisory Small Business Enterprise Centre (SBEC) (presenter Q&A) – Amy

7:45 Next Steps

8:00 Networking

Cost \$15



# 1 Critical Economic Development Data<sup>1</sup>

The International Economic Development Council publication: “A New Standard: Achieving Data Excellence in Economic Development 2016,” outlines the critical data for supporting investment attraction, retention and expansion activities based on a comprehensive survey of professional location consultants and current economic development organizations. The following bullets are a summary of the findings of the report, supplemented with some considerations for application in Canadian economic development organizations.

## **Available Buildings and Sites Database**

- Location, size and price
- Use and zoning
- Construction method, condition and age
- Infrastructure capacity available (roads, parking, gas, sewer, water, energy and fibre)

Considerations: Maintaining a current list of available sites is challenging but important. It will require regular updates and co-operation with real estate professionals and accessing MLS data. GIS data is becoming the expected standard.

## **Taxes and incentives**

- Taxes and fees for businesses, individuals, exemptions, assessment classes and regulations
- Directory of all financing programs and tax reductions applicable within the Municipality including provincial and federal programs, program summaries, eligibility and value
- Directory of all soft incentive programs including training programs, expedited development processes and other programs that support businesses

## **Demographic data/workforce characteristics**

- Population, including change and projections
- Workers by age, industry and occupation
- Workers by industry and occupation
- Educational attainment by industry and occupation, student pipeline by degree
- Average or median wages by industry and occupation

Considerations: Include data on the Municipality and the region

## **Taxes and incentives**

- Taxes and fees for businesses, individuals, exemptions, assessment classes and regulations
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<sup>1</sup> A summary of recommendations from A New Standard: Achieving Data Excellence in Economic Development, International Economic Development Council, 2016



### **Employers**

- Major employers
- Employers by industry (industry clusters)
- Employers by number of employees

Considerations: Include regional employers to identify potential customers and competitors for prospective businesses.

### **Building Regulations**

- Explanation of the approval process and required fees
- Minimum and average time required to receive approvals

Considerations: An additional month of approval time can make a significant impact to a project cost and impact a jurisdiction's competitiveness. Many jurisdictions offer a preliminary review process to assist developers anticipate approval issues early in the process.

### **Infrastructure and Utilities**

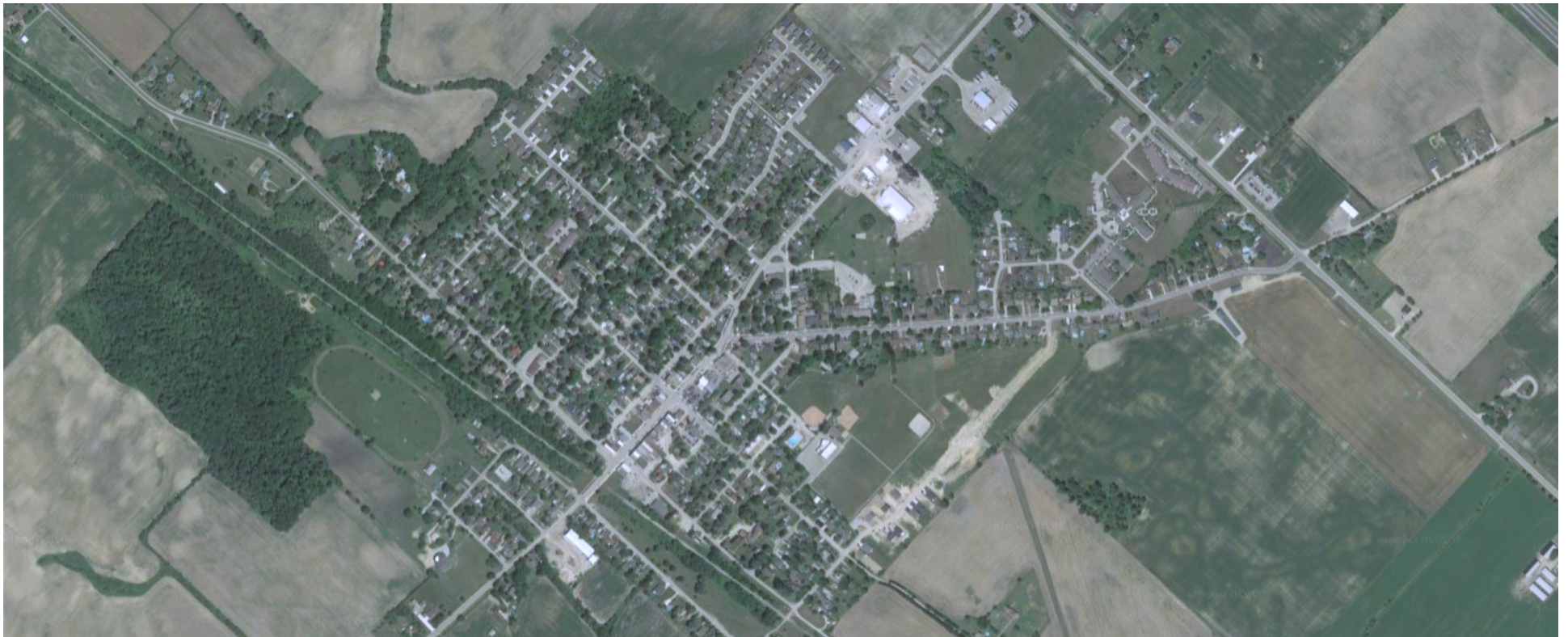
- Transportation routes and access to major airports
- Energy
- Telecommunications
- Sanitation

Considerations: Include proximity and capacity of services in available building and sites database. Provide data on planned infrastructure projects with expected completion dates.

### **Additional Critical Data**

- Comparisons to competitive jurisdictions
- Contact information (email and cellphones)
- New developments/ investments / media releases





# **MUNICIPALITY OF DUTTON DUNWICH**

## **Community Economic Development Plan**



## **Dutton Dunwich Community Economic Development Plan**

### **Project Management**

Alan Smith, Jessica Silcox, Elgin County  
Heather Bouw, Municipality of Dutton Dunwich

### **Dutton Dunwich Economic Development Committee**

Councillor Patricia Corneil, Economic Development Committee Chair  
Jane Veraart  
Mike Brady  
Daniel McKillop  
David McCallum  
Brian Downie  
Kelsey McConnell

### **Consultant**

Aileen Murray, Mellor Murray Consulting

Our thanks to the businesses and residents of Dutton Dunwich that contributed to the development of this plan.

Cover image: Google maps



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# 1 Introduction

This Community Economic Development Plan is the result of a collaboration between the Dutton Dunwich Economic Development Committee, the Municipality of Dutton Dunwich and Elgin County. This plan is intended to direct the collective efforts of the dedicated volunteers, municipal staff, local businesses and economic development stakeholders to build the local economy and leverage the economic opportunities across the region.

The Community Economic Development Plan was developed under the guidance of the Dutton Dunwich Economic Development Committee. The process of developing the plan consisted of three phases: research and analysis, stakeholder consultation and strategy development.

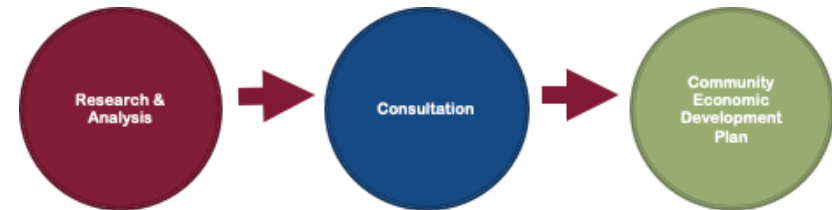
The creation of Dutton Dunwich's Community Economic Development Plan includes three phases; research and analysis, community consultation and plan development.

The process of developing the Community Development Plan includes the following reports:

1. Economic and Demographic Analysis, April 2020
2. Consultation Summary, November 2020
3. Community Economic Development Plan (this document)
4. Community Development Handbook

This report provides a summary of the background research and analysis for the development of a Community Handbook. The Economic and Demographic Analysis completed in April 2020 provided a thorough breakdown of economic and demographic trends with the potential to impact Dutton Dunwich.

**Figure 1: Community Economic Development Planning Process**



The Community Consultation Discussion Paper, completed in November 2020, included the detailed report of the community engagement including individual interviews, resident survey and community workshop. The Dutton Dunwich Economic Development Committee met in December 2020 to review the key findings of these two reports and established four strategic priorities which will be the foundation of the Community Economic Development Plan including goals, objectives and specific actions, outlined in this report.

The Community Economic Development Handbook will be the final step of this process. This final document will guide the community efforts to address the economic challenges and opportunities, rebuild after the COVID-19 pandemic and create a strong and vibrant local economy.



## 2 About Dutton Dunwich

The Municipality of Dutton Dunwich is a community of 3,866 residents located in western Elgin County in southwestern Ontario. The local economy is based on a strong agricultural heritage and a combination of small, medium and home-based businesses. The Municipality's location on Highway 401 makes it an attractive location for businesses and residents seeking a small-town environment with easy access to larger urban centres and major markets.

The main population centres in Dutton Dunwich are Dutton, Duttona Beach, Iona, Iona Station, Wallacetown and Port Talbot.

Figure 2: Dutton Dunwich in Elgin County



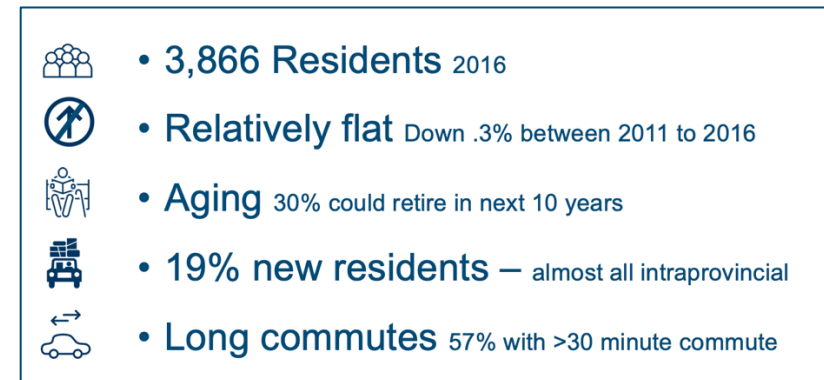
Source: St. Thomas-Elgin Local Immigration Partnership

## 3 Economic and Demographic Analysis

Dutton Dunwich's population of 3,866 (Statistics Canada 2016) has remained relatively flat, with a decrease of .3% between 2011 to 2016. The population is aging, with one third of Dutton Dunwich's workforce eligible to retire by 2026.

The community has some new residential development which has offset the negative natural population growth rates (births minus deaths). New residents, who moved to Dutton Dunwich between 2011 and 2016, make up 19% of the population. Almost all of the new residents moved from elsewhere in Ontario. The workers in Dutton Dunwich have longer commutes than the Canadian average with 57% commuting more than 30 minutes one way each day.

Figure 3: Population Highlights



Source: Statistics Canada 2016

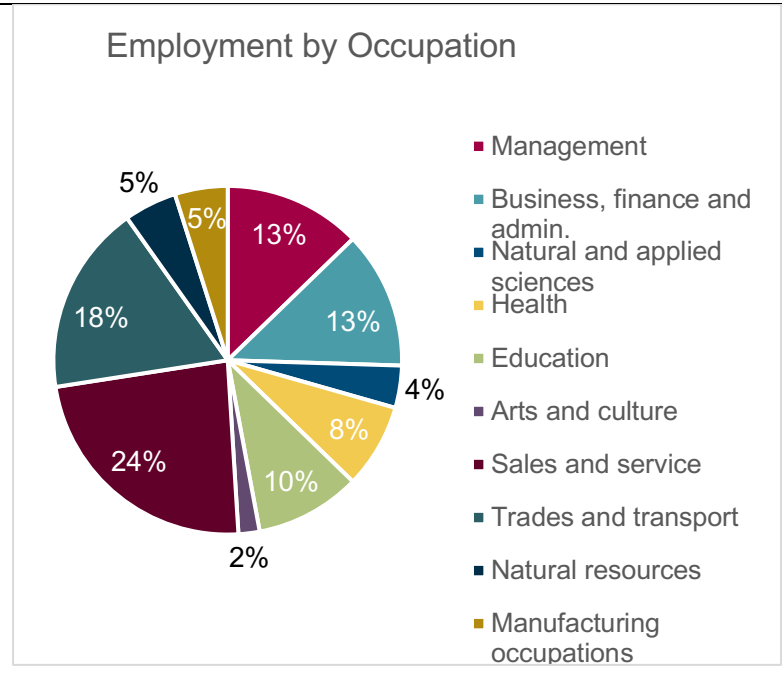




Top occupational sectors by number of jobs for residents of Dutton Dunwich are Sales and Service (24%) Trades and Transport (18%), Business, finance and administration (13%), Management (13%) and Education (10%).

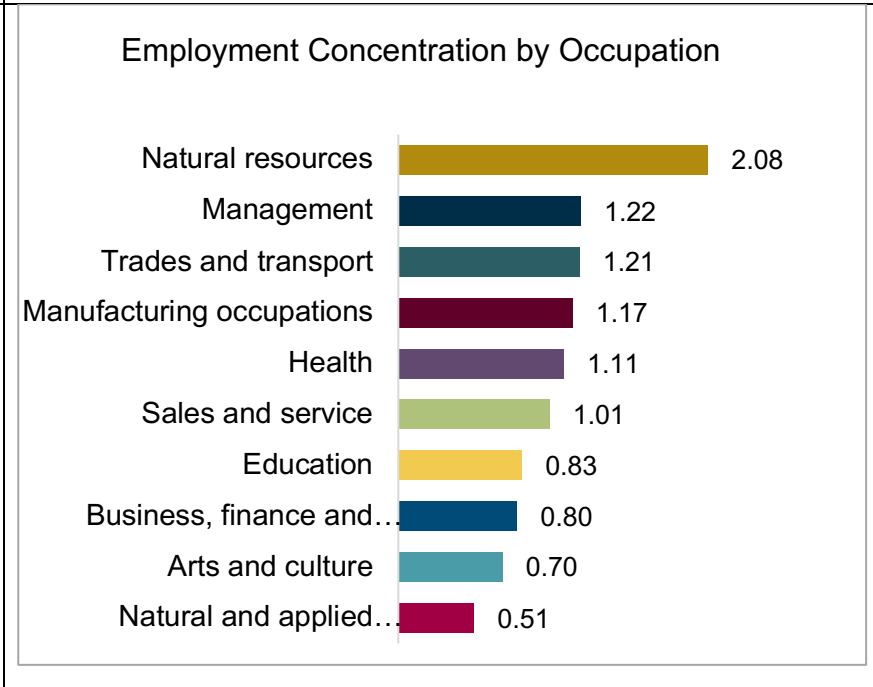
There are twice as many workers in Dutton Dunwich employed in Natural Resources occupations compared to the Canadian average. They also have greater concentrations in Management (22%), Trades and transport (21%), Manufacturing (17%) and Health (11%) than Canadian averages.

**Figure 4: Employment by Occupation, Dutton Dunwich 2016**



Source: Statistics Canada 2016 Census

**Figure 5 Employment by occupation concentration, Dutton Dunwich (Canada = 1.00)**



Source: Statistics Canada 2016 Census



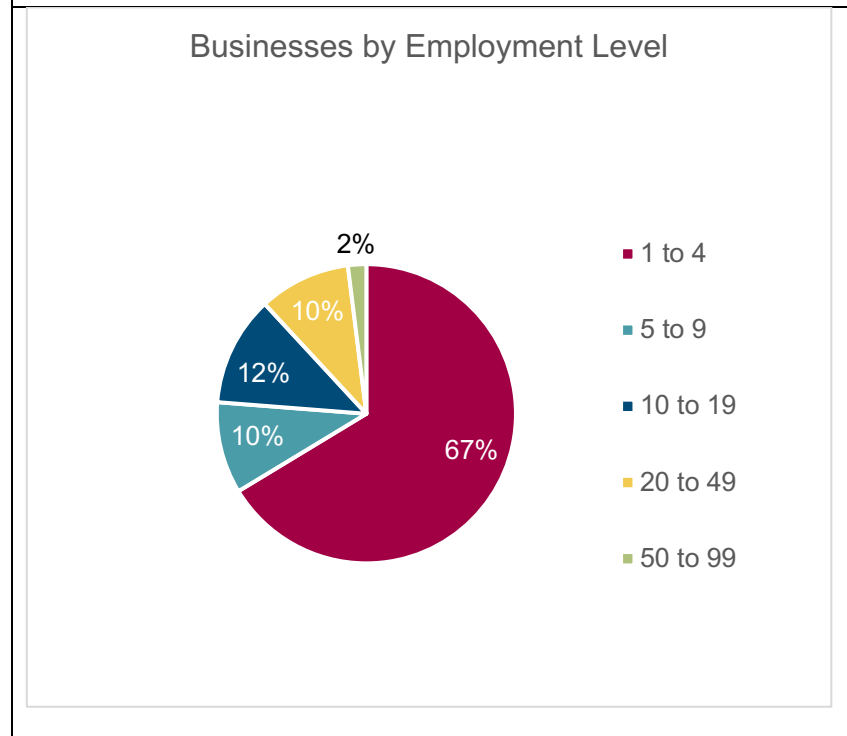
Typical of most rural communities, Dutton Dunwich has a higher share of self-employed and small businesses than the Canadian average. The top employment sectors in the Municipality are Agriculture, forestry, fishing and hunting; Real estate and rental and leasing; Construction; Transportation and warehousing and Retail trade.

**Figure 6: Top 5 Sectors by Number of Firms**



Source: Canadian Business Patterns, 2019

**Figure 7: Businesses by Employment Level**



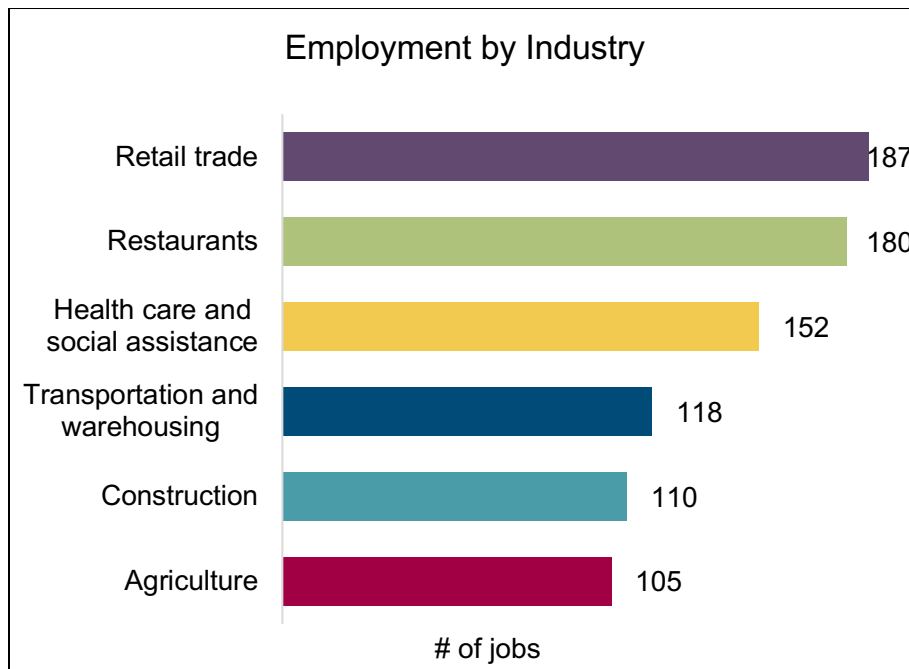
Source: Canadian Business Patterns, 2019



Dutton Dunwich's economy is dominated by micro-businesses. Two-thirds of all employer businesses have between one and four employees. Just 2% of businesses have between 50 and 99 employees. There are no businesses registered with 100 or more employees.

An estimate of total employment in the community can be derived using the Business Patterns data. As of June 2019, there were an estimated 1,100 people working in Dutton Dunwich across all sectors including residents of Dutton Dunwich and those commuting in as of June 2019. The top employment sectors are Retail trade with an estimated 187 workers followed by restaurants with 180 and health care with 152 workers.

**Figure 8: Estimated employment by industry, top employment sectors**



Derived using Canadian Business Patterns, June 2019

The Dutton Dunwich Economic and Demographic Analysis includes a detailed summary of each industry sector in Dutton Dunwich, with and without employment.





## Market Threshold Analysis

A market threshold analysis is a first-level assessment of potential business opportunities for Dutton Dunwich. These opportunities are based on potential local demand such as personal and business services, retail and health care. Other export-focused opportunities such as agriculture, tourism, manufacturing and transportation can be developed using an asset and attribute-based review of the community.

Many people in Dutton Dunwich have long commutes to work every day. The top destination for work is the City of London. A review of locally available services could identify potential gaps and opportunities to attract those services to the community. Providing local options for services rather than requiring residents to commute elsewhere to shop and access personal services and entertainment gives residents local alternatives and generates incremental tax revenue for the municipality.

Dutton Dunwich has an urban centre (population centre) located in its geographic centre. Dutton has a population density of 865 people per square kilometre compared to 13.1 people per square kilometre across the municipality<sup>1</sup>. This small but concentrated population centre of 1,400 people is located right off Highway 401. It is an ideal location for local services, retail and other local market activity. The proximity to Highway 401 provides an additional opportunity for businesses that could capture the travel market.

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<sup>1</sup> For comparison, the City of London has a similar population density as the Dutton population centre.

**Figure 9 The Dutton Population Centre**



Source: Google Maps

The following section provides a summary of the specific industry sub-sectors that have a greater concentration or lower concentration of businesses adjusted for population size. The sub-sectors with greater concentrations indicate that Dutton Dunwich may have inherent strengths and could potentially build upon that strength to further grow the sub-sector.



Those sub-sectors with a lower concentration may indicate areas with potential to better serve local demand by providing additional services. The two nearby urban centres of London and St. Thomas are most likely servicing much of the local demand. There may however to an opportunity to retain a greater share of the consumer demand locally.

One caution with Market Threshold Analysis is that it is restricted to the municipal boundaries which means that it does not consider competing businesses that may be just outside the municipal boundaries and satisfy some of the local demand for those goods and services.

The areas of potential opportunity based on Market Threshold Analysis are: Retail (especially food and beverage); Finance, insurance and real estate; Professional services; Health care (especially physical therapists, Home health care and day care with employees) and: Accommodation.

The Dutton Dunwich Economic and Demographic Analysis includes a detailed market threshold analysis based on the 2019 Business Counts data from Statistics Canada.

### Areas of Opportunity Based on Market Threshold Analysis



Retail- especially food and beverage



Finance, insurance and real estate



Professional Services



Health care – physical therapists, home health care, day care (with employees)



Accommodation



## 4 Community Consultation

The community engagement process was designed to collect feedback from residents, businesses, elected officials and other stakeholder groups. The following engagement efforts were included to inform the development of the Community Economic Development Plan.

- Meetings with the Dutton Dunwich Economic Development Committee
- Stakeholder Interviews
- Public Survey
- Public Meeting

The Dutton Dunwich Economic Development Committee provided guidance and input on the strategic planning process and the interim reports during the course of the development of the Community Economic Development Plan.

A total of 10 one on one interviews were conducted between July 28 and August 12, 2020 with businesses, community leaders and other organizations that contribute to Dutton Dunwich's economic development.

The community survey was conducted during a volatile period. Dutton Dunwich residents received a printed copy of the survey in the midst of a State of Emergency in March 2020, due to the COVID-19 pandemic. Municipal offices, along with most retail operations and collection points for the survey, were closed for an extended period of time. As a result of these closures, the survey collection period was extended into May 2020. There were 157 online and 171 printed surveys completed between March and May 2020.

Approximately 28 residents and Economic Development Committee members participated in an online community workshop on October 20, 2020 to hear about the Community Development Planning process and to provide input.

The following sections provide a summary of the findings from the various consultation efforts:

### Interview Themes

#### **Community**

Residents are very supportive of local business and value the individual customer service they receive. The new residential development in Dutton is a great opportunity, creating greater demand for expanded retail and service offerings. Dutton is a complete community with all the services and amenities families need to get established. It will be important to make new residents feel welcome and to integrate new residents into the community

#### **Internet Access**

There has been an increase in the number of people leaving urban centres in favour of smaller communities but they need internet services to successfully transition. It will be important to encourage home based businesses. Dutton's high speed and reliable internet services will be a key selling feature. Affordable and reliable internet access is still a challenge for rural homes and farms.

#### **Locating in Dutton Dunwich**

The small independent businesses in Dutton Dunwich were all established by people that live in Dutton Dunwich. The



Municipality would be an excellent opportunity for businesses with up to 50 employees. The industrial land in Dutton is not “shovel-ready”. It is owned by several individuals and investment is required to bring services and an internal roadway onto the property. There are no property details available on the website. The individuals interviewed gave mixed reviews on addressing regulatory matters.

### **Tourism**

Key tourism assets include Pearce Provincial Park, Backus Page Museum, Duttona Beach, Port Glasgow<sup>2</sup> and community parks and recreation. There are no conventional accommodations but there are some Airbnbs. Additional wayfinding is needed from Highway 401.

### **COVID-19**

The impact of the COVID-19 pandemic has been uneven. Some businesses experienced minor inconveniences. Some have staff working from home and others were closed completely. Some retailers actually saw increased sales as a result of the pandemic.

## **Resident Survey Themes**

### **Shopping Patterns**

Dutton Dunwich was the most popular location for residents for quick errands, groceries, automotive repairs, medical appointments, coffee shops, personal care, professional services, recreation and activities.

London was the most popular destination for clothing, furniture, appliance, TV & electronics, hardware, paint and plumbing, restaurants, culture and entertainment.

### **Improvements to existing businesses**

The most common responses by residents for improvements for local businesses were around hours, building facades, product variety, grocery store expansion, additional restaurants and hardware store improvements.

### **Types of businesses needed**

The most commonly referenced businesses needed in Dutton Dunwich were: Dollar/junior department stores, clothing, licensed restaurant/ bar, grocery (and specialty food) and a Tim Horton's.

### **Sector Focus**

The largest share of respondents recommended focusing on commercial businesses followed by industrial development, then residential and agriculture followed by tourism.

### **Shopping Frequency**

The majority of residents reported they shopped in Dutton Dunwich once a week or more for quick errands (gas and convenience store) and groceries. A full 73% of respondents shop in Dutton Dunwich whenever they can.

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<sup>2</sup> Port Glasgow is actually in the neighbouring community of West Elgin but was referenced by survey respondents as a tourism asset that attracted visitors to the area.



## Community Workshop Themes

### **Economic Opportunities**

Workshop participants said the key economic development opportunities were: housing and related population growth, attracting a junior department store, small manufacturing operations and agriculture related businesses/

### **Barriers**

Barriers to Dutton Dunwich's economic development including a lack of promotion, competition from larger centres including London and St. Thomas, retail leakage to larger and neighbouring jurisdictions, regulations and red tape, limited amenities for new residents and ensuring new residents feel welcome.

### **Priorities**

Workshop participants identified the following priority areas for Dutton Dunwich's economic development efforts: housing

diversity, promoting the community for resident and investment attraction, modernizing the core and providing additional amenities for residents. They felt Dutton Dunwich needed to improve its social presence with local events that build community and encourage residents and businesses to work cooperatively. They also spoke about the relationship with the school and providing work opportunities for students.

### **Future Vision**

The participants vision for Dutton Dunwich included a growing population, diverse economic (incorporating commercial, agriculture, manufacturing and tourism businesses), a full range of locally available goods and services and a larger tax base. They further noted that support from Council, including sufficient staff to support economic development would be an important contributor to future success.



## 5 Strategic Priorities

Strategic priorities are those areas of focus that will matter most to Dutton Dunwich's economic development success over the next few years. The following priorities will provide the basis for the goals, objectives and actions outlined in this strategy.

	Economic Development Tools	Dutton Dunwich needs to develop the capacity and tools to effectively attract investment. The Municipality must ensure it has the necessary resources, data and processes in place. Understanding Dutton Dunwich's value proposition and the investment targets' needs. Making the case for investment in Dutton-Dunwich.
	Population Growth	Attracting and retaining residents with a diverse supply of housing. A growing population will increase the local market for existing businesses and attract new investment, build the tax base. Leveraging Dutton's internet services as a key asset to support home based and local businesses.
	Local Business	Building a collaborative model. Supporting the local business so that they continue to operate and grow. Understanding and addressing barriers facing local businesses. Encouraging local residents and businesses to support the local business community. Supporting home based and small businesses.
	Thriving Downtown	The downtown is the heart of the community. It is the centre of commercial activity and community events and is central to a community's tourism activity. Efforts should build upon the appeal of the quaint small-town features and unique retail and service offerings. Businesses should be encouraged to improve the appearance and accessibility of their buildings.



## 6 Goals and Objectives





Goals, objectives and actions are the building blocks of the Community Economic Development Plan.

**Goals** describe the broad end-state we want to achieve.

**Objectives** are the desired results we want to achieve as a result of the goal.

**Actions** are the specific measurable steps required to achieve the goals and objectives.


Together the goals, objectives and actions detail what we want, what it will achieve, and the recommended steps to get there. The following section provides a summary of the goals and related objectives followed by the detailed actions.

		Goal	Objective
	1	Investment Readiness	To provide the resources and tools to attract and retain investment.
	2	Population Growth	To increase the market for local businesses and support local workforce demands.
	3	Strong local businesses	To create an environment where local businesses prosper.
	4	Thriving downtown	To increase economic activity and investments in the downtown.



## 7 Strategic Actions

The following pages outline the actions recommended to achieve Dutton Dunwich's goals and objectives. These actions were developed recognizing the Municipality's size and related human and financial resources available to implement the Community Economic Development Plan.

	Goal 1: Investment Readiness
	Objective: To provide the resources and tools needed to attract and retain investment.

The term “investment ready” refers to the community's ability to respond to a prospective investor's needs. This includes having serviced, and appropriately zoned land or buildings, a streamlined approvals process and the necessary community data to invest and begin operations in a timely manner.

Dutton Dunwich staff, County staff, economic development committee members and volunteers must agree on the roles and responsibilities of the various community stakeholders on who and how existing business and prospective business needs will be addressed. An annual workplan and budget are also key to ensure necessary resources are allocated to undertake the Community Economic Development Plan.

The Economic and demographic analysis conducted as part of this process provided much of the typical economic development data to be shared on the Dutton Dunwich website. The website should include contact information for anyone needing additional information or assistance. A business directory is important to show the successful businesses already located in Dutton Dunwich. It can also be a powerful referral tool by providing links to the individual businesses' websites.

The inventory of available buildings and lands is typically one of the highest sources of traffic on an economic development website. These lists typically include information on the property size and dimensions, access routes, services and capacity, zoning, permitted uses, sales price or lease rate and the contact information for the owner or real estate professional.

The website should also include information about any incentive or other funding programs available for existing and prospective businesses and any other supports available.






The Market Threshold Analysis conducted as part of this project identified several target sectors. Dutton Dunwich should assemble this data along with the other key community assets and selling features to develop key messages and materials to promote the investment opportunities by sector to share with prospective investors and key investment influencers including the Elgin-St. Thomas Small Business Enterprise Centre, Elgin County Economic Development and local real estate professionals. Dutton Dunwich staff and the Economic Development Committee should also stay in regular contact with the County to ensure it is up to date on the County's economic development efforts, and any programs that may benefit the Municipality or its business community.

#### **Recommended Actions:**

1. Establish an annual workplan and budget for community economic development initiatives with roles for Elgin County, Dutton Dunwich staff, Economic Development Committee members and community volunteers.
2. Compile a directory of local businesses.
3. Prepare an inventory of available buildings and land.
4. Compile and promote economic development data targeting local businesses, prospective investors, economic development stakeholders and influencers.
5. Expand and regularly update the economic development content on the Dutton Dunwich website, link to County website.
6. Make the case for investment in Retail; Finance, insurance and real estate; Professional services; Health care and; Accommodation.
7. Leverage and participate in County economic development initiatives.



	Goal 2: Population Growth
	Objective: To increase the market for local businesses and support local workforce demands.

Attracting new residents to Dutton Dunwich is critical to offset the flat natural population growth rate and the aging workforce. There are a number of factors that individuals and families consider when deciding to relocate. Dutton Dunwich can help grow the population by promoting the community's many benefits including proximity to major centres (for employment and expanded retail, service and entertainment offerings), fast and reliable internet services (in Dutton), community amenities, friendliness and high quality of life. Dutton Dunwich should collaborate with local real estate professionals and residential developers to ensure they have the information they need to promote Dutton Dunwich's selling features.

Equally important to attracting residents is retaining them. A welcoming program for new residents can help integrate newcomers to the community and ensure they are able to take advantage of the community's many events and amenities. Research indicates that individuals that feel connected with their community are more likely to invest and stay in their community. A Facebook page or similar social media platform is an easy way to provide residents with additional information on the municipal programs and community events and encourage them to get involved.

Finally, the Municipality should explore the opportunities to expand the residential offerings in Dutton Dunwich to accommodate all budgets and lifestyles and support residents at all stages of life from singles and young families to empty nesters and retirees.

#### **Recommended Actions:**

1. Make the case for living in Dutton Dunwich.
2. Promote Dutton Dunwich for new residents on the Municipal website with links to local real estate professionals and developers.
3. Develop a welcome program for new residents.
4. Establish a Facebook page for new and existing residents focused on municipal programs and community events.
5. Explore options to expand existing residential options to accommodate a range of lifestyles and budgets.



	<b>Goal 3: Strong Local Businesses</b>  Objective: To create an environment where local businesses prosper.
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Dutton Dunwich must ensure it has created an environment that is supportive of existing businesses, attractive to prospective investors and encourages growth while removing any barriers to growth. The online directory of businesses, also referenced in Goal 1, should be regularly updated and tracked to monitor changes in economic conditions and identify gaps business services and opportunities for further investment. This directory is an important component of any efforts to encourage residents and businesses to support local businesses.

The directory can serve as a mailing to share information on programs and incentives any other economic development programs with local businesses. It can also be used to conduct a survey of local businesses on current insights and the opportunities and barriers to their individual business operations.

Consumer support of shop local programs has increased significantly as a result of the COVID-19 health crisis and related economic crisis. These programs can take a number of forms including special seasonal events, cooperative promotions and passport programs with rewards or extra savings programs. These programs are particularly successful when they profile local business success stories and help connect consumers with the people in their community.

The survey respondents reported that Dutton enjoys high internet speeds and reliability. Internet is now an essential service for the many home-based and non-employer businesses in the Municipality. Working from home is also expected to remain an important consideration for residents post COVID-19. Expanding similar service levels into the rural areas in Dutton Dunwich would be a great support for agricultural and other businesses outside Dutton.

The Municipality should also review its bylaws and policies regarding home-based businesses to ensure that it provides sufficient flexibility to support the growth of home-based businesses.

Finally, the economic development committee should host regular economic development forums to introduce and then in subsequent years update businesses and residents on the implementation of the Community Economic Development Plan. This forum, held annually or biannually, would also provide an opportunity to inform businesses of new programs and funding, recruit program volunteers, encourage supporting local businesses, and provide insights on new business trends.



### **Recommended Actions:**

1. Create and post an online directory of local businesses. (Goal 1, Action 2)
2. Host business networking events and workshops in the community.
3. Provide regular updates on small business supports, incentives and funding programs including programs such as Elgincentives, Digital Main Street and other economic recovery programs.
4. Survey local businesses and provide regular updates on evolving business needs.
5. Establish a shop local program.
6. Support coordinated promotional programs.
7. Profile local business success stories.
8. Support the expansion of reliable and affordable internet in the rural areas.
9. Review existing bylaws and policies to support home-based businesses.
10. Host a regular community economic development forum to update businesses and residents on economic development efforts, learn about new programs and opportunities and get involved in community economic development efforts.



#### Goal 4: Thriving Downtown

Objective: To increase economic activity and investments in the downtown.

The downtown represents the pulse of the community. Its economic activity and appearance sets the tone for the economy and the image of the community. A Downtown Improvement Team is an effective way to engage downtown businesses and volunteers in the upkeep and improvement of the downtown area. Clean up days in the spring and pre-Christmas period can provide a team building and important contribution to ensuring the downtown is welcoming for the tourism and Christmas shopping seasons. The committee should also set up a wish list of street furniture and seek sponsorship from the local business community and service clubs wishing to demonstrate their role as community builders.

In many downtowns, property owners are not located in the community and therefore a special effort is required to ensure these property owners are aware of the many programs and opportunities that can help fill vacant spaces and support the regular maintenance and building improvements.

The survey of residents indicated a need for additional signage directing visitors and residents to places of interest and facilitating wayfinding through the Municipality. Dutton Dunwich should work with Elgin County to determine how it can best leverage the County's signage program to address the Municipality's wayfinding requirements. It may also want to consider establishing some common design guidelines to ensure a cohesive look to signage within the downtowns.

The downtown businesses should be encouraged to work cooperatively on promotional programs and community events. They should also be encouraging business to establish common hours of operation, starting with common weekend hours to ensure local residents that want to shop local can do so.

The COVID-19 pandemic has demonstrated the role of outdoor patios and animating downtown streets. The Municipality should review its bylaws and incentives to ensure that the existing guidelines provide sufficient flexibility to support outdoor patios.



### **Recommended Actions:**

1. Establish a downtown improvement team to identify and address downtown improvements, host clean up days and develop a street furniture, plantings and lighting wish list.
2. Engage and inform downtown property owners of business development, Community Improvement Plan, accessibility requirements, and window wrap and display programs.
3. Expand and participate in the County's signage strategy to direct travelers from Highway 401 and Highway 3 throughout Dutton Dunwich.
4. Expand combined marketing activities.
5. Encourage retailers to maintain common business hours.
6. Review bylaws and incentives to support outdoor patios.



TOWNSHIP OF  
**Southwold**



## Southwold Township Community Economic Development Plan

Mellor Murray Consulting  
June, 2020



June 2020

## **Southwold Township Community Development Plan**

### **Project Management**

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### **Southwold Township Economic Development Committee**

Councillor Peter North, Chair

Councillor Justin Pennings

Steve Bushell

James Carder

Barry Harrison

### **Southwold Township Support Staff**

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## Introduction

The Southwold Township Community Economic Development Plan was created in collaboration with the Southwold Economic Development Committee, Southwold Township and Elgin County. This plan is intended to coordinate the efforts of volunteers, business and community leaders, municipal staff and other stakeholders committed to building the local economy.

This plan was assembled in several stages. Phase One included a resident survey and market threshold analysis conducted in 2017. Southwold Council held an economic development workshop to provide direction for the plan in June 2019. In July 2019, residents, community leaders and business representatives participated in a community workshop to provide their insights on the priorities and opportunities for Southwold's economic development plan. The Southwold economic development committee provided input throughout the development of this plan. Their direction and insights have been incorporated throughout.





## About Southwold Township

Southwold Township is a community of approximately 4,421<sup>1</sup> residents with urban centres in Shedden, Fingal and Talbotville. The Township is located in the centre of Elgin County with Lake Erie to the south. Southwold Township is adjacent to two large urban centres. St. Thomas (pop. 38,909<sup>2</sup>) is on the east and London (pop. 383,822<sup>3</sup>) is to the north.



Southwold is a predominantly rural community with a rich agricultural base. Highway 401 crosses the northern edge of the Township.

Community amenities include area fruit orchards, maple syrup bushes and on-farm markets, Southwold Prehistoric Earthworks, Shedden Keystone Complex, Fingal Wildlife Management Area and a summer camp and retreat centre.

<sup>1</sup> Statistics Canada 2016 Census

<sup>2</sup> Ibid

<sup>3</sup> Ibid



## Research

The economic and demographic analysis provided some key insights into Southwold Township.

- Southwold's median age is 44.7, slightly older than the provincial average
- Average household income is similar to the provincial average
- Typical annual shelter costs are \$15,700, much lower than Ontario's \$21,000
- Southwold's economy is highly connected with neighbouring municipalities. 90% of the 1,900 jobs are filled by residents from other municipalities. 90% of 1,600 employed Southwold residents commute outside the Township for work.

Market Threshold Analysis identifies gaps in the local economy by comparing the proportion of firms by sector and employment compared to the Ontario average. The Market Threshold Analysis identified opportunities in the retail, finance, insurance, real estate and professional and other services sectors.

### Under-represented Sectors

 <b>Retail</b> <ul style="list-style-type: none"><li>• Gasoline Stations</li><li>• Health and personal care</li><li>• Grocery stores</li></ul>	 <b>Finance, Insurance, Real Estate</b> <ul style="list-style-type: none"><li>• Vehicle Insurance</li><li>• General financial services</li><li>• Health insurance</li><li>• Life insurance</li></ul>	 <b>Professionals &amp; Other Services</b> <ul style="list-style-type: none"><li>• Restaurants</li><li>• Legal fees</li><li>• Health care (eye care, dental health, personal care)</li><li>• Other (funeral, hair grooming)</li></ul>
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## Community Consultation

A survey of 347 Southwold Township residents conducted in 2017 provided insights into their shopping patterns and preferences. They described Southwold Township as friendly and inviting with a strong community base. They said Southwold was quiet, peaceful and a nice place to live. They also referenced the rural countryside and agricultural base.

They expressed a strong desire for additional opportunities for jobs, stores and recreation in Southwold Township. The respondents said they shopped most regularly in St. Thomas followed by London and then Shedden and Talbotville. The most popular response to the types of businesses needed in Southwold included coffee shops, convenience and gas stores, restaurants and grocery stores. Other popular answers included recreation and activities, pharmacies and drug stores and medical services.

The respondents reported that the most popular features in Southwold Township were:

- **Local activities:** recreation opportunities, shopping, rural agriculture and farming,
- **Specific destinations:** Picard's Nuts, Fingal Wildlife Management Centre, Wayside Inn, Whistlestop antique store, Talbotville Berry Farm, Keystone complex
- **Events:** Rhubarb festival, tractor pull and Shedden fair



## Visioning Workshops

The second phase of Southwold's Economic Development Plan began in 2019 with consultation with the Southwold Township Council and a community workshop.

### **Southwold Council**

Southwold Council established the following priorities:

- Ensuring the former Ford Assembly Plan lands have the services required to attract investment
- Creating greater awareness of Southwold Township with branding, logo design and signage,
- Combatting Green Lane Landfill image
- Small business support and education
- Embracing change, innovation and collaboration
- Connecting residents, businesses and stakeholders.

Their vision for Southwold's future include a growing population with new residential development and small businesses with a reduced number of vacant properties, particularly in Fingal and Shedden. They expressed a desire for enhanced infrastructure in the Township's industrial parks, highspeed internet, cycling trails and public transit connections.

Southwold Council wants to collaborate with Elgin County on economic development efforts. Their key economic development priorities are: exploring transit options for residents and establishing an updated brand and logo for Southwold Township.



## Community Workshop

The Economic Development committee hosted a workshop for 15 local residents, businesses, community groups, regional and municipal government representatives in July 2019. The workshop highlights are summarized below:

### Economic Opportunities:

- existing industrial land (especially the former Ford lands).
- Proximity to London and St. Thomas
- Residential growth
- Southwold's lower tax rates
- Eco-agri-tourism

### Barriers to Realizing Southwold's Economic Potential:

- Limited financial resources
- Infrastructure: lack of natural gas, high-speed internet and local service amenities
- Community Vision: competing cultures/growth management

### Key Economic Development Initiatives:

- Marketing and branding plan
- Support for new and existing businesses
- Red tap reduction, supporting new ideas
- Development of industrial lands
- Capitalizing on on-farm services
- Supporting business diversity



Community Workshop July 10, 2019



## Vision and Mission

The vision and mission are the underpinnings of the community economic development plan. The mission is a statement of what the organization does and why. The vision describes the future the organization is working towards.

Southwold Township Council established the following Vision and Mission as part of its Corporate Strategic Plan in 2018.

### **Southwold Township Mission:**

Providing a healthy, safe community to all residents, businesses and visitors by providing services in an economical manner to further growth and prosperity.

### **Southwold Township Vision:**

- A thriving, community-oriented municipality that continues to grow and prosper by enabling and pursuing residential, agricultural and commercial growth opportunities through expansion of key municipal services.
- The sense of community will be strengthened by promoting a wide variety of consumer-friendly services, such as health, culture, connectivity, parks and recreation.
- Council and staff will serve the ratepayers of the community with a caring attitude focused on customer service.





## The Southwold Township Community Economic Development Plan

Southwold Township's Community Economic Development Plan is the culmination of the economic and demographic analysis and community consultation. It builds upon the Southwold Township Strategic Plan and provides focus for the economic development efforts. The vision statement was established by the Southwold Township Economic Development Committee in 2018. It describes the economic future this plan is intended to create for Southwold Township.

### Southwold Township Economic Development Vision (2018)

Southwold Township is a thriving centre of economic opportunity for business and residents and a welcoming destination for visitors.

### Goals and Objectives

Goals are the general intentions and ambitions that the community wants to achieve. Objectives are the precise actions or measurable steps to move closer to the goal. The following goals and objectives will provide the foundation for the economic development strategic actions detailed in the remainder of this report.

		Goal	Objective
	1	<b>Community Engagement</b>	Leverage resident and business volunteer efforts to implement Southwold's economic development plan.
	2	<b>Investment Readiness</b>	Provide the required elements to facilitate investment.
	3	<b>Branding/ Communication</b>	Establish professional branding, marketing tools and messages to share Southwold's value proposition for residents and businesses.
	4	<b>Business Development</b>	Bring increased commercial and community activity to the settlement areas in Fingal and Shedden. Attract and support a diversified business base. Expand Southwold's Tourism product offering.
	5	<b>Enhanced Infrastructure</b>	Support business and residential infrastructure needs.



## Strategic Actions

Strategic actions provide the detailed series of individual tasks required to achieve the goals and objectives outlined in the Southwold Township Community Economic Development Strategic Plan.

	Goal 1	Community Engagement
	<b>Strategic Objective</b>	Leverage resident and business volunteer efforts to implement Southwold's economic development plan

The Community Economic Development Strategic Plan recognizes the critical role of the community in developing and implementing the economic development strategic plan. The Keystone Complex building is an example of what can be achieved in Southwold Township when residents, local business and government work together on a shared vision.

Like the Keystone Complex, the success of this plan is dependent on the ongoing engagement of local community leaders and businesses in partnership with local and regional government. The Economic Development Committee can continue to provide this leadership. Currently the committee membership is low. Additional members are needed to share the load and the responsibility of implementing the plan.

This plan provides a long list of actions that can contribute to the economic vitality of Southwold Township. It will be important to begin with some small, achievable goals to engage and motivate others. In the first year of implementation, the committee should establish two to three priority projects to establish the process and ways that they will work together, learning from their initial successes and challenges. These small steps will help to prepare the community for the larger, more complex initiatives in future years.

Connecting with the existing business members will be a critical first step. The committee should adopt a modified Business Retention and Expansion program using a combination of County and municipal staff, elected officials, economic development committee members and community volunteers to visit the businesses in Southwold.



These visits will serve a number of purposes:

- Creating an updated inventory of all local businesses and services
- Troubleshooting any local issues businesses are facing
- Review of all barriers to current business activity and growth
- Identification of any opportunities to support and grow their businesses
- Facilitate data driven decision making by Council
- Connect local businesses with local resources when and if they need assistance.

Volunteers should be encouraged to mobilize and support local community events such as clean up days in Fingal, Shedden and Talbotville, a community picnic, a night market, and a special seasonal community event for fall harvest or Christmas. These events are intended to reinforce residents' and local businesses' connections to the community while creating an environment that supports further economic activity and investment. Where possible, these events and other community activities should be held in the Main Street areas of Fingal and Shedden in order to animate the area.

The community can start to address the vacant storefronts in Shedden by establishing a pop-up business or shared office space in one of the vacant buildings at Shedden's four corners. This shared or temporary space would provide much needed room to grow for an early-stage business and mutual support and combined services such as internet and office services for a collection of independent business owners.

Southwold Township should build on its strengths as a friendly, neighbourly community by establishing a welcome committee for new residents and businesses. The committee would ensure residents and businesses are familiar with the local businesses, business communities and rich community activities and help them to become active engaged members of their new home.

The community should work with the Elgin Business Resource Centre and the Small Business Enterprise Centre to ensure that small business networking events and business seminars are held in the Township to further connect local businesses while supporting their profitability and growth.

The library is a hub of community activity. The community should ensure that the library has a collection of small business resources (as recommended by the Elgin Business Resource Centre and Small Business Enterprise Centre). The




community should also consider hosting small business seminars and networking events at the library to further reinforce the library's role as a source of small business supports.

### **Community Engagement Actions:**

1. Recruit additional economic development committee members
2. Establish 2 to 3 priority economic development projects per year
3. Develop a Southwold business retention and expansion program
4. Establish a volunteer event committee to host clean up days, a community picnic and/or night market
5. Establish a committee to host a special event
6. Create a welcome committee for new residents and businesses info on local businesses
7. Encourage the hosting of community events in Shedden's four corners.
8. Host Small business networking events
9. Ensure the library has small business resources and workshops
10. Open one of the vacant buildings in Shedden's four corners for pop-up businesses or shared offices.



	Goal 2	Investment Readiness
	<b>Strategic Objective</b>	Provide the required elements to facilitate investment

Investment readiness refers to the community's tools and capacity to address, receive and support business investment. Communities that are investment-ready have the appropriate combination of physical land and buildings, community data, planning policies and procedures, economic development expertise and marketing tools to support business retention, expansion and attraction.

Southwold Township should start by compiling the typical economic development community profile data and ensure it is available on the Southwold Township website and is shared with Elgin County Economic Development.

The community can highlight the key features for business in a one page 'lure brochure' as a tool to initiate discussion with existing and prospective businesses. The brochure will also support the County's investment attraction efforts. A digital version of the brochure is appropriate in most instances.

The Township should be proactive in assembling as much data as possible on the former Ford property. This information should include the property status including when it would be available for purchase and redevelopment, the environmental status and the servicing on-site. The former Ford property information package should also include information on Elgin County's brownfield incentive programs and other relevant programs that could help offset the environmental remediation and infrastructure investment costs on the property.

The Township should also have a database of available industrial and commercial land and buildings in Southwold Township. The inventory should include information on the owner and sales agent, asking price, property specification, servicing, permitted uses and accompanying maps. This information should be available online if possible.

Finally, the community should identify business ambassadors for the community with a proven track record in the community who are prepared to share their experience doing business in Southwold Township. These ambassadors can




provide testimonials for inclusion in the lure brochure and meet with prospective investors if required to address their individual questions.

### **Investment Readiness Actions**

1. Compile economic development data to share on the Southwold website and with Elgin County's Economic Development Department
2. Create a small one-page lure brochure with links to the Southwold and Elgin County economic development website
3. Compile data on the former Ford lands including status, environmental conditions, servicing, brownfield programs and potential funding programs
4. Prepare a database of commercial and industrial land and buildings in Southwold
5. Use local business ambassadors to help make the case for investment.



	Goal 3	Branding/ Marketing
	Strategic Objective	Establish professional branding, marketing tools and messages to share Southwold's value proposition for residents and businesses

Southwold Township's current logo is dated and doesn't reflect the changing economy and future opportunities for investment. The Township should invest in a new logo and branding package to reinforce its progressive vision. The community has many strengths and opportunities that should be highlighted in the economic development data and promotional material. The branding should include key messages targeting new and existing residents and prospective and existing businesses.

Southwold Township's website should be expanded to include more information on the economic development opportunities in the community. The Community Profile data (outlined in goal 2) should be compiled and prominently displayed on the Township website and shared with Elgin County Economic Development and the local business community.

Commercial opportunities are tied to the residential growth anticipated in Southwold Township (especially Talbotville). The website should include information to support resident attraction and integration. Both the industrial/commercial and residential webpages should provide links to the broader data available on the Elgin County website.

The website should include a directory of all Southwold businesses including home-based and small businesses. This directory can be the foundation for a shop local program that encourages residents and local businesses to support Southwold based businesses. The website is also an appropriate platform to profile successful Southwold Township businesses. The community can further support the local business base by celebrating a local business leader of the year.



## **Branding/ Marketing Actions**

1. Update Southwold's branding to reflect the changing economy and future opportunities
2. Establish consistent, key messages targeting prospective and existing residents, and prospective and existing businesses
3. Build on the strengths and opportunities in the community (safe, affordable, family, friendly, open spaces, proximity to larger centres, available property)
4. Compile Southwold's community profile data (demographics, business profile, servicing, resources)
5. Update the Southwold Township website to include resident and business attraction info with links to Elgin County
6. Establish an inventory of Southwold businesses (include home-based and small businesses)
7. Develop a shop local program featuring home-based and small businesses
8. Profile success stories on the Southwold website
9. Celebrate a local business leader of the year.





	Goal 4	Business Development
	<b>Strategic Objective</b>	Bring increased commercial and community activity to Fingal and Shedden. Attract and support a diversified business base. Expand Southwold's tourism product offering

Community stakeholders expressed a desire for increased commercial and community activity in Fingal and Shedden. A downtown development task force consisting of the businesses and property owners in the downtown should meet and identify the desired fixed asset improvements required to make the downtowns more attractive. These elements may include repairs to the existing sidewalk and roads, investment in planters and street furniture and updated signage.

Community volunteers should be encouraged to plan and host special events such as a farmers' market, night market, food truck event and entertainment in the downtowns. (previously referenced in Goal 1)

Establishing a Business Retention and Expansion program (also referenced in Goal 1) will provide an opportunity for local business to provide insights on their experiences doing business in Southwold Township. The visits will help inform Southwold on the issues local businesses are facing. It also provides an opportunity to share information with the businesses on funding programs and other business supports to retain and expand these businesses.

The four corners in Shedden is a well-trafficked intersection. The Township should work to establish the junction as a centre of community activity and pride. The Township should consider providing one of the empty storefronts for short-term rental to Southwold businesses over the business Christmas season in November and December. Local community groups such as the Scouts, Guides or 4H should be encouraged to set up a Christmas tree, cider/hot chocolate and gift-wrapping service at the four corners in the weekends leading up to Christmas. The four corners would also be an excellent location to stage a food truck type event.

The Township should build on the growing popularity of cycling, Elgin County's cycling initiatives and the relatively less populated roadways (compared to the GTA) to encourage the four corners as a cycling rest or rally spot, complete with designated parking, picnic tables, a repair centre, bike rack and signage showing cycling routes of various distances or themes.



The market threshold analysis data completed in Phase One of this project should be updated to provide current market potential. This data can identify specific businesses to target to establish operations in Southwold Township. An initial target group may include businesses located elsewhere in the region who may be open to establishing a satellite operation.

Southwold Township can support the sale or lease of available properties in Southwold Township by profiling available land and buildings in the community. These efforts could include providing detailed property information on the Southwold Township website (including the realtor contact information). The local high school and elementary schools could be engaged to develop window décor for vacant commercial space to beautify the location and add visual interest while also providing the owner/realtor contact information. The Southwold library (located in Shedden) should investigate the potential for extending WiFi access to the downtown area to support local residents and businesses needing access and providing another source of traffic in the community.

The Township should also ensure it is leveraging all County economic and tourism efforts. For example, Elgin County and the Southwest Ontario Tourism Corporation (SWOTC) are supporting the development of Alternative Accommodation such as Airbnb and VRBO operations to encourage tourism activity in the region.

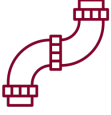
### **Business Development Actions**

1. Establish a downtown development taskforce to:
  - Identify required improvements, e.g. Sidewalks, roads, planters, signage, street furniture
  - Host special events to increase traffic
  - Organize farmers' markets, night markets, food truck events and/or entertainment
2. Establish regular business visits (BR&E) trouble-shoot, provide info on funding, business supports



3. Bring additional activity to Shedden's four corners:
  - Short-term rental for November/December
  - Scouts/4H to sell Christmas trees, cider, gift wrapping service
  - Food trucks
  - Establish a cycling rest or rally spot with parking, picnic tables, repair centre, bike rack, maps
4. Share market threshold analysis data
5. Target existing businesses located elsewhere to open a branch in Southwold
6. Profile available properties on Southwold and Elgin County websites
  - Prepare sales sheets for available properties (for website and realtors)
  - Develop window décor (with high school, elementary school students), provide contact info
  - Wi-Fi in library to extend to downtown
7. Host a workshop for alternative accommodation with Elgin County and SWOTC



	<b>Goal 5</b>	<b>Enhanced Infrastructure</b>
	<b>Strategic Objective</b>	Support business and residential infrastructure needs

Southwold Township must ensure that it has the infrastructure to ensure existing businesses can prosper and grow and to make sure the community can compete for investment with other jurisdictions.

The community has recognized the opportunity for greater economic activity resulting from recent residential growth. Continued residential growth is also dependent on the provision of the appropriate water, waste water, power and broadband servicing.

Communities are recognizing that broadband access is becoming just as important to business development and attraction as other hard infrastructure elements. Broadband access is important across industries including Southwold's agriculture sector, target industries such as retail, finance, real estate and professional services, tourism related businesses and home-based businesses.

Southwold Township should explore opportunities to expand inexpensive and reliable broadband services throughout the Township with providers who are targeting rural communities such as Packetworks. The Township should continue to support the Southwestern Integrated Fibre Technology (SWIFT) Initiatives to access government funding and support for a regional broadband network across the Western Ontario Wardens Caucus region.

The Economic Development committee, Township and County staff should establish and agree upon priority areas for infrastructure enhancements. With these priority areas established, they should prepare for future budgets and funding programs by developing the business case and preliminary estimates for the required infrastructure investments. The business community should be encouraged to provide specific information on the impact these infrastructure enhancements would have on their businesses. Once completed, the business case and investment requirements can be shared with the local MPP and MPs so they are able to advocate for Southwold Township as the opportunity arises.



Southwold Township should also explore opportunities and examples of other rural communities that have engaged in private public partnerships to support infrastructure investment.

### **Enhanced Infrastructure Actions**

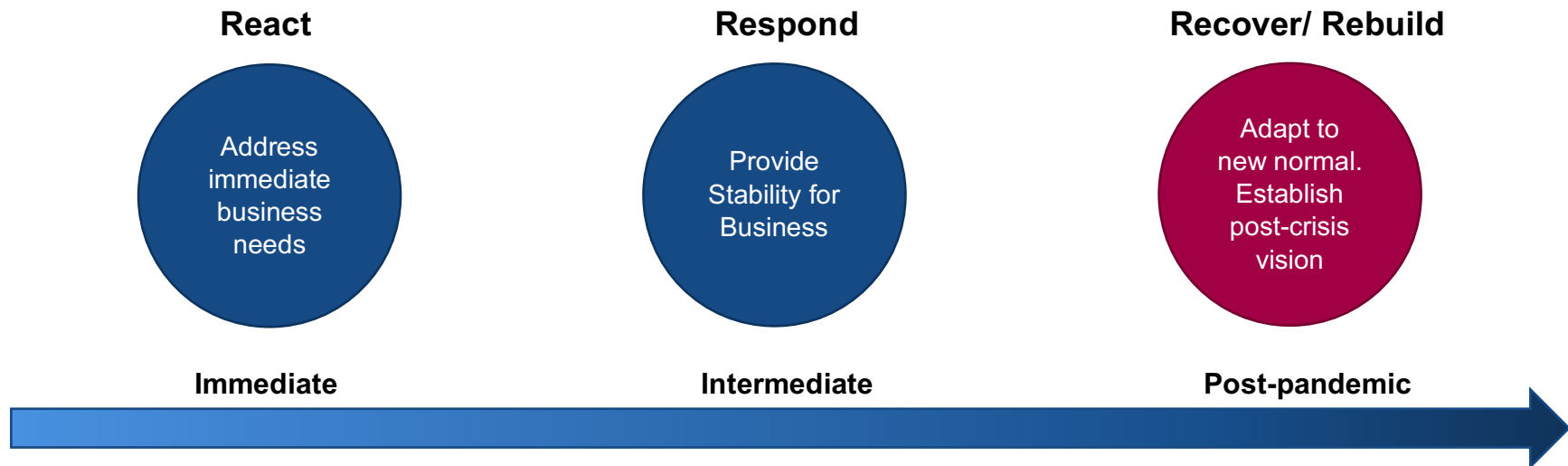
1. Work with broadband providers to expand offering in Southwold
2. Support the Southwestern Integrated Fibre Technology (SWIFT) initiatives
3. Develop an infrastructure investment strategy:
  - Identify priority areas for infrastructure enhancements
  - Prepare preliminary estimates and funding application info to be incorporated into future funding programs
  - Assemble business testimonials on the potential for Southwold with infrastructure enhancements
  - Share infrastructure requirement information with local MPP, MPs
4. Research private/public partnership examples for future infrastructure investment



## COVID-19 and Economic Development

This Community Economic Development Plan was developed prior to the COVID-19 pandemic. This plan provides the vision of the economic future in Southwold Township and steps to achieve that vision. They are based on fundamental economic development principles, investment readiness, community needs and desires.

The pandemic has resulted in a health and economic crisis. The State of Emergency declared in Ontario (March 17, 2020) effectively shut down all non-essential businesses in the province. At the time of writing this report, governments and businesses are addressing the immediate needs for business during the COVID crisis and are beginning to consider the intermediate-term plans to return business stability as restrictions begins to ease.



The recommended actions in this strategy will help Southwold Township recover and rebuild the local economy as the pandemic crisis dissipates. The actions are identified as short-term (overlapping with the pandemic recovery or within one year post-pandemic), medium-term (two to three years post) and long term (four years plus). Some recommendations for community events may have to be postponed, others may need to be modified to reflect changing norms for events.



The economic recovery efforts for Southwold Township should align with the three phase model of react, respond and recover as follows:

### **React**

This phase focuses on assisting businesses to remain viable until they can generate revenue again. The Southwold Economic Development Committee should work with Elgin County and other local economic development partners to advise local businesses on the various government programs designed to provide funding support. The committee may also want to follow the examples of other communities in Ontario who are establishing shop local programs, gift card sales, Go Fund Me campaigns and digital and Ecommerce programs to address the loss of revenue.

This is a good time to update Southwold's business directory, establishing benchmark data to track changes to the local economy as a result of the pandemic. The Southwold Economic Development Committee will want to remain engaged with the Elgin-St. Thomas Economic Resiliency and Recovery Task Force, to stay informed on pandemic responses and programs. It will be important to support regional data collection including business surveys to ensure Southwold's needs are included in the survey results.

### **Respond**

This phase identifies and addresses what businesses need to restart operations. The Economic Development Committee should work with Elgin County Economic Development, other economic development partners and other levels of government to provide businesses with information on how to keep their staff and customers safe. Businesses will need access to information on new operating protocols. They may need assistance in accessing PPE equipment. They may also benefit from consultation with business advisors on strategies to adopt their business models as consumer behaviour and safe practices evolve.

### **Recover**

In the longer-term, the economic development committee should monitor any changes and identify any emerging gaps in the local market. The pandemic may also create some opportunities for the local economy. For example, resident attraction efforts may be bolstered by the growth of work from home options and greater interest in moving out of the density in the GTA.



## Implementation Plan

Goal 1	Community Engagement		
Objective	Leverage resident and business volunteer efforts to implement Southwold's economic development plan		
Actions		Time Frame	Priority
1. Recruit additional economic development committee members		Immediate	High
2. Establish 2 to 3 priority economic development projects per year		Short	Medium
3. Develop a Southwold business retention and expansion program		Immediate	High
4. Establish a volunteer event committee to host clean up days, a community picnic and/or night market		Medium	Medium
5. Establish a committee to host a special event		Medium	Medium
6. Create a welcome committee for new residents and businesses info on local businesses		Long	Nice to do
7. Encourage the hosting of community events in the four corners area		Medium	Medium
8. Host small business networking events		Medium	Medium
9. Ensure the library has small business resources and workshops		Short	High
10. Open one of the vacant buildings in Shedden's four corners for pop-up business or shared offices		Long	Medium





Goal 2	Investment Readiness		
Strategic Objective	Provide the required elements to facilitate investment		
Actions		Time Frame	Priority
1. Compile economic development data to share on the Southwold website and with Elgin County's Economic Development Department		Medium	High
2. Create a small one-page lure brochure with links to the Southwold and Elgin County economic development website		Medium	High
3. Compile data on the former Ford lands including status, environmental conditions, servicing, brownfield programs and potential funding programs		Medium	High
4. Prepare a database of commercial and industrial land and buildings in Southwold		Medium	High
5. Use local business ambassadors to help make the case for investment.		Long	Medium



Goal 3	Branding/Marketing		
Strategic Objective	Establish professional branding, marketing tools and messages to share Southwold's value proposition for residents and businesses		
Actions		Time Frame	Priority
1. Update Southwold's branding to reflect the changing economy and future opportunities		Medium	High
2. Establish consistent, key messages targeting prospective and existing residents, and prospective and existing businesses		Medium	High
3. Build on the strengths and opportunities in the community (safe, affordable, family, friendly, open spaces, proximity to larger centres, available property)		Long	Medium
4. Compile Southwold's community profile data (demographics, business profile, servicing, resources)		Short	High
5. Update the Southwold Township website to include resident and business attraction info with links to Elgin County		Short	High
6. Establish an inventory of Southwold businesses (include home-based and small businesses)		Immediate	High
7. Develop a shop local program featuring home-based and small businesses		Long	Medium
8. Profile success stories on the Southwold website		Long	Medium
9. Celebrate a local business leader of the year.		Long	Nice to do




Goal 4	Business Development		
Strategic Objective	Bring increased commercial and community activity to Fingal and Shedden. Attract and support a diversified business base. Expand Southwold's tourism product offering.		
Action	Time Frame	Priority	
1. Establish a downtown development taskforce to: <ul style="list-style-type: none"> <li>Identify required improvements, e.g. Sidewalks, roads, planters, signage, street furniture</li> <li>Host special events to increase traffic</li> <li>Organize farmers' markets, night markets, food truck events and/or entertainment</li> </ul>	Medium	Medium	
2. Establish regular business visits (BR&E) trouble-shoot, provide info on funding, business supports	Short	High	
3. Bring additional activity to Shedden's four corners: <ul style="list-style-type: none"> <li>Short-term rental for November/December</li> <li>Scouts/4H to sell Christmas trees, cider, gift wrapping service</li> <li>Food trucks</li> <li>Establish a cycling rest or rally spot with parking, picnic tables, repair centre, bike rack, maps</li> </ul>	Medium	Medium	
4. Update and share market threshold analysis data	Long	Medium	
5. Target existing businesses located elsewhere to open a branch in Southwold	Long	Nice to do	
6. Profile available properties on Southwold and Elgin County websites <ul style="list-style-type: none"> <li>Prepare sales sheets for available properties (for website and realtors)</li> <li>Develop window décor (with high school, elementary school students), provide contact info</li> <li>Wi-Fi in library to extend to downtown</li> </ul>	Long	Medium	
7. Host a workshop for alternative accommodation with Elgin County and SWOTC	Medium	Medium	



Goal 5	Enhanced Infrastructure		
Strategic Objective	Support business and residential infrastructure needs		
Action	Time Frame	Priority	
1. Work with broadband providers to expand offering in Southwold	Medium	High	
2. Support the Southwestern Integrated Fibre Technology (SWIFT) initiatives	Ongoing	Medium	
3. Develop an infrastructure investment strategy: <ul style="list-style-type: none"> <li>Identify priority areas for infrastructure enhancements</li> <li>Prepare preliminary estimates and funding application info to be incorporated into future funding programs</li> <li>Assemble business testimonials on the potential for Southwold with infrastructure enhancements</li> <li>Share infrastructure requirement information with local MPP, MPs</li> </ul>	Medium	High	
4. Research private/public partnership examples for future infrastructure investment	Long	Medium	



## Dutton Dunwich Economic Development Plan: Implementation Plan

	<b>Goal 1: Investment Readiness</b>
	<b>Objective:</b> To provide the resources and tools needed to attract and retain investment.

Action	Partners	Time Frame	Budget \$ *	Priority
1. Establish an annual workplan and budget for community economic development initiatives with roles for Elgin County, Dutton Dunwich staff, Economic Development Committee members and community volunteers.	<b>Ec Dev committee</b> , Council, Elgin County Ec Dev., Dutton Dunwich staff	Immediate	N/A	Critical
2. Compile a directory of local businesses.	<b>Ec Dev committee</b> , Elgin County Ec Dev., Dutton Dunwich staff	Short term & ongoing	N/A	High
3. Prepare an inventory of available buildings and land.	<b>Ec. Dev committee</b> , Council, Elgin County Ec Dev., Dutton Dunwich staff	Short term & ongoing	N/A	High
4. Compile and promote economic development data targeting local businesses, prospective investors, economic development stakeholders and influencers.	<b>Ec. Dev. Committee</b> , Elgin County, Dutton Dunwich staff	Medium term	N/A	High
5. Expand and regularly update the economic development content on the Dutton Dunwich website, link to County website.	Ec. Dev. Committee, <b>Dutton Dunwich staff</b> Elgin County Ec. Dev.	Short term	N/A	High
6. Make the case for investment in Retail; Finance, insurance and real estate; Professional services; Health care and; Accommodation.	Ec. Dev. Committee, <b>Dutton Dunwich staff</b> Elgin County Ec. Dev	Long term	TBD	Medium



7. Leverage and participate in County economic development initiatives.	<b>Ec. Dev. Committee, Dutton Dunwich staff &amp; Council, Elgin County Ec. Dev</b>	Ongoing	N/A	High
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Related Performance Measures:

- Workplan reviewed and approved by Council
- Directory of local businesses on DD website, updates to directory (quarterly), # of visits, # of referrals to business websites
- Inventory of land/buildings created, # of visits, # of referrals
- Ec. Dev data compiled and on website, Ec. Dev data updates, # of visits
- Value propositions by sector created; info on websites, shared with County Council
- # of County ec dev programs DD has participated in, # of businesses involved in County programs, \$s leveraged in County programs

	Goal 2: Population Growth
	Objective: To increase the market for local businesses and support local workforce demands.


Action	Partners	Time Frame	Budget \$ *	Priority
1. Make the case for living in Dutton Dunwich	<b>Ec. Dev. Committee,</b> Dutton Dunwich staff Elgin County Ec. Dev	Medium	N/A	Medium
2. Promote Dutton Dunwich for new residents on the Municipal website with links <b>to local real estate professionals and developers.</b>	Ec. Dev. Committee, <b>Dutton Dunwich staff</b>	Medium	N/A	Medium



	Elgin County Ec. Dev			
3. Develop a welcome program for new residents.	Ec. Dev. Committee, <b>Community Volunteers</b> , local businesses, Dutton Dunwich staff	Medium	N/A	Medium
4. <b>Establish a Facebook page for new and existing residents focused on municipal programs and community events.</b> Share local events and municipal programs on community and municipal Facebook pages	Ec. Dev. Committee, <b>Community Volunteers</b> , local businesses, <b>Dutton Dunwich staff</b>	Short term	N/A	Medium
5. Explore options to expand existing residential options to accommodate a range of lifestyles and budgets.	Dutton Dunwich staff, Council, Elgin County staff	Medium term	N/A	High

#### Related Performance Measures:

- Value proposition for living in DD established, shared on website, # of visits, # of referrals
- Volunteer committee established, welcome package created, updated, # of packages shared
- # of Facebook page updates, shares, downloads, engagement, etc.
- Residential development options expanded

	<b>Goal 3: Strong Local Businesses</b>
	Objective: To create an environment where local businesses prosper.

Action	Partners	Time Frame	Budget \$ *	Priority
1. Create and post an online directory of local businesses. (Goal 1, Action 2)	<b>Ec Dev committee</b> , Elgin County Ec Dev., Dutton Dunwich staff	Short term & ongoing	N/A	High



2. Host business networking events and workshops in the community.	<b>Ec Dev committee,</b> Elgin County Ec Dev., Dutton Dunwich staff	Medium term	\$300	Medium
3. Provide regular updates on small business supports, incentives and funding programs including programs such as Elgincentives, Digital Main Street and other economic recovery programs.	<b>Elgin County Ec Dev,</b> Ec dev committee, Dutton Dunwich staff, SBEC	Medium term	N/A	Medium
4. Survey local businesses and provide regular updates on evolving business needs.	<b>Elgin County Ec Dev,</b> Ec dev committee, Dutton Dunwich staff	Long term	N/A	High
5. Establish a shop local program.	<b>Ec dev committee,</b> West Elgin ec dev committee, Elgin County Ec. Dev	Medium to long term	\$1000	High
6. Support coordinated promotional programs.	<b>Ec dev committee,</b> West Elgin ec dev committee, Elgin County Ec. Dev	Medium term and Ongoing	TBD	Medium
7. Profile local business success stories.	<b>Elgin County Ec. Dev.,</b> Ec dev committee, Dutton Dunwich staff	Short term and Ongoing	N/A	High
8. Support the expansion of reliable and affordable internet in the rural areas.	<b>Dutton Dunwich Council,</b> Ec. Dev Committee	Ongoing	N/A	High
9. Review existing bylaws and policies to support home-based businesses.	Dutton Dunwich staff & Council, <b>Elgin County Planning Department</b>	Medium to long term	N/A	High
10. Host a regular community economic development forum to update businesses and residents on economic development	Elgin County Ec. Dev., Ec. Dev Committee, Dutton	Medium to long term	\$400	Medium






efforts, learn about new programs and opportunities and get involved in community economic development efforts.	Dunwich staff and Council			
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#### Related Performance Measures:

- Directory of local businesses on DD website, updates to directory (quarterly), # of visits, # of referrals to business websites
- # of networking events, # of participants,
- # of DD businesses accessing small business supports, \$s leveraged by DD businesses
- Survey completed, results shared with DD Council, actions developed as a result of survey findings
- Shop local program/ coordinated promotional programs continue, # of shop local/ coordinated promotional programs, business feedback on shop local results
- Business success stories shared on DD website & social media, # of businesses profiled, # of visits
- Internet coverage (%) of residents, businesses, speed, reliability, incorporated into DD value propositions
- By-laws revised and new bylaws established, # of home-based businesses in DD
- Economic development forum held, # of participants, # of economic development stakeholders and programs profiled
- 

	Goal 4: Thriving Downtown
	Objective: To increase economic activity and investments in the downtown.

Action	Partners	Time Frame	Budget \$ *	Priority
1. Establish a downtown improvement team to identify and address downtown improvements, host clean up days and develop a street furniture, plantings and lighting wish list.	<b>Ec. Dev committee, community volunteers,</b> business owners, Service clubs, Dutton Dunwich staff	Short-term	\$200	High



2. Engage and inform downtown property owners of business development, Community Improvement Plan, accessibility requirements, and window wrap and display programs.	<b>Ec. Dev committee,</b> Dutton Dunwich staff, Elgin County ec. Dev.	Short term and ongoing	N/A	High
3. Expand and participate in the County's signage strategy to direct travelers from Highway 401 and Highway 3 throughout Dutton Dunwich.	Ec. Dev. Committee, <b>Elgin County Ec. Dev.</b> , Dutton Dunwich staff	Long-term	N/A	Medium
4. Expand combined marketing activities.	Ec. Dev committee, <b>local business community</b> , Elgin County Ec.Dev.	Medium term	TBD	High
5. Encourage retailers to maintain common business hours.	Ec. Dev committee, <b>local business community</b>	Medium term	N/A	Medium
6. Review bylaws and incentives to support outdoor patios.	Dutton Dunwich staff & Council, <b>Elgin County Planning Department</b>	Medium to long term	N/A	High

#### Related Performance Measures:

- Downtown improvement team established, # of team members, # of clean up days, # of projects
- Business outreach activity, # of businesses accessing programs
- Signage strategy shared with local businesses, # of business participating
- # of combined marketing programs, # of participating businesses
- % of business participating with similar business hours
- # of outdoor patios

#### Time Frame

Immediate	Now
Short Term	Within 1 year
Medium	Between 1-3 years
Long-term	Between 3 to 5 years

## Community Profile: West Elgin – Rodney

Prepared for: Economic Developers Council of Ontario – My Main Street

The logo for Environics Analytics is displayed within a solid purple rectangular box. The word "ENVIRONICS" is written in a large, bold, white, sans-serif font. Below it, the word "ANALYTICS" is written in a smaller, white, sans-serif font.

**ENVIRONICS**  
ANALYTICS

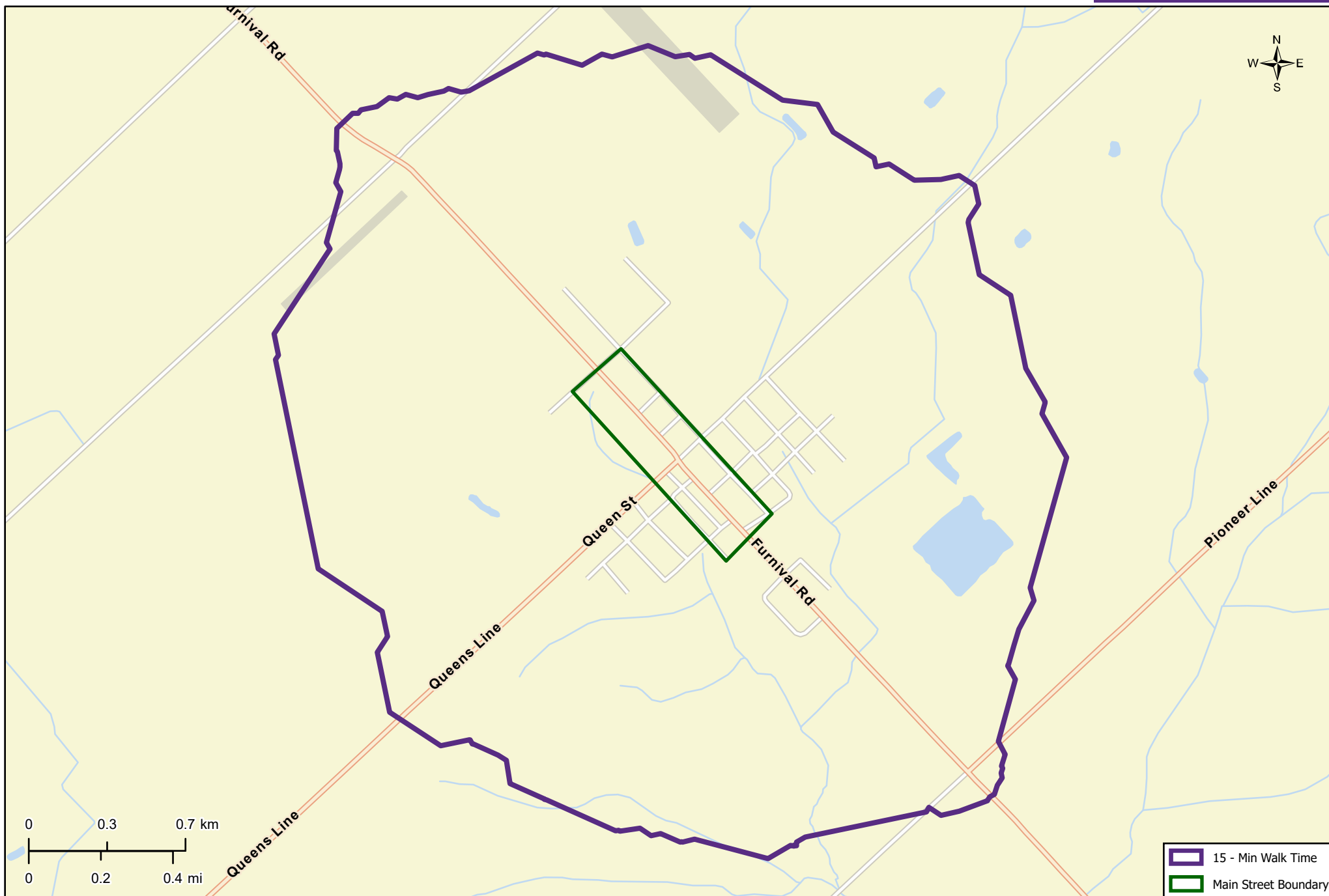
Confidential

Date: February 24, 2022

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West Elgin - Rodney  
Main Street Boundary and Trade Area



## Demographics, PRIZM Profile, and Psychographics

# Demographics | Population & Households

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

## POPULATION

1,075

## HOUSEHOLDS

495

## MEDIAN MAINTAINER AGE

57

Index: 106

## MARITAL STATUS



57.9%

Index: 100

Married/Common-Law

## FAMILY STATUS\*

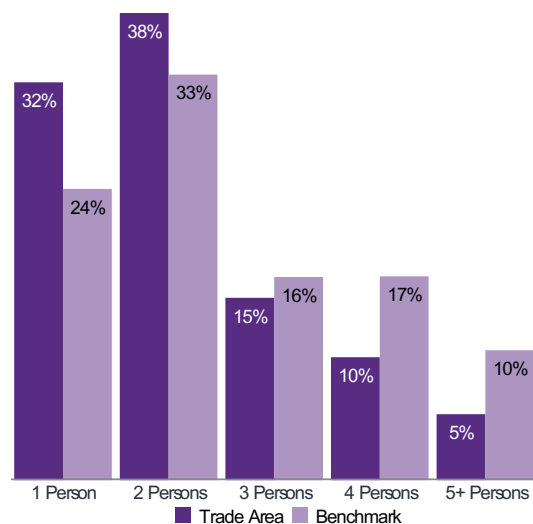


46.3%

Index: 124

Couples Without Children At Home

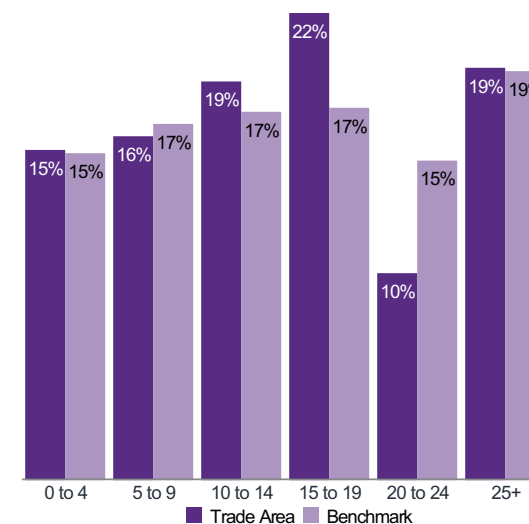
## HOUSEHOLD SIZE



## POPULATION BY AGE

	Count	%	Index
0 to 4	50	4.7	92
5 to 9	50	4.7	86
10 to 14	61	5.7	100
15 to 19	69	6.4	108
20 to 24	62	5.8	86
25 to 29	52	4.8	69
30 to 34	51	4.7	71
35 to 39	54	5.0	78
40 to 44	58	5.4	87
45 to 49	62	5.8	92
50 to 54	77	7.2	109
55 to 59	90	8.4	115
60 to 64	88	8.2	122
65 to 69	74	6.9	122
70 to 74	67	6.2	130
75 to 79	50	4.7	141
80 to 84	32	3.0	136
85+	28	2.6	118

## AGE OF CHILDREN AT HOME



Benchmark: Southern Ontario

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\*Chosen from index ranking with minimum 5% composition

Index Colours:	<80	80 - 110	110+
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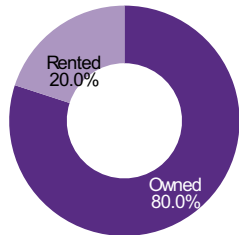
# Demographics | Housing & Income

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Population: 1,075 | Households: 495

## TENURE



## STRUCTURE TYPE



84.6%  
Index: 109



15.4%  
Index: 70

## AGE OF HOUSING\*

60+ Years Old

% Comp: 56.8 Index: 274

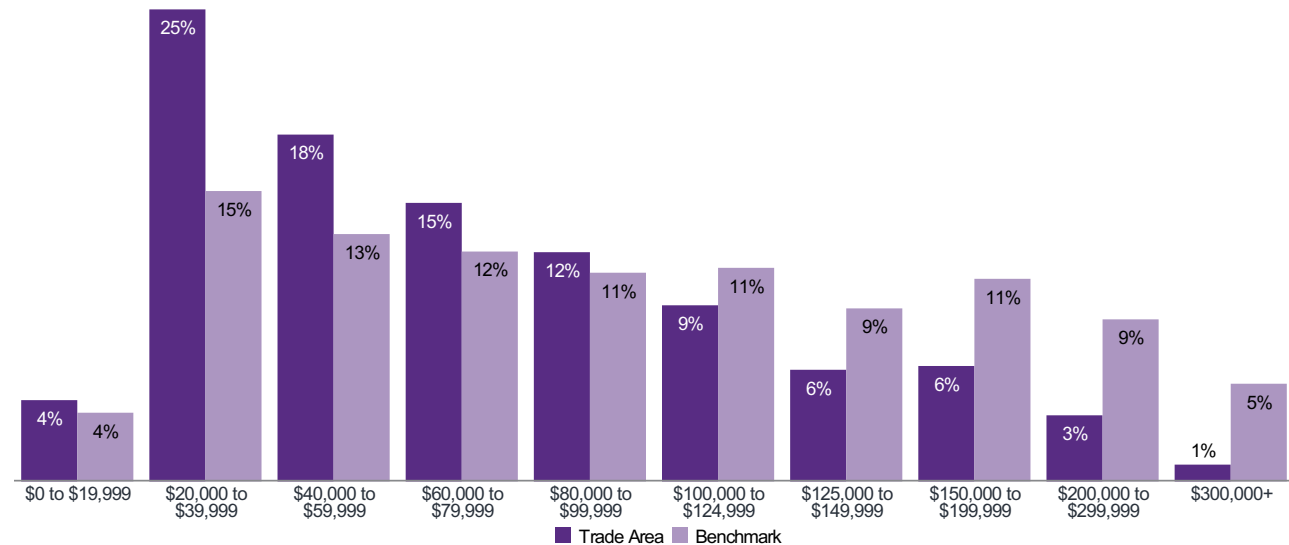
## AVERAGE HOUSEHOLD INCOME



\$77,216

Index: 67

## HOUSEHOLD INCOME DISTRIBUTION



Benchmark: Southern Ontario

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(<https://en.environicsanalytics.ca/Envision/About/1/2021>)

\*Chosen from index ranking with minimum 5% composition

Index Colours: <80 80 - 110 110+



# Demographics | Education & Employment

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Population: 1,075 | Households: 495

## EDUCATION



5.8%

Index: 22

University Degree

## LABOUR FORCE PARTICIPATION



56.6%

Index: 87

Participation Rate

## METHOD OF TRAVEL TO WORK: TOP 2\*



37.4%

Index: 103

Travel to work by Car (as Driver)

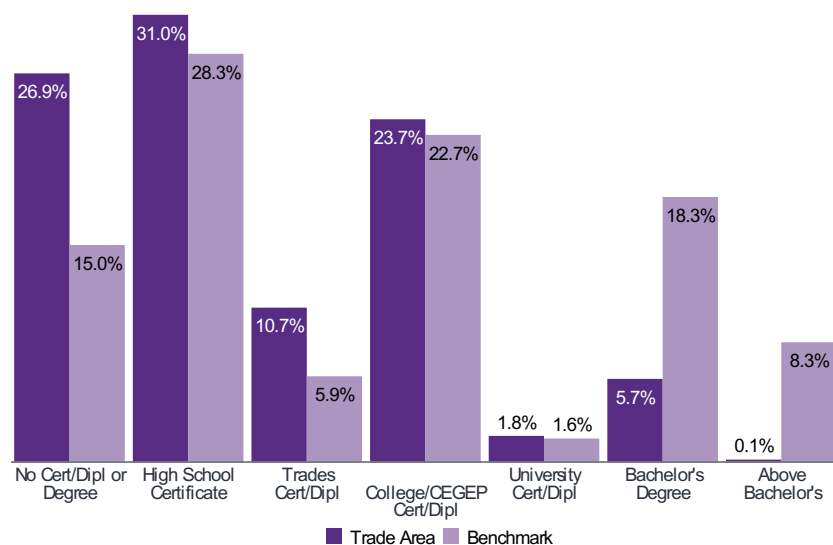


2.0%

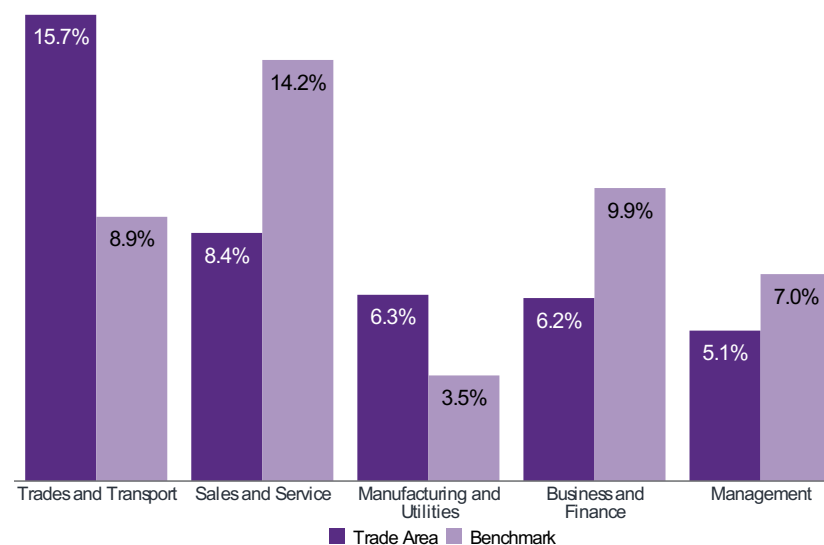
Index: 65

Travel to work by Car (as Passenger)

## EDUCATIONAL ATTAINMENT



## OCCUPATIONS: TOP 5\*



Benchmark: Southern Ontario

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\*Ranked by percent composition

Index Colours: <80 80 - 110 110+

# Demographics | Diversity

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Population: 1,075 | Households: 495

## ABORIGINAL IDENTITY



4.3%

Index: 182

## VISIBLE MINORITY PRESENCE



0.7%

Index: 2

Belong to a visible minority group

## NON-OFFICIAL LANGUAGE



0.3%

Index: 14

No knowledge of English or French

## IMMIGRATION



3.7%

Index: 14

Born outside Canada

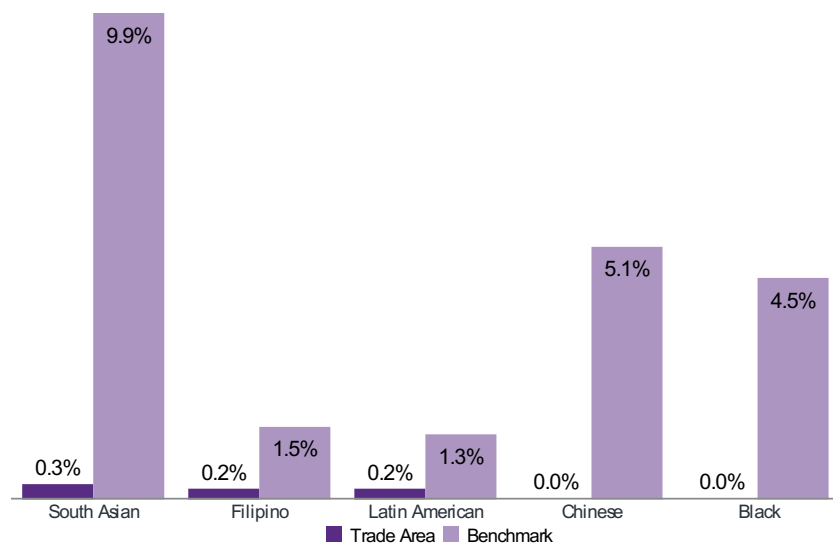
## PERIOD OF IMMIGRATION\*

N/A

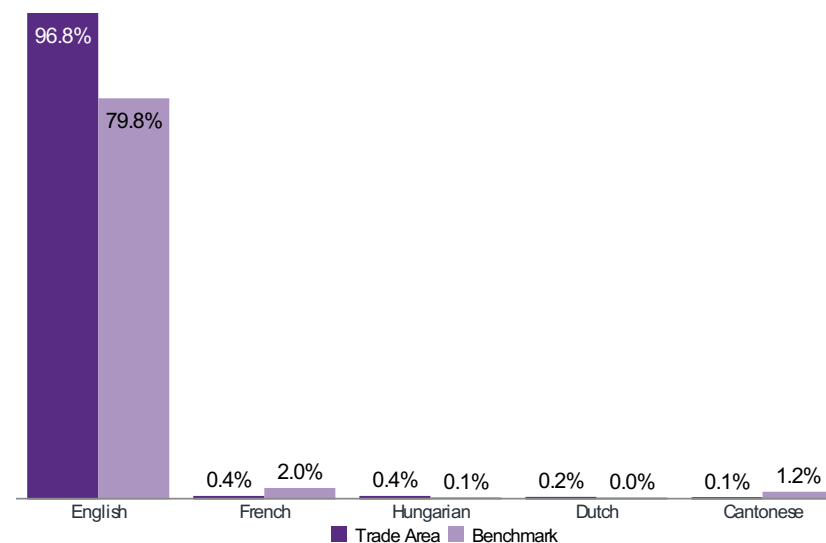
N/A%

Index: N/A

## VISIBLE MINORITY STATUS: TOP 5\*\*



## LANGUAGES SPOKEN AT HOME: TOP 5\*\*



Benchmark: Southern Ontario

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\*Chosen from index ranking with minimum 5% composition

\*\*Ranked by percent composition

Index Colours: <80 80 - 110 110+

Top 5 segments represent **98.0%** of households in West Elgin - Rodney



Rank: 1  
Hhlds: 287  
Hhld %: 57.94  
% in Benchmark: 3.11  
Index: 1,863

The largest PRIZM segment with nearly 400,000 households, Down to Earth consists of older couples and families found in rural communities across the country. Eight out of ten adults are homeowners, typically living in modest, single-detached homes built before 1990. The majority of maintainers are over 55 years old. Most Down to Earth households earn average incomes from a mix of blue-collar in agriculture, construction and the trades. And while the most common family type is empty-nesting couples, more than a third of households contain couples with kids of all ages. What these rural folks share is a tradition-bound lifestyle: more than 80 percent of households are third-plus-generation Canadians and a significant percentage start their day with early-morning chores. As in other rural communities, Down to Earth residents spend their leisure time close to home and nature, enjoying sewing, knitting, bird-watching and snowmobiling. Their yards often have a small collection of trucks, cars, boats, ATVs and RVs; status is expressed in the size of their pickup. And many are strong on the value of Fulfillment Through Work, believing that one's work should be useful to others.



Rank: 2  
Hhlds: 118  
Hhld %: 23.94  
% in Benchmark: 1.22  
Index: 1,970

Older folks gravitate to the relaxed lifestyle of Old Town Roads, a collection of small towns across Canada where more than a third of maintainers are over 65. Unlike more upscale retirement communities, these rustic towns are home to downscale seniors who are aging in place. Households here contain a mix of older singles, empty-nesting couples and widowed individuals. Most own older, inexpensive homes, though a significant percentage rent a low-rise apartment or live in a mobile home; the average dwelling value is less than half the national average. Education traditionally hasn't been a top priority for Old Town Roads members—less than 15 percent have gone to a university—and those still in the workforce earn lower incomes from jobs in manufacturing, farming, services and the trades. These third-plus-generation Canadians enjoy time-honoured and outdoor-oriented leisure pursuits like fishing, hunting and gardening, though they'll also attend craft shows and auto racing events. Even though pensions and government transfers improve the financial picture here, these townsfolk keep close tabs on their wallet (Importance of Price).



Rank: 3  
Hhlds: 40  
Hhld %: 8.16  
% in Benchmark: 2.74  
Index: 298

Found mostly in Alberta and Ontario, New Country is one of the wealthiest rural segments, with nearly two-thirds of residents working in well-paying jobs in agriculture, mining, natural industries and other blue-collar occupations. Scoring high for self-employment, a significant percentage of residents work as farmers and independent contractors in related industries. Their six-figure incomes provide comfortable, single-detached houses and enviable lifestyles. Forty percent of the maintainers are between 45 and 64 years old, and nearly 45 percent of households have children, typically of all ages. Like generations of rural households before them, New Country members are known for their deep roots in the community. Three-quarters of residents are third-plus-generation Canadians; fewer than one in ten are foreign-born. In these rural settings, people get attached to their pickups and drive them for decades. For leisure, they like to go hunting, fishing and boating, or they'll stay home and do some gardening. With their traditional views on politics and religion, they support family values and oppose government involvement in people's private lives; they score very low on Active Government.



Rank: 4  
Hhlds: 28  
Hhld %: 5.69  
% in Benchmark: 4.83  
Index: 118

The second most affluent rural segment, Country Traditions is a collection of small communities scattered across the eastern half of Canada. The mostly middle-aged and older couples and families work at well-paying blue-collar and service sector jobs, earning upper-middle incomes in the low six figures. Most own a home built after 1980—nearly 95 percent live in a single-detached house—and a sturdy, large pickup is a necessity for their backcountry commutes to work. With half the maintainers over 55, Country Traditions households are split between couples and families with children of all ages. Despite their rural settings, only 3 percent work in agriculture—still 30 percent above average—while many more work in fields like construction, health care, social services and public administration. Nevertheless, Country Traditions members have deep roots in the land: nearly 80 percent are third-plus-generation Canadians. And these rural families enjoy old-fashioned pursuits like gardening, boating and swimming. Proclaiming that life in the country is far more satisfying than life in the city, they prefer to identify with their local communities and Canada than as citizens of the world (National Pride).



Rank: 5  
Hhlds: 11  
Hhld %: 2.27  
% in Benchmark: 1.22  
Index: 186

A collection of remote villages of which half are found in the Atlantic provinces, Backcountry Boomers is about as rural as it gets. The householders in this segment are mostly older, empty-nesting couples and those living alone. Forty percent of maintainers are over 65, and nearly three-quarters of households contain only one or two people. Although most adults are out of the labour force, those still working hold a mix of blue-collar and service sector jobs in farming, natural resources, construction, transportation and the trades. The pay is modest—incomes are 25 percent below average—but it's enough to own an unpretentious, single-detached house. And pride of province holds a special place in this segment, where almost 85 percent are third-plus-generation Canadians and one of their top-ranked values is Parochialism. Backcountry Boomers members like to fish, hunt and garden, for the camaraderie as much as the opportunity to put food on the table. Their hobbies are the old-fashioned, pre-Internet variety: making crafts, knitting and collecting coins and stamps. And their motorized vehicles are their prized possessions: large pickups, power boats, ATVs and snowmobiles—preferably made in Canada.

# Psychographics | SocialValues Overview

Trade Area: West Elgin - Rodney



## Strong Values

Values	Index
Attraction to Nature	172
Utilitarian Consumerism	146
Obedience to Authority	137
Cultural Assimilation	133
Fulfillment Through Work	126
Confidence in Small Business	122
Brand Apathy	121
National Pride	121
Duty	119
Financial Concern Regarding the Future	116



## Descriptions | Top 3 Strong Values

### Attraction to Nature

How close people want to be to nature, whether to recharge their spiritual batteries or to enjoy a simpler, healthier or more authentic way of life.

### Utilitarian Consumerism

Tendency to base purchase decisions on utilitarian rather than aesthetic considerations. Measures the attention given to utility of objects and products purchased. People strong on this construct seldom buy products purely for their appearance. Lack of a need to engage in personal expression through aesthetic means.

### Obedience to Authority

A belief in playing by the rules. The belief that persons or organizations in positions of authority should be deferred to at all times. A belief that there are rules in society and everyone should follow them. The feeling that young people in particular should be taught to obey authority rather than question it.



## Weak Values

Values	Index
Status via Home	56
Equal Relationship with Youth	59
Penchant for Risk	61
Advertising as Stimulus	63
Importance of Aesthetics	64
Skepticism Toward Small Business	64
Ostentatious Consumption	65
Attraction For Crowds	67
Confidence in Big Business	67
Consumption Evangelism	67



## Descriptions | Top 3 Weak Values

### Status via Home

Feeling a strong sense that one's home represents an extension of one's image. People strongest on this construct make great efforts to decorate and equip their homes in a manner that will impress others, and pay particular attention to the way they entertain in the home.

### Equal Relationship with Youth

Breaking down traditional hierarchical and patriarchal relationships by giving the youth equal freedoms as those of adults. Discipline, as that issued by adults over young people, is therefore replaced by freedom and increased individualism.

### Penchant for Risk

Desire to take risks in order to get what one wants out of life. Also, indulging in dangerous and forbidden activities for their associated emotional high.

Benchmark: Ontario

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Index Colours:	<80	80 - 110	110+
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## Financial and Expenditure Overview

# Financial | WealthScapes Overview

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

WealthScapes Households: 490

## INCOME\*

Household Income

**\$ 77,178**

Index: **67**

Household Disposable Income

**\$ 64,493**

Index: **71**

Household Discretionary Income

**\$ 45,045**

Index: **70**

Annual RRSP Contributions

**\$ 2,119**

Index: **59**

## WEALTH\*



Net Worth

% Holders

100.0% Index: **100**

Balance

**\$356,189**

Index: **48**

## ASSETS\*



Savings

% Holders

95.7% Index: **101**

Balance

**\$42,023**

Index: **55**



Investments

% Holders

51.2% Index: **85**

Balance

**\$189,152**

Index: **56**



Unlisted Shares

% Holders

8.0% Index: **64**

Balance

**\$143,601**

Index: **45**



Real Estate

% Holders

81.2% Index: **107**

Balance

**\$356,839**

Index: **48**



Liquid Assets

% Holders

98.4% Index: **100**

Balance

**\$165,477**

Index: **50**

## DEBT\*



Consumer Debt

% Holders

88.0% Index: **97**

Balance

**\$49,215**

Index: **74**



Mortgage Debt

% Holders

48.6% Index: **105**

Balance

**\$132,932**

Index: **45**

## FINANCIAL RATIO



Debt:Asset

% Holders

0.23% Index: **109**

Benchmark: Southern Ontario

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% Holders represent where customers are found.

\*Average values per holding household as at December 31, 2020.

Index Colours: <80 80 - 110 110+

Trade Area: West Elgin - Rodney

WealthScapes Households: 490

## FINANCIAL RATIOS\*



Debt: Asset

0.23

Index: 109



Debt: Liquid Assets

0.66

Index: 108



Consumer Debt - Discr. Income

0.96

Index: 103



Savings - Investments

0.68

Index: 113



Pension - Non-Pension Assets

0.25

Index: 116



Real Estate Assets - Liq. Assets

1.78

Index: 101



Mortgage - Real Estate Assets

0.22

Index: 92



Mortgage - Consumer Debt

1.49

Index: 65

Benchmark: Southern Ontario

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Index Colours: <80 80 - 110 110+

# Expenditures | HouseholdSpend - Annual Expenditure Overview

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Households: 495

Total Aggregate Current Consumption: \$28,332,610

## Average Current Consumption

\$57,238

Index 70

## Average Household Income










\$77,180

Index 67

## Average Disposable Income

\$63,781

Index 71

 <p><b>Shelter</b></p> <p>Avg. Dollars/Household <b>\$14,300</b> Index 68</p> <p>Pct. of Total Expenditure <b>25.0%</b> Index 97</p>	 <p><b>Transportation</b></p> <p>Avg. Dollars/Household <b>\$10,076</b> Index 73</p> <p>Pct. of Total Expenditure <b>17.6%</b> Index 104</p>	 <p><b>Food</b></p> <p>Avg. Dollars/Household <b>\$8,999</b> Index 70</p> <p>Pct. of Total Expenditure <b>15.7%</b> Index 100</p>
 <p><b>Health Care</b></p> <p>Avg. Dollars/Household <b>\$5,402</b> Index 99</p> <p>Pct. of Total Expenditure <b>9.4%</b> Index 141</p>	 <p><b>Household Operation</b></p> <p>Avg. Dollars/Household <b>\$4,092</b> Index 71</p> <p>Pct. of Total Expenditure <b>7.1%</b> Index 102</p>	 <p><b>Recreation</b></p> <p>Avg. Dollars/Household <b>\$2,821</b> Index 59</p> <p>Pct. of Total Expenditure <b>4.9%</b> Index 84</p>
 <p><b>Household Furnishings</b></p> <p>Avg. Dollars/Household <b>\$2,810</b> Index 70</p> <p>Pct. of Total Expenditure <b>4.9%</b> Index 101</p>	 <p><b>Tobacco and Alcohol</b></p> <p>Avg. Dollars/Household <b>\$2,575</b> Index 72</p> <p>Pct. of Total Expenditure <b>4.5%</b> Index 103</p>	 <p><b>Clothing</b></p> <p>Avg. Dollars/Household <b>\$2,215</b> Index 67</p> <p>Pct. of Total Expenditure <b>3.9%</b> Index 96</p>

Benchmark: Southern Ontario

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Displaying the top nine HouseholdSpend categories ranked by percent of total expenditure.  
Benchmark used for Index calculations.

Index Colours:	<80	80 - 110	110+
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# Expenditures | Foodspend - Annual Household Expenditure Overview

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Households: 495

## Average Household Income

**\$77,180**

Index **67**

## Average Food Expenditure

**\$8,999**

Index **70**

## Average Spend on Food from Restaurants

**\$2,521**









Index **63**

## Average Spend on Food from Stores

**\$6,478**

Index **74**

**Total Aggregate Food Expenditure: \$ 4,454,454**

 <b>Bakery</b> Avg. Dollars/Household <b>\$642</b> Index <b>74</b> Pct. of Total Expenditure 9.9% Index <b>100</b>		 <b>Cereal Products</b> Avg. Dollars/Household <b>\$424</b> Index <b>83</b> Pct. of Total Expenditure 6.5% Index <b>112</b>		 <b>Fruit and nuts</b> Avg. Dollars/Household <b>\$774</b> Index <b>71</b> Pct. of Total Expenditure 12.0% Index <b>96</b>	
 <b>Vegetables</b> Avg. Dollars/Household <b>\$618</b> Index <b>67</b> Pct. of Total Expenditure 9.5% Index <b>90</b>		 <b>Dairy products &amp; Eggs</b> Avg. Dollars/Household <b>\$1,059</b> Index <b>83</b> Pct. of Total Expenditure 16.4% Index <b>112</b>		 <b>Meat</b> Avg. Dollars/Household <b>\$1,108</b> Index <b>70</b> Pct. of Total Expenditure 17.1% Index <b>95</b>	
 <b>Fish &amp; Seafood</b> Avg. Dollars/Household <b>\$160</b> Index <b>54</b> Pct. of Total Expenditure 2.5% Index <b>74</b>		 <b>Beverages &amp; Other Food</b> Avg. Dollars/Household <b>\$1,693</b> Index <b>77</b> Pct. of Total Expenditure 26.1% Index <b>104</b>			

Benchmark: Southern Ontario

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Displaying the top FoodSpends categories of expenditure on food purchased from stores.  
Benchmark used for Index calculations.

Index Colours:	<80	80 - 110	110+
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## Post COVID-19 Activities

Trade Area: West Elgin - Rodney

Household Population 14+: 923

## Activities Look Forward To Doing

	%	Base %	Index
<b>Socializing</b>			
Dating	10.5	11.0	95
Going to restaurants, bars or night clubs	56.3	55.1	102
Having physical Contact with family and friends	60.3	57.7	104
Participating in group activities	44.1	38.7	114
Partying	18.5	15.8	117
Seeing family and friends in person	66.9	62.8	106
<b>Entertainment</b>			
Attending events, festivals or concerts	45.9	42.9	107
Attending sports events (excludes professional sports)	17.0	18.2	93
Attending to professional sports events or games	29.6	25.4	116
Going to the movies	38.9	45.7	85
<b>Movement &amp; Travel</b>			
Driving more	10.3	16.1	64
Shopping in-store	38.2	42.9	89
Spending time outdoors	27.6	32.5	85
Travelling outside of Canada/ abroad	49.7	53.2	93
Travelling within Canada	48.4	49.9	97
Using public transit	14.0	13.7	102
<b>Personal</b>			
Getting back to old habits	33.9	36.2	94
Going to a salon, barber shop or spa	32.4	33.7	96
Going to the gym	21.2	22.6	94
<b>Education/Work</b>			
Children going back to school	15.4	20.3	76
Going back to work	8.1	17.6	46
<b>Other</b>			
Not Stated	0.0	0.6	8

Benchmark: Southern Ontario

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(Base used for Index calculations)

Index Colours:	<80	80 - 110	110+
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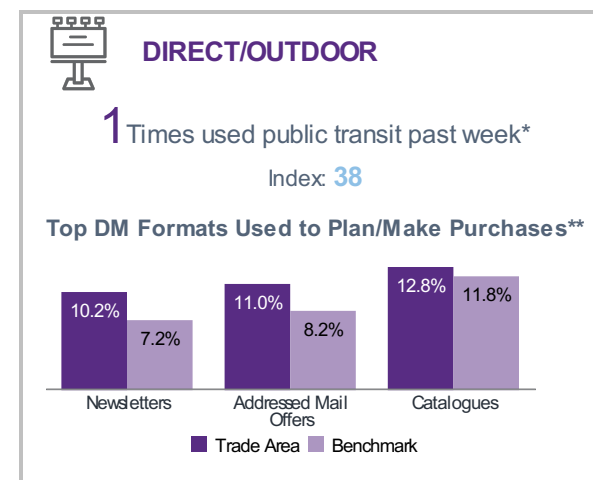
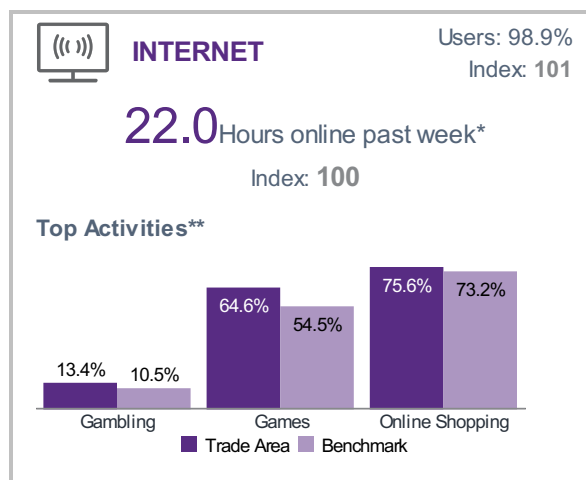
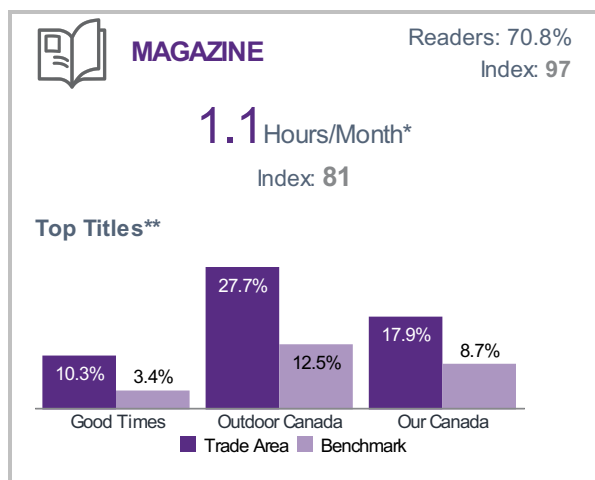
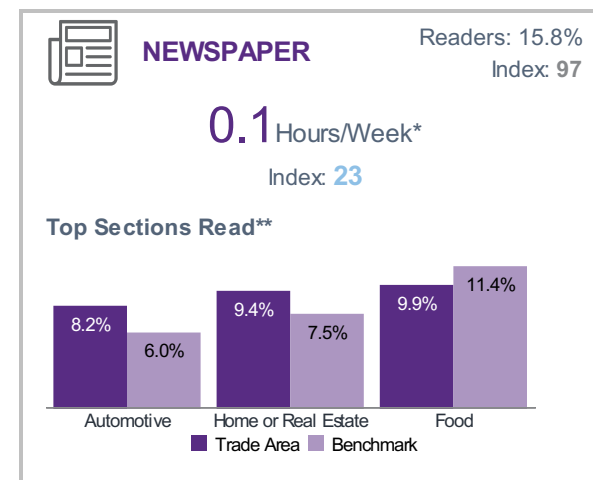
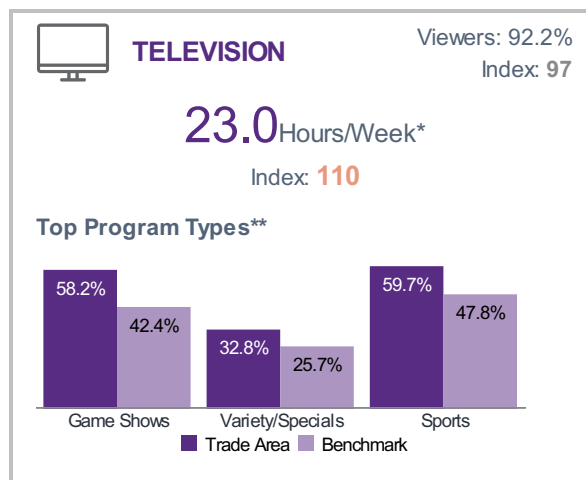
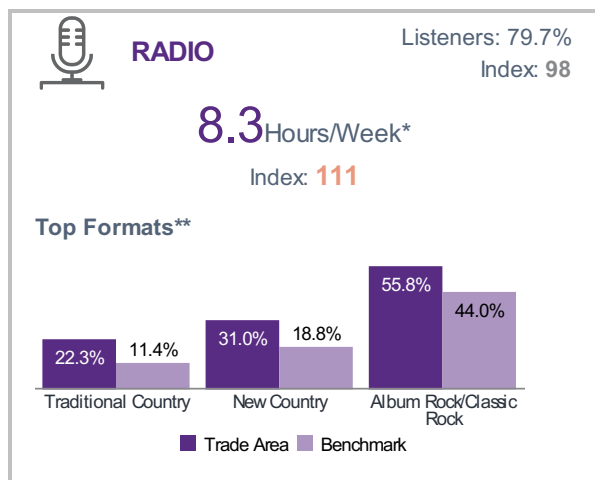
## Media and Social Media Overview

# Behavioural | Media Overview

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Household Population 14+: 923



Benchmark: Southern Ontario

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\* Consumption values based to variable's incidence count.

\*\* Chosen from index ranking with minimum 5% composition.

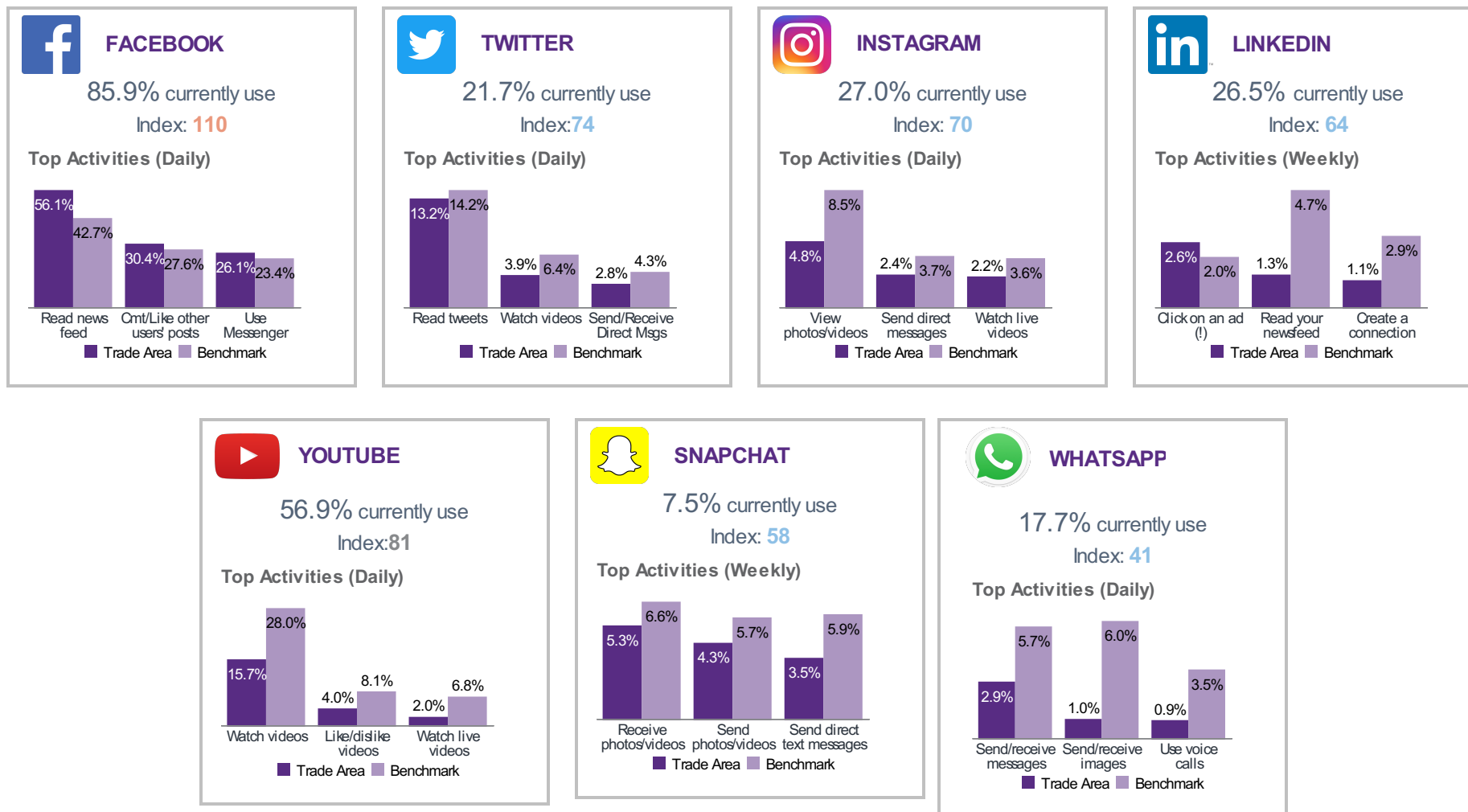
Index Colours: <80 80 - 110 110+

# Opticks Social | Social Media Activities

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Household Population 18+: 870



Benchmark: Southern Ontario

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Chosen and ranked by percent composition

(!) Indicates variables with low sample size. Please analyze with discretion

Index Colours:	<80	80 - 110	110+
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# Opticks Social | Social Media Usage

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Household Population 18+: 870

## FRIENDS IN ALL SM NETWORKS



35.7%

Index:101

0-49 friends

## FREQUENCY OF USE (DAILY)



71.2%

Index:127

Facebook

## BRAND INTERACTION



32.1%

Index:93

Like brand on Facebook

## NO. OF BRANDS INTERACTED

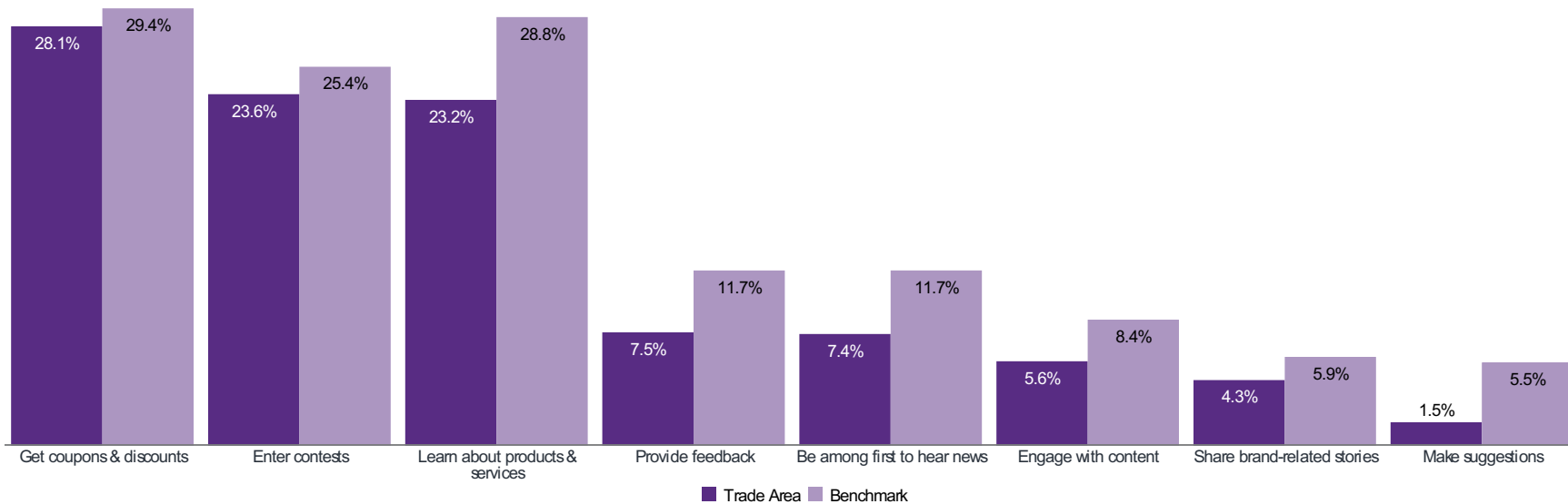


25.9%

Index:85

2-5 brands

## REASONS TO FOLLOW BRANDS USING SOCIAL MEDIA



Benchmark:Southern Ontario

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Chosen and ranked by percent composition

Index Colours:	<80	80 - 110	110+
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## Online Shopping Attitudes and Behaviours



Trade Area: West Elgin - Rodney

Total Household Population 18+:870



Retail companies should not be allowed to own or share my personal info

% Comp 91.8 Index 105



I am likely to shop online via my mobile device, provided the process is easy

% Comp 38.2 Index 79



I am concerned about sharing my personal info with retail companies due to privacy issues, such as using it for marketing purposes

% Comp 85.0 Index 101



I am likely to download a mobile shopping "app" if it somehow makes my shopping experience easier

% Comp 29.5 Index 72



I use my mobile device to find retail locations that sell products I am looking to buy

% Comp 47.2 Index 83



I am open to receiving relevant marketing messages on my mobile device from retailers I trust

% Comp 19.7 Index 65

Benchmark: Southern Ontario

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Ranked by percent composition.

Index Colours:	<80	80 - 110	110+
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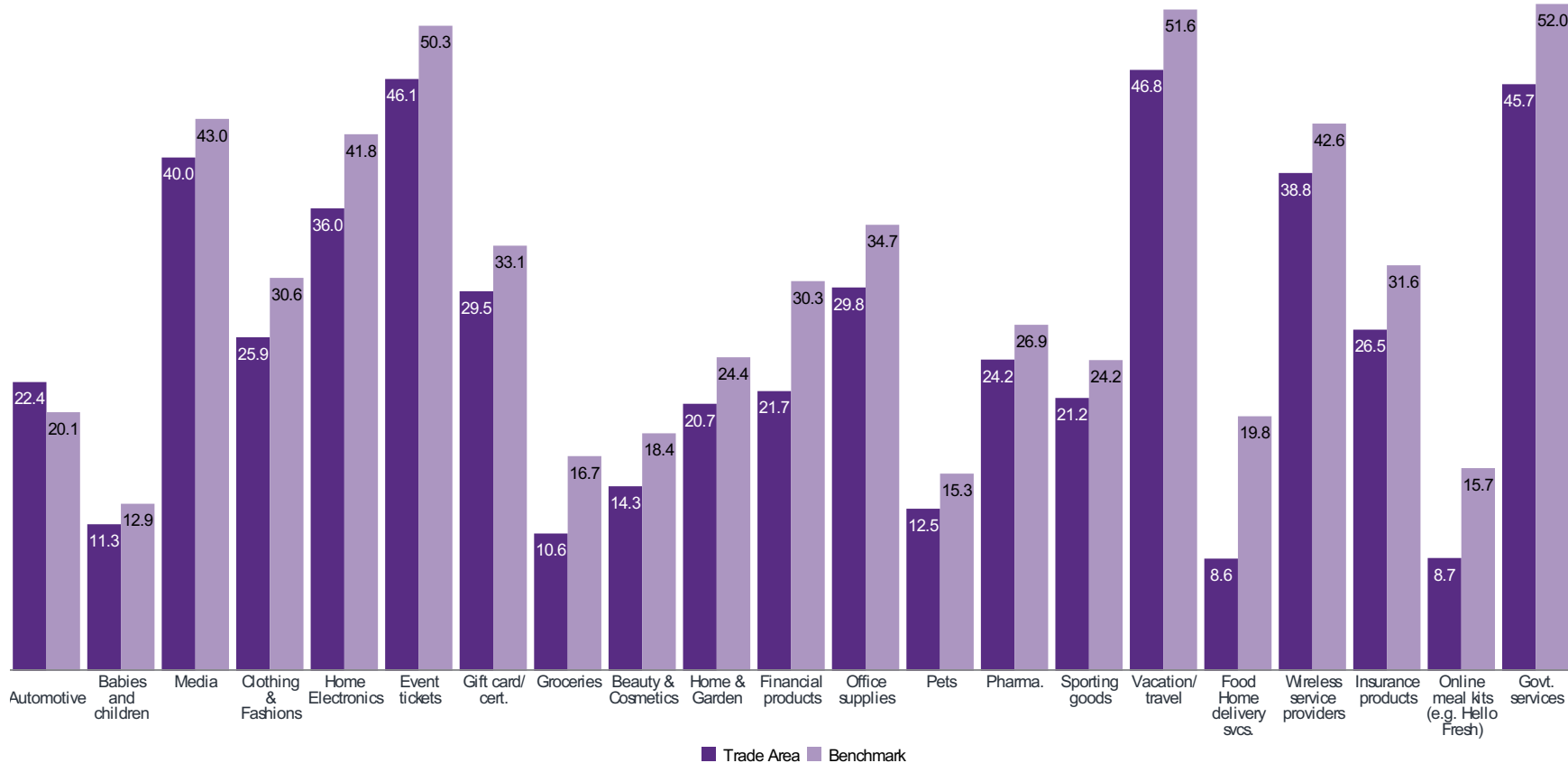
# Opticks eShopper | Purchase Preference by Category

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Total Household Population 18+:870

## ONLINE PURCHASE PREFERENCE BY CATEGORY - VIA COMPUTER (%)



Benchmark: Southern Ontario

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Index Colours:	<80	80 - 110	110+
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# Opticks eShopper | Clothing & Fashions Deep Dive

ENVIRONICS  
ANALYTICS

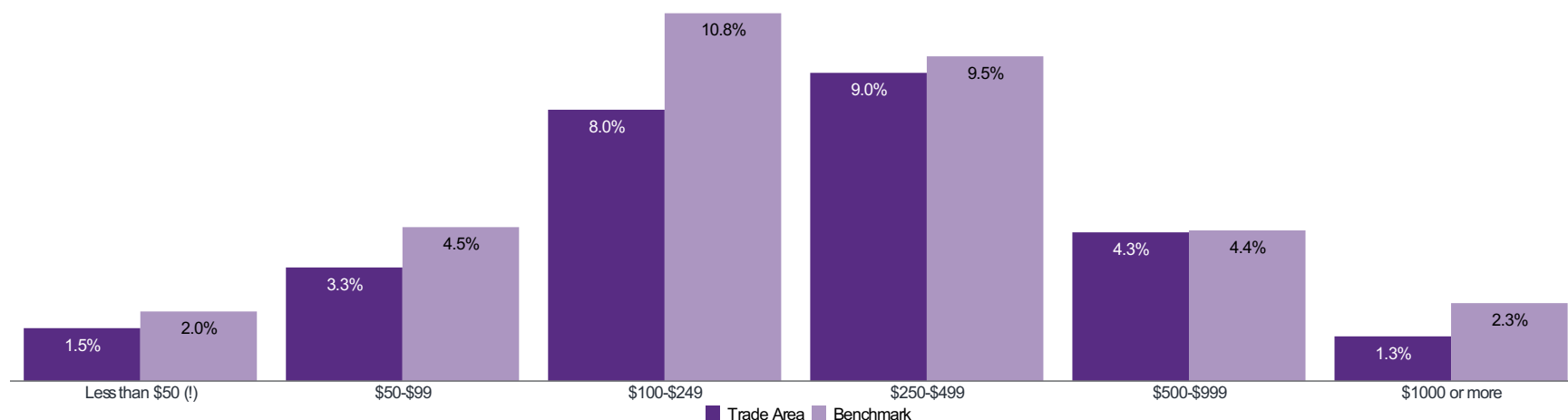
Trade Area: West Elgin - Rodney

Total Household Population 18+: 870

## BEHAVIOURAL PREFERENCES BY CHANNEL

 CLOTHING & FASHIONS	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	64.4% Index:105	31.4% Index:85	9.5% Index:77	2.8% Index:89
Purchase preference	79.0% Index:105	25.9% Index:85	8.5% Index:86	1.6% Index:64
Customer Service	65.1% Index:105	19.3% Index:108	5.4% Index:94	20.2% Index:93

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+


# Opticks eShopper | Home Electronics & Computers Deep Dive

ENVIRONICS  
ANALYTICS

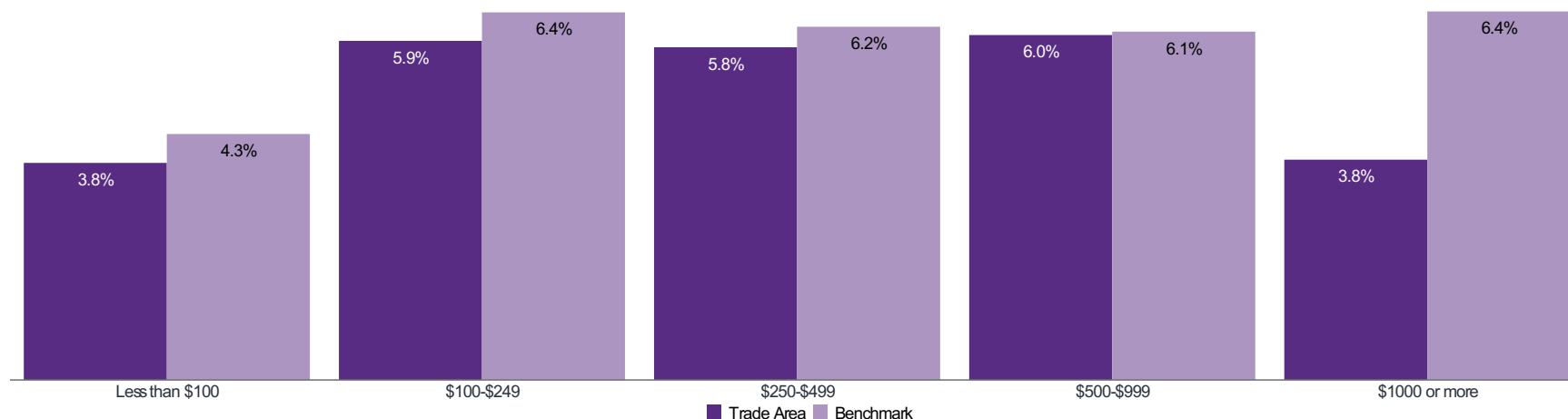
Trade Area: West Elgin - Rodney

Total Household Population 18+: 870

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>HOME ELECTRONICS &amp; COMPUTERS</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	55.5% Index: <b>110</b>	51.5% Index: <b>94</b>	12.8% Index: <b>82</b>	7.9% Index: <b>96</b>
Purchase preference	76.7% Index: <b>112</b>	36.0% Index: <b>86</b>	7.2% Index: <b>65</b>	5.6% Index: <b>87</b>
Customer Service	64.7% Index: <b>115</b>	21.6% Index: <b>87</b>	6.8% Index: <b>92</b>	35.3% Index: <b>96</b>

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(<https://en.environicsanalytics.ca/Envision/About/1/2021>)

(!) Indicates variables with low sample size. Please analyze with discretion.


Index Colours:	<80	80 - 110	110+
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# Opticks eShopper | Gift Cards Deep Dive

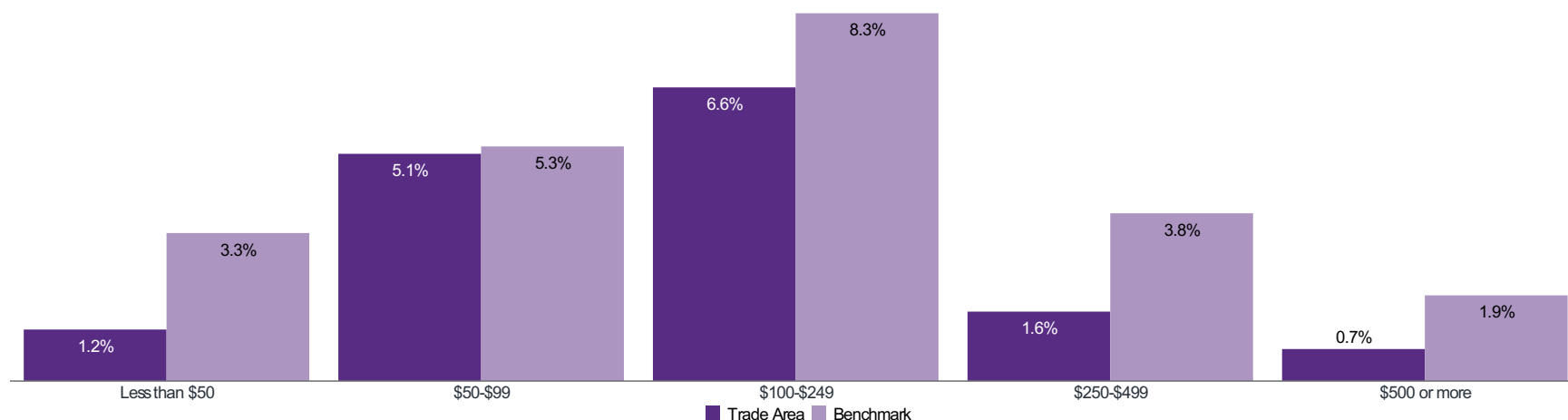
Trade Area: West Elgin - Rodney

Total Household Population 18+: 870

## BEHAVIOURAL PREFERENCES BY CHANNEL

 GIFT CARDS	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	54.3% Index: 114	28.2% Index: 80	8.2% Index: 74	4.3% Index: 121
Purchase preference	70.3% Index: 117	29.5% Index: 89	4.6% Index: 53	3.3% Index: 107
Customer Service	50.5% Index: 119	19.1% Index: 93	5.8% Index: 96	28.4% Index: 102

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours:	<80	80 - 110	110+
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# Opticks eShopper | Groceries Deep Dive

ENVIRONICS  
ANALYTICS

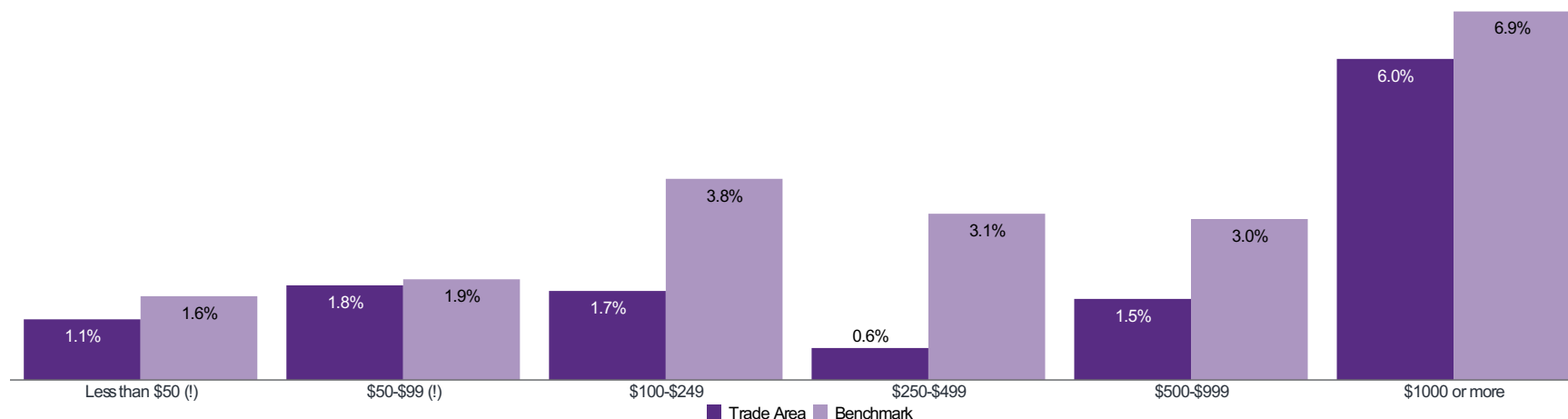
Trade Area: West Elgin - Rodney

Total Household Population 18+: 870

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>GROCERIES</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	77.5% Index: 107	18.1% Index: 73	7.7% Index: 70	2.1% Index: 79
Purchase preference	89.1% Index: 107	10.6% Index: 64	2.9% Index: 47	1.3% Index: 53
Customer Service	76.9% Index: 110	8.2% Index: 72	1.6% Index: 40	18.4% Index: 98

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+


# Opticks eShopper | Beauty & Cosmetics Deep Dive

ENVIRONICS  
ANALYTICS

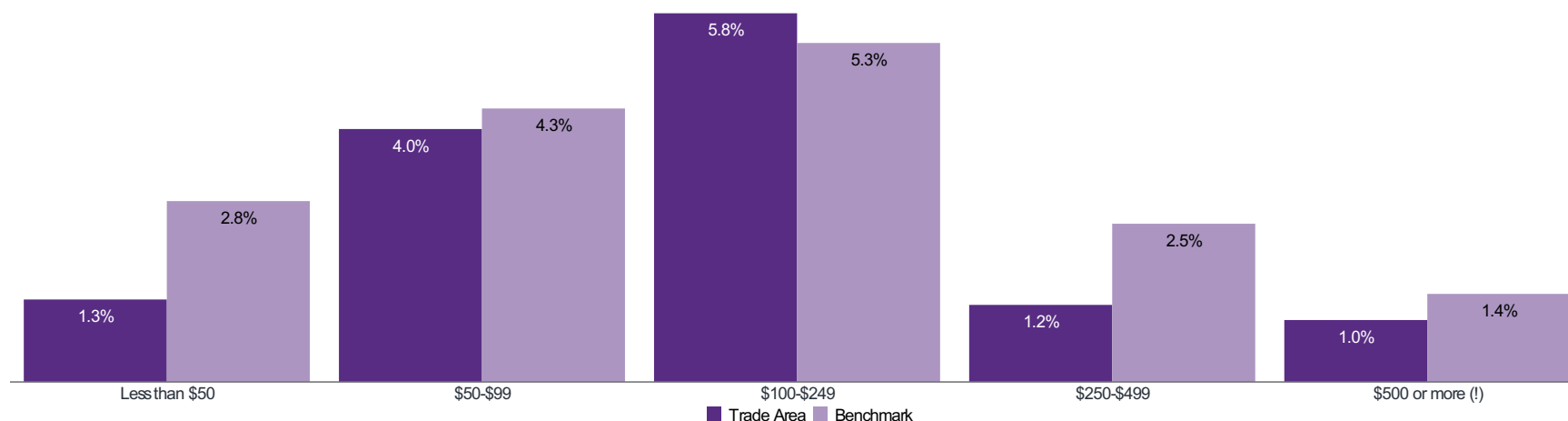
Trade Area: West Elgin - Rodney

Total Household Population 18+: 870

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>BEAUTY &amp; COSMETICS</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	32.2% Index:91	18.0% Index:82	5.5% Index:68	2.1% Index:73
Purchase preference	46.8% Index:101	14.3% Index:78	2.5% Index:40	0.8% Index:37
Customer Service	38.5% Index:106	10.7% Index:85	2.7% Index:63	10.9% Index:74

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+


# Opticks eShopper | Home & Garden Deep Dive

ENVIRONICS  
ANALYTICS

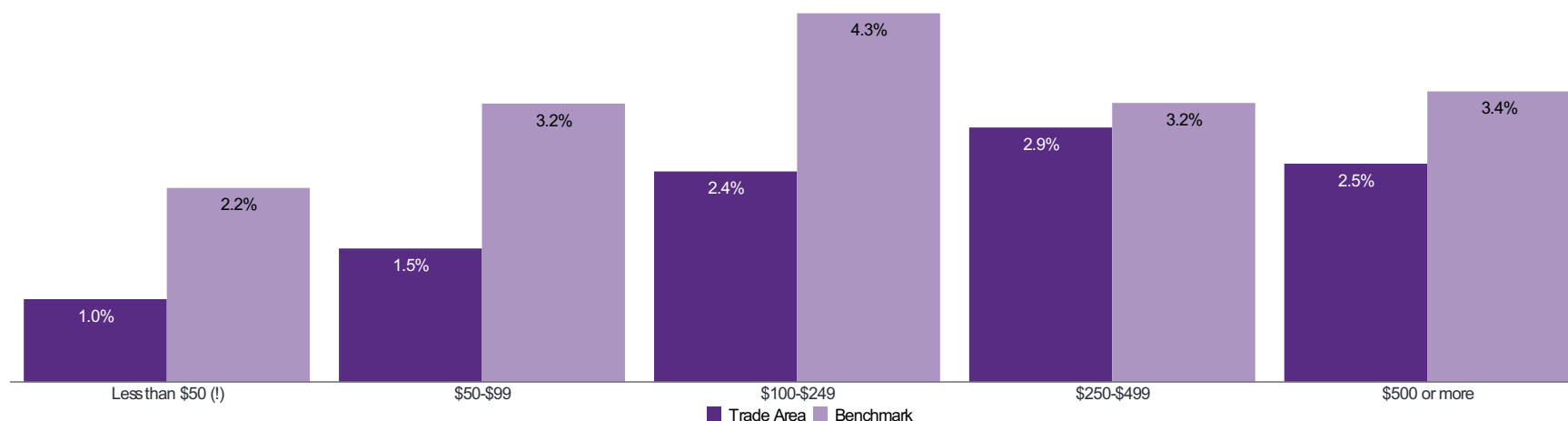
Trade Area: West Elgin - Rodney

Total Household Population 18+: 870

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>HOME &amp; GARDEN</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	57.4% Index: 111	37.0% Index: 98	11.4% Index: 100	6.5% Index: 113
Purchase preference	76.0% Index: 111	20.7% Index: 85	5.2% Index: 74	2.3% Index: 64
Customer Service	64.9% Index: 120	15.3% Index: 96	5.4% Index: 113	20.4% Index: 89

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+



# Opticks eShopper | Sporting Goods Deep Dive

ENVIRONICS  
ANALYTICS

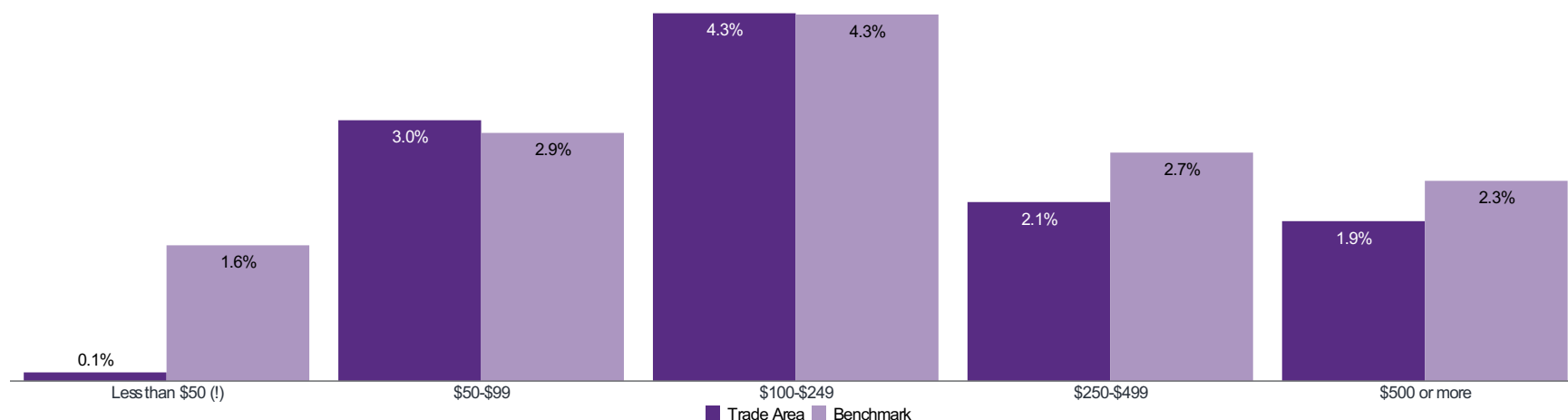
Trade Area: West Elgin - Rodney

Total Household Population 18+: 870

## BEHAVIOURAL PREFERENCES BY CHANNEL

SPORTING GOODS	BEHAVIOURAL PREFERENCES BY CHANNEL			
	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	38.3% Index:98	26.4% Index:82	7.0% Index:67	2.0% Index:52
Purchase preference	53.5% Index:103	21.2% Index:88	6.2% Index:82	3.2% Index:105
Customer Service	42.0% Index:100	12.8% Index:84	5.4% Index:104	17.6% Index:86

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+


# Opticks eShopper | Vacation/Travel Deep Dive

ENVIRONICS  
ANALYTICS

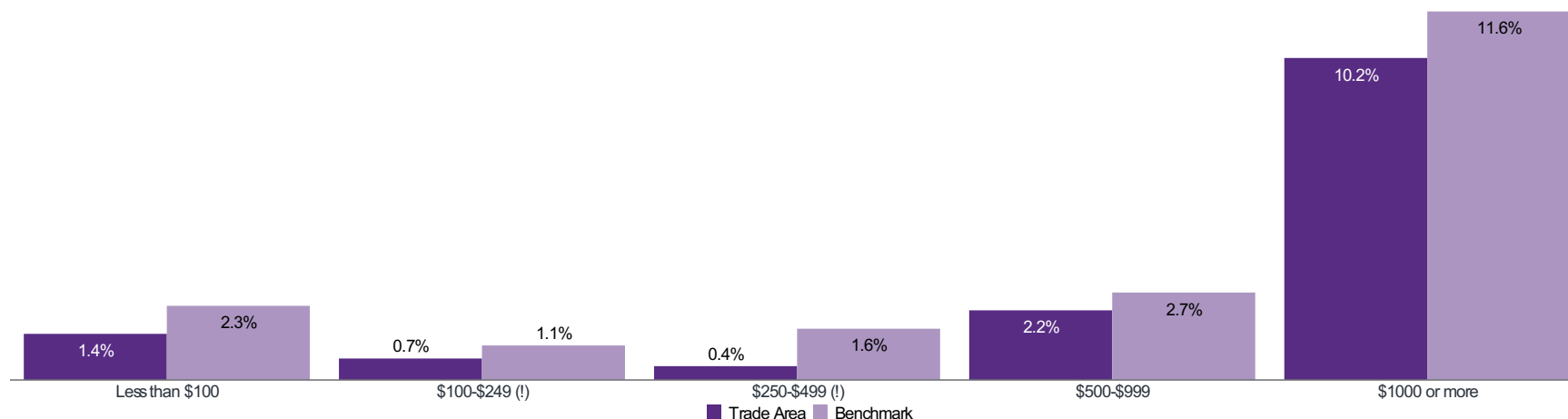
Trade Area: West Elgin - Rodney

Total Household Population 18+: 870

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>VACATION/ TRAVEL</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	23.9% Index: <b>116</b>	54.8% Index: <b>94</b>	12.2% Index: <b>82</b>	14.9% Index: <b>92</b>
Purchase preference	32.3% Index: <b>112</b>	46.8% Index: <b>91</b>	5.2% Index: <b>80</b>	14.0% Index: <b>78</b>
Customer Service	33.1% Index: <b>114</b>	25.1% Index: <b>92</b>	5.8% Index: <b>83</b>	42.6% Index: <b>97</b>

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+

## Store Loyalty

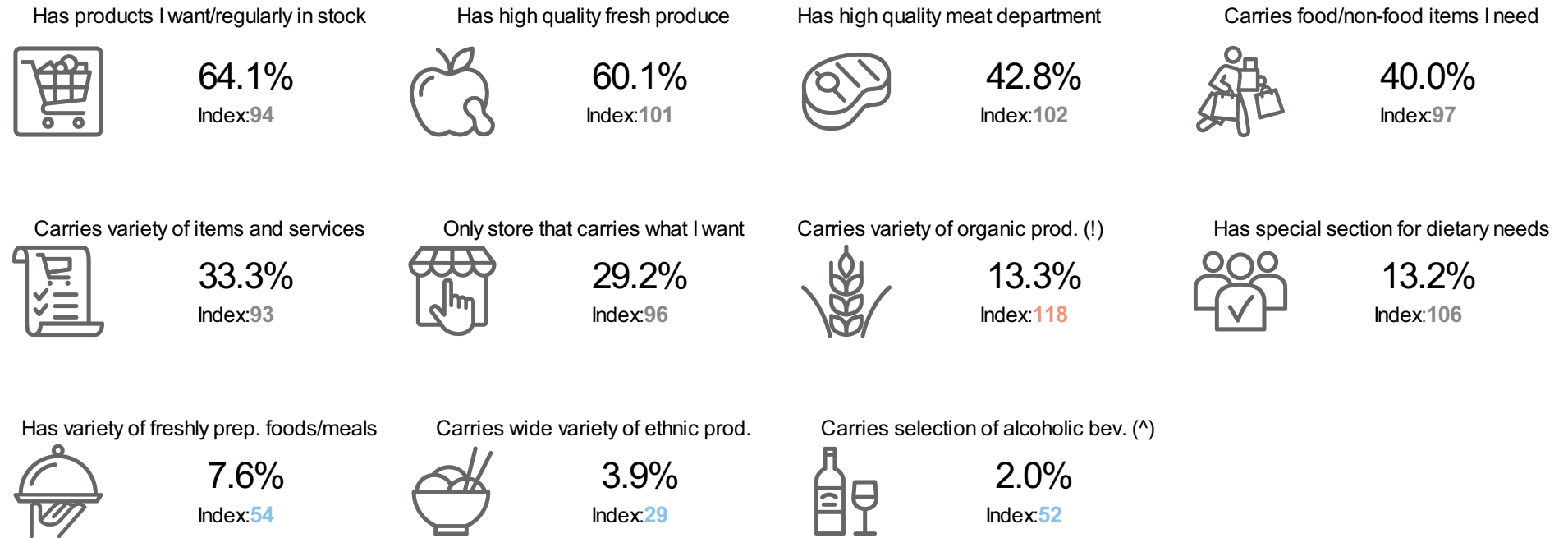
# ShopperChoice | Store Loyalty - Assortment / Product Quality

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Households:495

## STORE LOYALTY INFLUENCES - HIGHLY INFLUENTIAL ASSORTMENT / PRODUCT QUALITY



Benchmark:Southern Ontario

(!) Represents low sample size. Please analyze with discretion.

(^) Represents extremely low sample size. Please analyze with discretion.

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Index Colours:	<80	80 - 110	110+
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# ShopperChoice | Store Loyalty - Shopping Experience

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Households:495

## STORE LOYALTY INFLUENCES - HIGHLY INFLUENTIAL CONVENIENCE / SHOPPING EXPERIENCE

Convenient location for me



63.6%

Index:106

Easy to get in and get out quickly



40.4%

Index:94

Staff are friendly and knowledgeable



36.2%

Index:107

Organized layout makes it easy to shop



34.1%

Index:82

Short checkout lines/fast checkout



29.0%

Index:81

Has extended hours



22.4%

Index:82

I like the store ambiance



15.5%

Index:78

Has self-checkout



11.4%

Index:83

Offers an online shopping option (!)



5.5%

Index:61

Benchmark:Southern Ontario

(!) Represents low sample size. Please analyze with discretion.

(^) Represents extremely low sample size. Please analyze with discretion.

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(<https://en.environicsanalytics.ca/Envision/About/1/2021>)

Index Colours:	<80	80 - 110	110+
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# ShopperChoice | Store Loyalty - Price and Promo

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - Rodney

Households:495

## STORE LOYALTY INFLUENCES - HIGHLY INFLUENTIAL PRICE AND PROMO

Store has great sales and promotions



69.3%

Index:103

Discover good value when shopping



68.8%

Index:104

Store has the lowest prices overall



66.4%

Index:114

Store has a customer loyalty card program



39.3%

Index:79

Has loyalty prog. app and offers pers. promos



23.0%

Index:78

I'm loyal to their store brands



20.2%

Index:88

### OUT OF STOCK ITEM

	% Base	% Pen	Index
<b>Psychographics - Shopping Preferences</b>			
Postpone the purchase	43.1	40.2	0.0 107
Leave the store and buy it elsewhere	28.9	30.9	0.0 93
Purchase another brand	18.7	21.2	0.0 88
Purchase another size or variety of the same brand (!)	9.3	7.7	0.0 121

Benchmark:Southern Ontario

(!) Represents low sample size. Please analyze with discretion.

(^) Represents extremely low sample size. Please analyze with discretion.

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(<https://en.environicsanalytics.ca/Envision/About/1/2021>)

Index Colours:	<80	80 - 110	110+
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## Main Street Visitors

**2019 West Elgin - Rodney Visitors by Top 10 Census Subdivisions  
Compared to Total Household Population 15+**

**Benchmark: Ontario and Quebec**

CSD Code	Census Subdivision Name	Total Household Population 15+		Spring 2019				Summer 2019				Fall 2019				Winter 2019				Full Year 2019			
		#	% of Total	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index
	<b>Total</b>	<b>19,302,713</b>	<b>100%</b>	<b>17,989</b>	<b>100%</b>	<b>0.09%</b>	<b>100</b>	<b>19,474</b>	<b>100%</b>	<b>0.10%</b>	<b>100</b>	<b>12,713</b>	<b>100%</b>	<b>0.07%</b>	<b>100</b>	<b>15,034</b>	<b>100%</b>	<b>0.08%</b>	<b>100</b>	<b>32,105</b>	<b>100%</b>	<b>0.17%</b>	<b>100</b>
3536020	Chatham-Kent, ON (MU)	86,702	0.45%	3,353	18.64%	3.87%	4150	3,813	19.58%	4.40%	4359	2,381	18.73%	2.75%	4169	2,984	19.85%	3.44%	4419	5,999	18.68%	6.92%	4160
3539036	London, ON (CY)	349,526	1.81%	2,302	12.80%	0.66%	707	2,761	14.18%	0.79%	783	1,307	10.28%	0.37%	568	1,911	12.71%	0.55%	702	4,726	14.72%	1.35%	813
3534042	West Elgin, ON (MU)	4,438	0.02%	3,187	17.72%	71.82%	77060	3,384	17.38%	76.25%	75578	2,676	21.05%	60.31%	91565	2,587	17.21%	58.29%	74844	3,632	11.31%	81.84%	49204
3534021	St. Thomas, ON (CY)	34,774	0.18%	460	2.56%	1.32%	1420	610	3.13%	1.75%	1738	614	4.83%	1.76%	2680	532	3.54%	1.53%	1963	1,147	3.57%	3.30%	1984
3539005	Southwest Middlesex, ON (MU)	5,013	0.03%	827	4.60%	16.50%	17703	648	3.33%	12.92%	12809	409	3.21%	8.15%	12373	603	4.01%	12.02%	15434	1,123	3.50%	22.40%	13465
3537039	Windsor, ON (CY)	191,749	0.99%	499	2.77%	0.26%	279	482	2.48%	0.25%	249	243	1.91%	0.13%	192	520	3.46%	0.27%	348	1,102	3.43%	0.57%	345
3534030	Dutton/Dunwich, ON (MU)	3,356	0.02%	622	3.46%	18.55%	19903	523	2.68%	15.57%	15435	739	5.81%	22.01%	33417	756	5.03%	22.53%	28925	887	2.76%	26.42%	15887
3539015	Strathroy-Caradoc, ON (MU)	19,358	0.10%	397	2.21%	2.05%	2200	687	3.53%	3.55%	3516	150	1.18%	0.77%	1176	495	3.29%	2.56%	3280	797	2.48%	4.12%	2475
3520005	Toronto, ON (C)	2,568,898	13.31%	352	1.96%	0.01%	15	176	0.90%	0.01%	7	268	2.11%	0.01%	16	199	1.32%	0.01%	10	691	2.15%	0.03%	16
3537064	Lakeshore, ON (T)	33,221	0.17%	327	1.82%	0.98%	1055	176	0.90%	0.53%	525	129	1.01%	0.39%	589	348	2.31%	1.05%	1344	595	1.85%	1.79%	1077

Index Legend	Under 80	110 to 119	120 to 149	Over 150
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**2019 West Elgin - Rodney Visitors Within Trade Area**

**Compared to Total Household Population 15+**

**Benchmark: 15 min trade area**

Total Household Population 15+	Spring 2019 Visitors		Summer 2019 Visitors		Fall 2019 Visitors		Winter 2019 Visitors		Full Year 2019 Visitors	
	#	% Pen	#	% Pen	#	% Pen	#	% Pen	#	% Pen
910	1,091	119.8	838	92.0	902	99.1	816	89.7	1,005	110.4

**2019 West Elgin - Rodney Visitors Within vs Outside Trade Area**

**Benchmark: Canada**

Year	Total Visitors In Main Street Polygon	# Visitors Within 15 min TA	% Visitors Within 15 min TA	# Visitors Outside 15 min TA	% Visitors Outside 15 min TA
Full Year 2019	32,557	1,005	3.1	31,552	96.9



**2020 West Elgin - Rodney Visitors by Top 10 Census Subdivisions**  
**Compared to Total Household Population 15+**

**Benchmark: Ontario and Quebec**

CSD Code	Census Subdivision Name	Total Household Population 15+		Spring 2020				Summer 2020				Fall 2020				Winter 2020				Full Year 2020			
		#	% of Total	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index
Total		19,302,713	100%	14,159	100%	0.07%	100	16,434	100%	0.09%	100	13,500	100%	0.07%	100	10,565	100%	0.05%	100	27,867	100%	0.14%	100
3536020	Chatham-Kent, ON (MU)	86,702	0.45%	2,378	16.80%	2.74%	3739	3,053	18.58%	3.52%	4137	2,493	18.47%	2.88%	4112	1,913	18.11%	2.21%	4031	5,483	19.68%	6.32%	4381
3539036	London, ON (CY)	349,526	1.81%	2,155	15.22%	0.62%	840	2,166	13.18%	0.62%	728	1,868	13.84%	0.53%	764	1,258	11.91%	0.36%	658	3,965	14.23%	1.13%	786
3534042	West Elgin, ON (MU)	4,438	0.02%	3,262	23.03%	73.49%	100188	2,935	17.86%	66.13%	77677	2,769	20.51%	62.39%	89206	2,737	25.91%	61.67%	112680	3,426	12.29%	77.19%	53465
3534021	St. Thomas, ON (CY)	34,774	0.18%	711	5.02%	2.05%	2789	662	4.03%	1.90%	2237	598	4.43%	1.72%	2459	417	3.95%	1.20%	2192	1,310	4.70%	3.77%	2610
3539005	Southwest Middlesex, ON (MU)	5,013	0.03%	761	5.37%	15.17%	20682	885	5.39%	17.66%	20747	500	3.70%	9.98%	14266	287	2.72%	5.73%	10475	1,117	4.01%	22.27%	15428
3534030	Dutton/Dunwich, ON (MU)	3,356	0.02%	483	3.41%	14.40%	19635	738	4.49%	22.00%	25846	635	4.71%	18.93%	27071	587	5.56%	17.50%	31976	1,014	3.64%	30.21%	20928
3537039	Windsor, ON (CY)	191,749	0.99%	229	1.61%	0.12%	163	629	3.83%	0.33%	385	506	3.75%	0.26%	377	151	1.43%	0.08%	144	985	3.53%	0.51%	356
3520005	Toronto, ON (C)	2,568,898	13.31%	170	1.20%	0.01%	9	165	1.01%	0.01%	8	344	2.55%	0.01%	19	267	2.53%	0.01%	19	711	2.55%	0.03%	19
3539015	Strathroy-Caradoc, ON (MU)	19,358	0.10%	517	3.65%	2.67%	3644	301	1.83%	1.55%	1826	132	0.98%	0.68%	978	206	1.95%	1.06%	1942	602	2.16%	3.11%	2153
3537064	Lakeshore, ON (T)	33,221	0.17%	247	1.74%	0.74%	1013	223	1.36%	0.67%	788	296	2.19%	0.89%	1273	134	1.27%	0.40%	736	552	1.98%	1.66%	1152

<b>Index Legend</b>	<b>Under 80</b>	<b>110 to 119</b>	<b>120 to 149</b>	<b>Over 150</b>
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**2020 West Elgin - Rodney Visitors Within Trade Area**

**Compared to Total Household Population 15+**

**Benchmark: 15 min trade area**

Total Household Population 15+	Spring 2020 Visitors		Summer 2020 Visitors		Fall 2020 Visitors		Winter 2020 Visitors		Full Year 2020 Visitors	
	#	% Pen	#	% Pen	#	% Pen	#	% Pen	#	% Pen
910	891	97.9	708	77.8	765	84.1	909	99.9	973	106.9

**2020 West Elgin - Rodney Visitors Within vs Outside Trade Area**

**Benchmark: Canada**

Year	Total Visitors In Main Street Polygon	# Visitors Within 15 min TA	% Visitors Within 15 min TA	# Visitors Outside 15 min TA	% Visitors Outside 15 min TA
Full Year 2020	28,150	973	3.5	27,178	96.5

**2021 West Elgin - Rodney Visitors by Top 10 Census Subdivisions**  
**Compared to Total Household Population 15+**

**Benchmark: Ontario and Quebec**

CSD Code	Census Subdivision Name	Total Household Population 15+		Spring 2021				Summer 2021				Fall 2021				Winter 2021				Full Year 2021			
		#	% of Total	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index
	<b>Total</b>	<b>19,302,713</b>	<b>100%</b>	<b>10,838</b>	<b>100%</b>	<b>0.06%</b>	<b>100</b>	<b>15,699</b>	<b>100%</b>	<b>0.08%</b>	<b>100</b>	<b>14,832</b>	<b>100%</b>	<b>0.08%</b>	<b>100</b>	<b>12,342</b>	<b>100%</b>	<b>0.06%</b>	<b>100</b>	<b>26,645</b>	<b>100%</b>	<b>0.14%</b>	<b>100</b>
3536020	Chatham-Kent, ON (MU)	86,702	0.45%	1,391	12.84%	1.60%	2858	2,327	14.82%	2.68%	3300	2,804	18.90%	3.23%	4209	1,990	16.12%	2.29%	3589	4,113	15.44%	4.74%	3437
3539036	London, ON (CY)	349,526	1.81%	1,497	13.81%	0.43%	763	2,011	12.81%	0.58%	707	2,015	13.58%	0.58%	750	1,625	13.17%	0.47%	727	3,657	13.72%	1.05%	758
3534042	West Elgin, ON (MU)	4,438	0.02%	2,470	22.79%	55.65%	99122	2,425	15.44%	54.63%	67173	2,618	17.65%	58.99%	76777	2,582	20.92%	58.17%	90986	3,138	11.78%	70.71%	51227
3534030	Dutton/Dunwich, ON (MU)	3,356	0.02%	840	7.75%	25.04%	44594	1,076	6.86%	32.07%	39434	1,083	7.30%	32.28%	42007	929	7.53%	27.68%	43292	1,496	5.62%	44.58%	32297
3534021	St. Thomas, ON (CY)	34,774	0.18%	441	4.07%	1.27%	2260	700	4.46%	2.01%	2477	629	4.24%	1.81%	2353	547	4.44%	1.57%	2462	1,496	5.61%	4.30%	3116
3537039	Windsor, ON (CY)	191,749	0.99%	346	3.19%	0.18%	321	575	3.66%	0.30%	368	550	3.71%	0.29%	373	330	2.67%	0.17%	269	1,232	4.62%	0.64%	465
3539005	Southwest Middlesex, ON (MU)	5,013	0.03%	363	3.35%	7.23%	12884	1,064	6.78%	21.23%	26108	364	2.46%	7.27%	9458	528	4.28%	10.53%	16473	1,065	4.00%	21.25%	15392
3539015	Strathroy-Caradoc, ON (MU)	19,358	0.10%	86	0.79%	0.44%	791	377	2.40%	1.95%	2397	110	0.74%	0.57%	738	242	1.96%	1.25%	1956	634	2.38%	3.28%	2374
3534010	Malahide, ON (TP)	7,364	0.04%	98	0.90%	1.32%	2359	250	1.59%	3.40%	4175	348	2.34%	4.72%	6147	260	2.11%	3.53%	5527	539	2.02%	7.33%	5307
3521010	Brampton, ON (CY)	596,084	3.09%	113	1.05%	0.02%	34	366	2.33%	0.06%	75	173	1.17%	0.03%	38	230	1.87%	0.04%	60	537	2.01%	0.09%	65

Index Legend	Under 80	110 to 119	120 to 149	Over 150
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**2021 West Elgin - Rodney Visitors Within Trade Area**

**Compared to Total Household Population 15+**

**Benchmark: 15 min trade area**

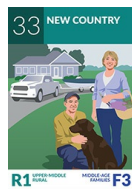
Total Household Population 15+	Spring 2021 Visitors		Summer 2021 Visitors		Fall 2021 Visitors		Winter 2021 Visitors		Full Year 2021 Visitors	
	#	% Pen	#	% Pen	#	% Pen	#	% Pen	#	% Pen
910	894	98.2	551	60.6	966	106.2	510	56.1	830	91.2

**2021 West Elgin - Rodney Visitors Within vs Outside Trade Area**

**Benchmark: Canada**

Year	Total Visitors In Main Street Polygon	# Visitors Within 15 min TA	% Visitors Within 15 min TA	# Visitors Outside 15 min TA	% Visitors Outside 15 min TA
Full Year 2021	27,097	830	3.1	26,267	96.9

Top 5 segments represent **39.9%** of customers in Southern Ontario



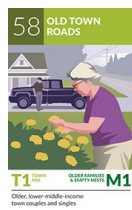
Rank: 1  
Customers: 3,378  
Customers %: 13.29  
% in Benchmark: 2.74  
Index: 485

Found mostly in Alberta and Ontario, New Country is one of the wealthiest rural segments, with nearly two-thirds of residents working in well-paying jobs in agriculture, mining, natural industries and other blue-collar occupations. Scoring high for self-employment, a significant percentage of residents work as farmers and independent contractors in related industries. Their six-figure incomes provide comfortable, single-detached houses and enviable lifestyles. Forty percent of the maintainers are between 45 and 64 years old, and nearly 45 percent of households have children, typically of all ages. Like generations of rural households before them, New Country members are known for their deep roots in the community. Three-quarters of residents are third-plus-generation Canadians; fewer than one in ten are foreign-born. In these rural settings, people get attached to their pickups and drive them for decades. For leisure, they like to go hunting, fishing and boating, or they'll stay home and do some gardening. With their traditional views on politics and religion, they support family values and oppose government involvement in people's private lives; they score very low on Active Government.



Rank: 2  
Customers: 1,943  
Customers %: 7.64  
% in Benchmark: 2.91  
Index: 263

The largest PRIZM segment with nearly 400,000 households, Down to Earth consists of older couples and families found in rural communities across the country. Eight out of ten adults are homeowners, typically living in modest, single-detached homes built before 1990. The majority of maintainers are over 55 years old. Most Down to Earth households earn average incomes from a mix of blue-collar in agriculture, construction and the trades. And while the most common family type is empty-nesting couples, more than a third of households contain couples with kids of all ages. What these rural folks share is a tradition-bound lifestyle: more than 80 percent of households are third-plus-generation Canadians and a significant percentage start their day with early-morning chores. As in other rural communities, Down to Earth residents spend their leisure time close to home and nature, enjoying sewing, knitting, bird-watching and snowmobiling. Their yards often have a small collection of trucks, cars, boats, ATVs and RVs; status is expressed in the size of their pickup. And many are strong on the value of Fulfillment Through Work, believing that one's work should be useful to others.



Rank: 3  
Customers: 1,925  
Customers %: 7.57  
% in Benchmark: 1.10  
Index: 690

Older folks gravitate to the relaxed lifestyle of Old Town Roads, a collection of small towns across Canada where more than a third of maintainers are over 65. Unlike more upscale retirement communities, these rustic towns are home to downscaled seniors who are aging in place. Households here contain a mix of older singles, empty-nesting couples and widowed individuals. Most own older, inexpensive homes, though a significant percentage rent a low-rise apartment or live in a mobile home; the average dwelling value is less than half the national average. Education traditionally hasn't been a top priority for Old Town Roads members—less than 15 percent have gone to a university—and those still in the workforce earn lower incomes from jobs in manufacturing, farming, services and the trades. These third-plus-generation Canadians enjoy time-honoured and outdoor-oriented leisure pursuits like fishing, hunting and gardening, though they'll also attend craft shows and auto racing events. Even though pensions and government transfers improve the financial picture here, these townsfolk keep close tabs on their wallet (Importance of Price).



Rank: 4  
Customers: 1,502  
Customers %: 5.91  
% in Benchmark: 0.08  
Index: 7,124

The living is easy in the rural communities that make up Country & Western. Located in areas close to towns in the western provinces, this segment contains a mix of older singles and empty-nesting couples mostly aging in place. Nearly a third of maintainers are over 65. Eight in ten households live in a single-detached house, while 9 percent own a mobile home. With their mixed educations, those still in the labour force work in farming and blue-collar industries, earning middle incomes. Three quarters of adults are third-plus-generation Canadians, and 16 percent have an aboriginal identity—more than triple the national average. In these rugged communities, residents like to go boating, camping and hiking; many also like roaring around the countryside on motorcycles and snowmobiles. Their idea of a splurge is going to the closest ice cream shop. With a strong self-reliant streak, they enjoy sewing, crafting and doing home improvement projects. But they worry that immigration is diluting their Canadian traditions and believe that newcomers should blend into the dominant culture (Cultural Assimilation).



Rank: 5  
Customers: 1,401  
Customers %: 5.51  
% in Benchmark: 2.60  
Index: 212

The wealthiest rural lifestyle, Kick-Back Country is a collection of middle-aged families and older couples living in rustic areas near large and medium-size cities. For some, their communities are a weekend getaway from their busy life in the city. The maintainers tend to be between 45 and 64 years old, and children range in age from 10 to 24. Despite mixed educations—mostly high school and college—residents earn impressive incomes averaging about \$150,000 from well-paying jobs in management as well as mining, construction, trades and transportation. The lower cost of living in their rural areas means nearly nine out of ten households own a home. Many are second- and third-generation Canadians drawn to spacious, single-family houses built beyond the urban sprawl; the average dwelling value is over \$570,000—29 percent above average. Their driveways often contain domestic compact SUVs and large pickups for commuting to work, hauling camping and boating equipment and travelling to the city for shopping. With their conservative social views, these households score high for the value Traditional Families.

Benchmark: Southern Ontario

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Index Colours: <80 80 - 110 110+

## Community Profile: West Elgin – West Lorne

Prepared for: Economic Developers Council of Ontario – My Main Street

The logo for Environics Analytics is displayed within a solid purple rectangular box. The word "ENVIRONICS" is written in a large, bold, white, sans-serif font. Below it, the word "ANALYTICS" is written in a smaller, white, sans-serif font.

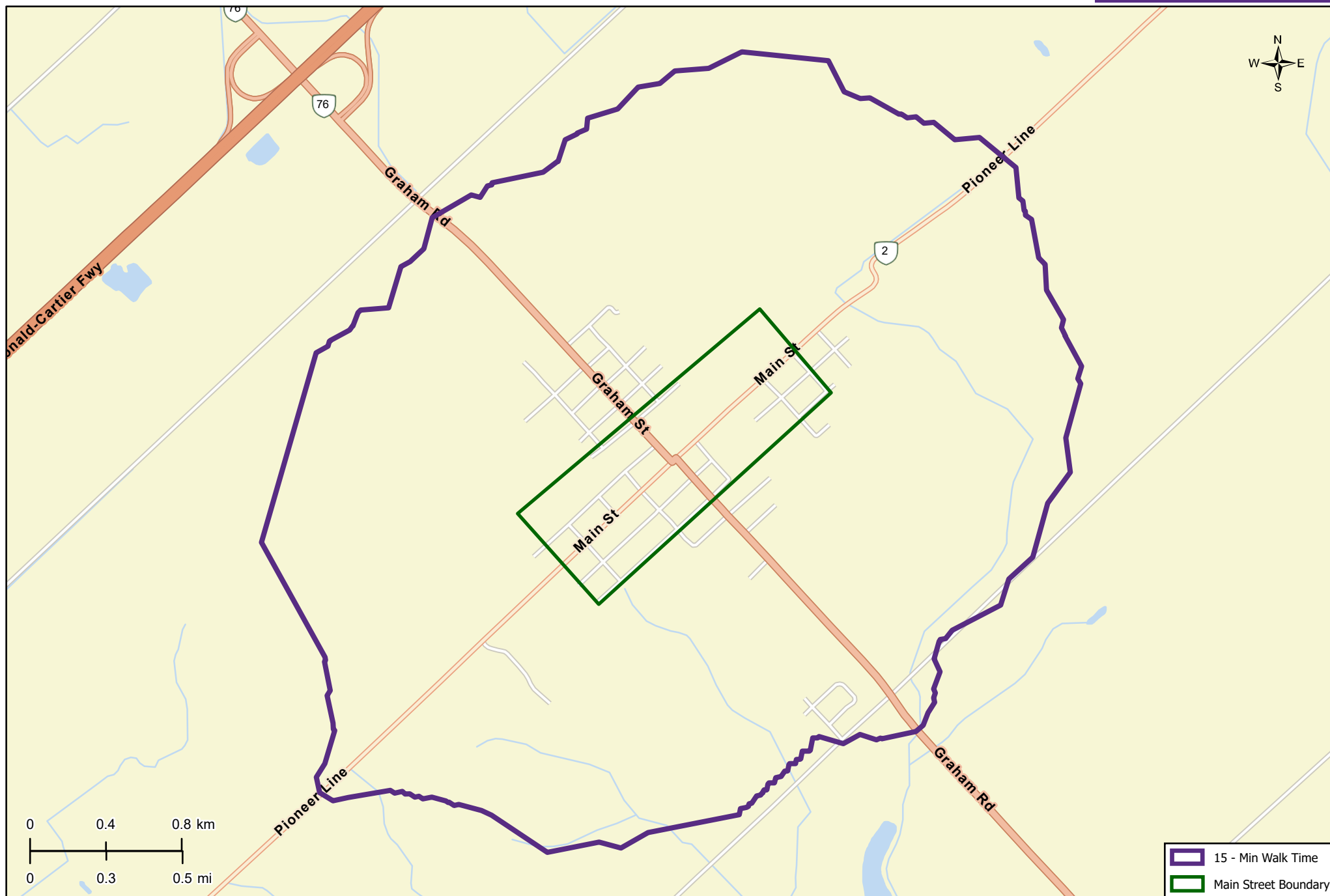
Confidential

Date: February 24, 2022

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West Elgin - West Lorne  
Main Street Boundary and Trade Area



## Demographics, PRIZM Profile, and Psychographics

# Demographics | Population & Households

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

## POPULATION

1,989

## HOUSEHOLDS

917

## MEDIAN MAINTAINER AGE

60

Index: 111

## MARITAL STATUS



60.9%

Index: 105

Married/Common-Law

## FAMILY STATUS\*

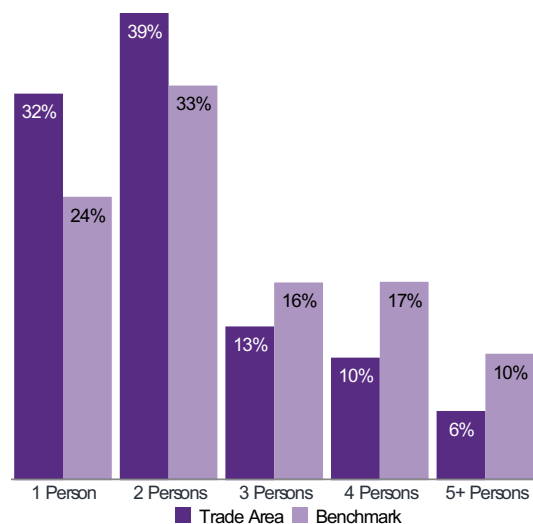


50.3%

Index: 135

Couples Without Children At Home

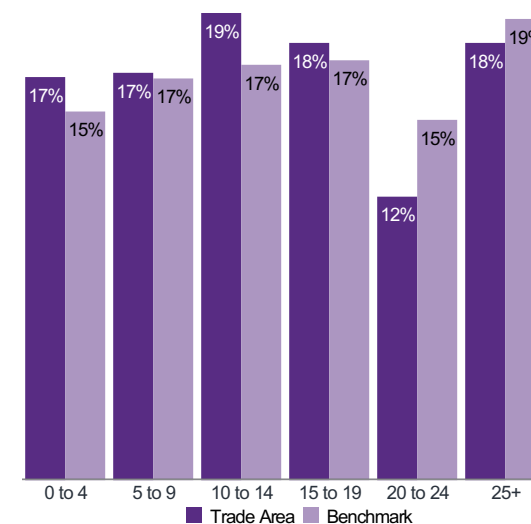
## HOUSEHOLD SIZE



## POPULATION BY AGE

	Count	%	Index
0 to 4	94	4.7	93
5 to 9	95	4.8	89
10 to 14	108	5.4	96
15 to 19	113	5.7	96
20 to 24	108	5.4	81
25 to 29	105	5.3	75
30 to 34	105	5.3	79
35 to 39	101	5.1	79
40 to 44	102	5.1	83
45 to 49	115	5.8	92
50 to 54	137	6.9	105
55 to 59	165	8.3	114
60 to 64	170	8.5	127
65 to 69	140	7.0	124
70 to 74	125	6.3	131
75 to 79	88	4.4	134
80 to 84	63	3.2	145
85+	55	2.8	125

## AGE OF CHILDREN AT HOME



Benchmark: Southern Ontario

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\*Chosen from index ranking with minimum 5% composition

Index Colours:	<80	80 - 110	110+
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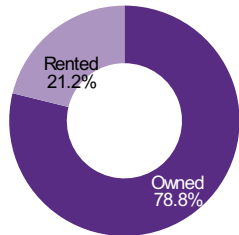
# Demographics | Housing & Income

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Population: 1,989 | Households: 917

## TENURE



## STRUCTURE TYPE



86.6%

Index: **112**



12.7%

Index: **57**

## AGE OF HOUSING\*

60+ Years Old

% Comp: **39.6** Index: **191**

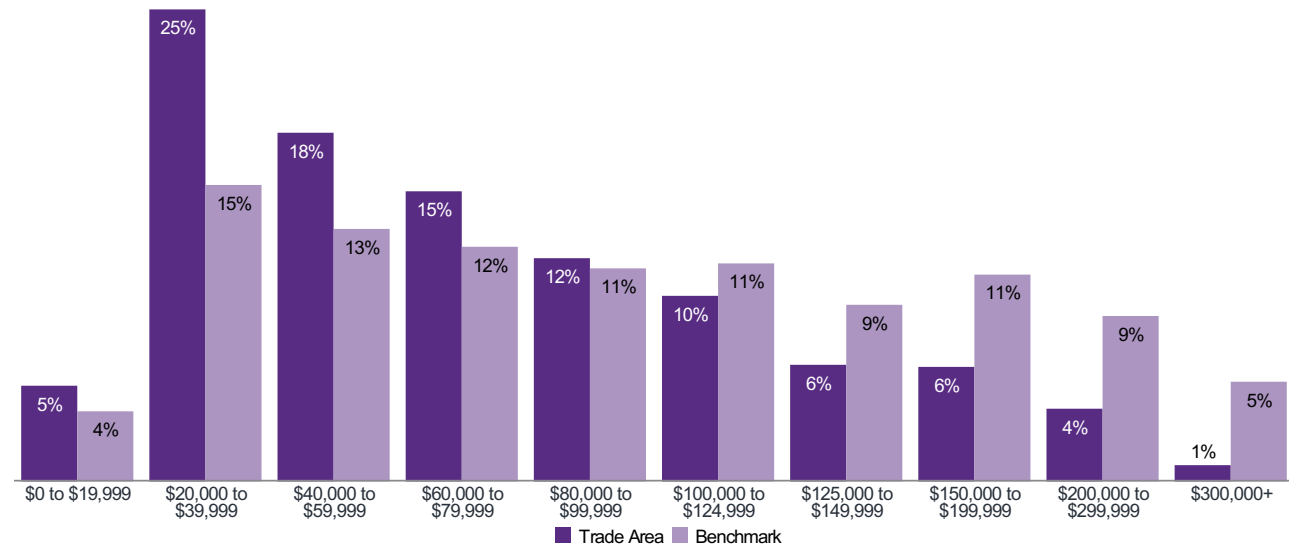
## AVERAGE HOUSEHOLD INCOME



\$77,778

Index: **68**

## HOUSEHOLD INCOME DISTRIBUTION



Benchmark: Southern Ontario

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\*Chosen from index ranking with minimum 5% composition

Index Colours:	<80	80 - 110	110+
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# Demographics | Education & Employment

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Population: 1,989 | Households: 917

## EDUCATION



10.0%

Index:38

University Degree

## LABOUR FORCE PARTICIPATION



53.0%

Index:81

Participation Rate

## METHOD OF TRAVEL TO WORK: TOP 2\*



33.8%

Index:93

Travel to work by **Car (as Driver)**

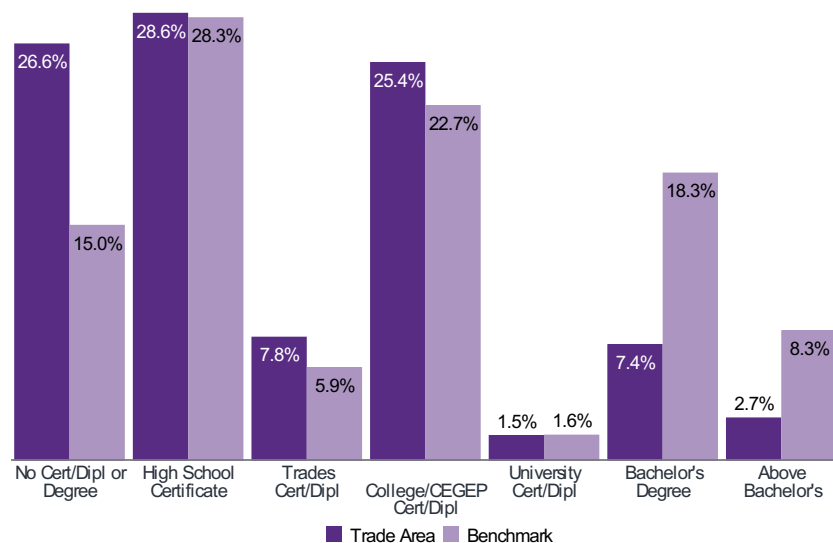


3.4%

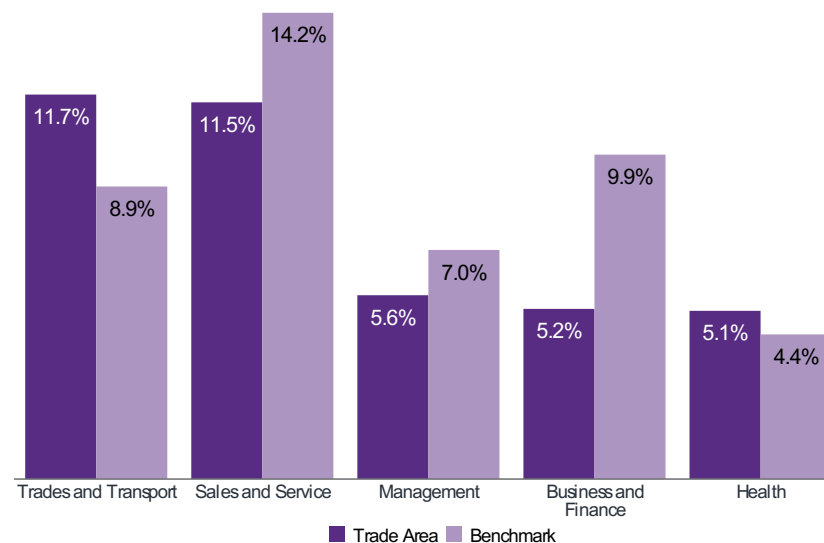
Index:114

Travel to work by **Car (as Passenger)**

## EDUCATIONAL ATTAINMENT



## OCCUPATIONS: TOP 5\*



Benchmark: Southern Ontario

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\*Ranked by percent composition

Index Colours: <80 80 - 110 110+

# Demographics | Diversity

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Population: 1,989 | Households: 917

## ABORIGINAL IDENTITY



2.4%  
Index:103

## VISIBLE MINORITY PRESENCE



5.4%  
Index:18

Belong to a  
visible minority group

## NON-OFFICIAL LANGUAGE



1.1%  
Index:55

No knowledge of  
English or French

## IMMIGRATION



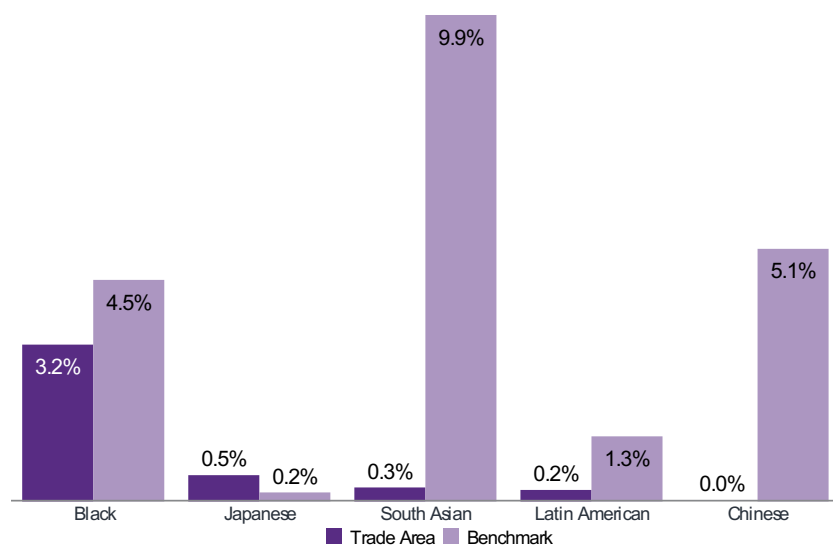
15.5%  
Index:59

Born outside Canada

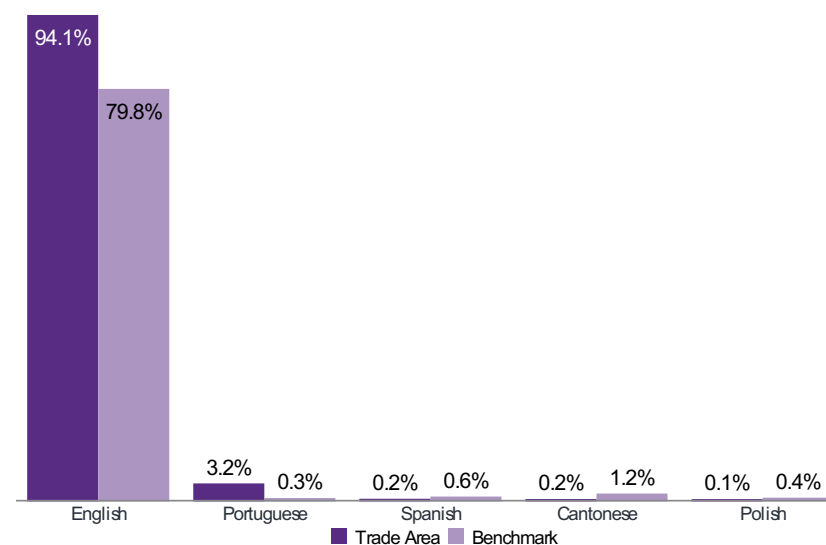
## PERIOD OF IMMIGRATION\*

Before 2001  
13.9% Index:99

## VISIBLE MINORITY STATUS: TOP 5\*\*



## LANGUAGES SPOKEN AT HOME: TOP 5\*\*



Benchmark: Southern Ontario

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\*Chosen from index ranking with minimum 5% composition

\*\*Ranked by percent composition

Index Colours: <80 80 - 110 110+

Top 5 segments represent **99.8%** of households in West Elgin - West Lorne



Rank: 1  
Hhlds: 756  
Hhld %: 82.48  
% in Benchmark: 1.22  
Index: 6,786

Older folks gravitate to the relaxed lifestyle of Old Town Roads, a collection of small towns across Canada where more than a third of maintainers are over 65. Unlike more upscale retirement communities, these rustic towns are home to downscale seniors who are aging in place. Households here contain a mix of older singles, empty-nesting couples and widowed individuals. Most own older, inexpensive homes, though a significant percentage rent a low-rise apartment or live in a mobile home; the average dwelling value is less than half the national average. Education traditionally hasn't been a top priority for Old Town Roads members—less than 15 percent have gone to a university—and those still in the workforce earn lower incomes from jobs in manufacturing, farming, services and the trades. These third-plus-generation Canadians enjoy time-honoured and outdoor-oriented leisure pursuits like fishing, hunting and gardening, though they'll also attend craft shows and auto racing events. Even though pensions and government transfers improve the financial picture here, these townsfolk keep close tabs on their wallet (Importance of Price).



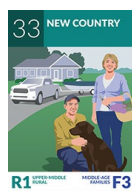
Rank: 2  
Hhlds: 108  
Hhld %: 11.78  
% in Benchmark: 3.11  
Index: 379

The largest PRIZM segment with nearly 400,000 households, Down to Earth consists of older couples and families found in rural communities across the country. Eight out of ten adults are homeowners, typically living in modest, single-detached homes built before 1990. The majority of maintainers are over 55 years old. Most Down to Earth households earn average incomes from a mix of blue-collar in agriculture, construction and the trades. And while the most common family type is empty-nesting couples, more than a third of households contain couples with kids of all ages. What these rural folks share is a tradition-bound lifestyle: more than 80 percent of households are third-plus-generation Canadians and a significant percentage start their day with early-morning chores. As in other rural communities, Down to Earth residents spend their leisure time close to home and nature, enjoying sewing, knitting, bird-watching and snowmobiling. Their yards often have a small collection of trucks, cars, boats, ATVs and RVs; status is expressed in the size of their pickup. And many are strong on the value of Fulfillment Through Work, believing that one's work should be useful to others.



Rank: 3  
Hhlds: 40  
Hhld %: 4.42  
% in Benchmark: 4.83  
Index: 91

The second most affluent rural segment, Country Traditions is a collection of small communities scattered across the eastern half of Canada. The mostly middle-aged and older couples and families work at well-paying blue-collar and service sector jobs, earning upper-middle incomes in the low six figures. Most own a home built after 1980—nearly 95 percent live in a single-detached house—and a sturdy, large pickup is a necessity for their backcountry commutes to work. With half the maintainers over 55, Country Traditions households are split between couples and families with children of all ages. Despite their rural settings, only 3 percent work in agriculture—still 30 percent above average—while many more work in fields like construction, health care, social services and public administration. Nevertheless, Country Traditions members have deep roots in the land: nearly 80 percent are third-plus-generation Canadians. And these rural families enjoy old-fashioned pursuits like gardening, boating and swimming. Proclaiming that life in the country is far more satisfying than life in the city, they prefer to identify with their local communities and Canada than as citizens of the world (National Pride).



Rank: 4  
Hhlds: 8  
Hhld %: 0.87  
% in Benchmark: 2.74  
Index: 32

Found mostly in Alberta and Ontario, New Country is one of the wealthiest rural segments, with nearly two-thirds of residents working in well-paying jobs in agriculture, mining, natural industries and other blue-collar occupations. Scoring high for self-employment, a significant percentage of residents work as farmers and independent contractors in related industries. Their six-figure incomes provide comfortable, single-detached houses and enviable lifestyles. Forty percent of the maintainers are between 45 and 64 years old, and nearly 45 percent of households have children, typically of all ages. Like generations of rural households before them, New Country members are known for their deep roots in the community. Three-quarters of residents are third-plus-generation Canadians; fewer than one in ten are foreign-born. In these rural settings, people get attached to their pickups and drive them for decades. For leisure, they like to go hunting, fishing and boating, or they'll stay home and do some gardening. With their traditional views on politics and religion, they support family values and oppose government involvement in people's private lives; they score very low on Active Government.



Rank: 5  
Hhlds: 2  
Hhld %: 0.26  
% in Benchmark: 1.22  
Index: 21

A collection of remote villages of which half are found in the Atlantic provinces, Backcountry Boomers is about as rural as it gets. The householders in this segment are mostly older, empty-nesting couples and those living alone. Forty percent of maintainers are over 65, and nearly three-quarters of households contain only one or two people. Although most adults are out of the labour force, those still working hold a mix of blue-collar and service sector jobs in farming, natural resources, construction, transportation and the trades. The pay is modest—incomes are 25 percent below average—but it's enough to own an unpretentious, single-detached house. And pride of province holds a special place in this segment, where almost 85 percent are third-plus-generation Canadians and one of their top-ranked values is Parochialism. Backcountry Boomers members like to fish, hunt and garden, for the camaraderie as much as the opportunity to put food on the table. Their hobbies are the old-fashioned, pre-Internet variety: making crafts, knitting and collecting coins and stamps. And their motorized vehicles are their prized possessions: large pickups, power boats, ATVs and snowmobiles—preferably made in Canada.

Trade Area: West Elgin - West Lorne



## Strong Values

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Discriminating Consumerism	145
Legacy	139
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Propriety	132
Emotional Control	131
Buying on Impulse	128



## Descriptions | Top 3 Strong Values

### Attraction to Nature

How close people want to be to nature, whether to recharge their spiritual batteries or to enjoy a simpler, healthier or more authentic way of life.

### Aversion to Complexity

Tendency to find it difficult to adapt to the uncertainties of modern life, and to feel threatened by the changes and complexities of society today. A desire to avoid this complexity as a learning experience and a source of opportunity.

### Discriminating Consumerism

Tendency to actively adopt defensive stratagems to shield oneself from the artificial needs created by the consumer society, and to seek product information before making purchases.



## Weak Values

Values	Index
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Penchant for Risk	41
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Importance of Brand	60
Pursuit of Novelty	63
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## Descriptions | Top 3 Weak Values

### Attraction For Crowds

Enjoyment of being in large crowds as a means of deindividuation and connection-seeking.

### Penchant for Risk

Desire to take risks in order to get what one wants out of life. Also, indulging in dangerous and forbidden activities for their associated emotional high.

### Status via Home

Feeling a strong sense that one's home represents an extension of one's image. People strongest on this construct make great efforts to decorate and equip their homes in a manner that will impress others, and pay particular attention to the way they entertain in the home.

Benchmark: Ontario

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Index Colours:	<80	80 - 110	110+
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## Financial and Expenditure Overview

# Financial | WealthScapes Overview

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

WealthScapes Households: 903

## INCOME\*

Household Income

**\$ 78,051**

Index: **67**

Household Disposable Income

**\$ 65,171**

Index: **71**

Household Discretionary Income

**\$ 46,317**

Index: **72**

Annual RRSP Contributions

**\$ 2,152**

Index: **60**

## WEALTH\*



Net Worth

% Holders

99.7% Index: **100**

Balance

**\$395,635**

Index: **54**

## ASSETS\*



Savings

% Holders

94.5% Index: **99**

Balance

**\$47,103**

Index: **62**



Investments

% Holders

52.3% Index: **87**

Balance

**\$208,297**

Index: **62**



Unlisted Shares

% Holders

10.4% Index: **84**

Balance

**\$153,293**

Index: **48**



Real Estate

% Holders

80.4% Index: **106**

Balance

**\$375,317**

Index: **50**



Liquid Assets

% Holders

96.7% Index: **99**

Balance

**\$190,737**

Index: **58**

## DEBT\*



Consumer Debt

% Holders

90.1% Index: **99**

Balance

**\$51,734**

Index: **78**



Mortgage Debt

% Holders

47.3% Index: **102**

Balance

**\$129,320**

Index: **43**

## FINANCIAL RATIO



Debt:Asset

% Holders

0.21% Index: **101**

Benchmark: Southern Ontario

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% Holders represent where customers are found.

\*Average values per holding household as at December 31, 2020.

Index Colours: <80 80 - 110 110+

Trade Area: West Elgin - West Lorne

WealthScapes Households: 903

## FINANCIAL RATIOS\*



Debt: Asset

0.21

Index: 101



Debt: Liquid Assets

0.58

Index: 95



Consumer Debt - Discr. Income

1.01

Index: 108



Savings - Investments

0.69

Index: 115



Pension - Non-Pension Assets

0.26

Index: 117



Real Estate Assets - Liq. Assets

1.64

Index: 93



Mortgage - Real Estate Assets

0.20

Index: 83



Mortgage - Consumer Debt

1.31

Index: 57

Benchmark: Southern Ontario

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Index Colours: <80 80 - 110 110+



# Expenditures | HouseholdSpend - Annual Expenditure Overview

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Households: 917

Total Aggregate Current Consumption: \$52,338,760

## Average Current Consumption

\$57,076

Index 70

## Average Household Income










\$76,646

Index 67

## Average Disposable Income

\$63,601

Index 71

 <p><b>Shelter</b></p> <p>Avg. Dollars/Household <b>\$13,547</b> Index 64</p> <p>Pct. of Total Expenditure <b>23.7%</b> Index 92</p>	 <p><b>Transportation</b></p> <p>Avg. Dollars/Household <b>\$10,558</b> Index 77</p> <p>Pct. of Total Expenditure <b>18.5%</b> Index 110</p>	 <p><b>Food</b></p> <p>Avg. Dollars/Household <b>\$8,946</b> Index 70</p> <p>Pct. of Total Expenditure <b>15.7%</b> Index 100</p>
 <p><b>Health Care</b></p> <p>Avg. Dollars/Household <b>\$5,293</b> Index 97</p> <p>Pct. of Total Expenditure <b>9.3%</b> Index 139</p>	 <p><b>Household Operation</b></p> <p>Avg. Dollars/Household <b>\$4,075</b> Index 71</p> <p>Pct. of Total Expenditure <b>7.1%</b> Index 102</p>	 <p><b>Recreation</b></p> <p>Avg. Dollars/Household <b>\$2,971</b> Index 62</p> <p>Pct. of Total Expenditure <b>5.2%</b> Index 89</p>
 <p><b>Household Furnishings</b></p> <p>Avg. Dollars/Household <b>\$2,754</b> Index 69</p> <p>Pct. of Total Expenditure <b>4.8%</b> Index 99</p>	 <p><b>Tobacco and Alcohol</b></p> <p>Avg. Dollars/Household <b>\$2,608</b> Index 73</p> <p>Pct. of Total Expenditure <b>4.6%</b> Index 105</p>	 <p><b>Clothing</b></p> <p>Avg. Dollars/Household <b>\$2,178</b> Index 66</p> <p>Pct. of Total Expenditure <b>3.8%</b> Index 94</p>

Benchmark: Southern Ontario

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Displaying the top nine HouseholdSpend categories ranked by percent of total expenditure.  
Benchmark used for Index calculations.

Index Colours:	<80	80 - 110	110+
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# Expenditures | Foodspend - Annual Household Expenditure Overview

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Households: 917

## Average Household Income

**\$76,646**

Index: **67**

## Average Food Expenditure

**\$8,946**

Index: **70**

## Average Spend on Food from Restaurants

**\$2,498**









Index: **62**

## Average Spend on Food from Stores

**\$6,448**

Index: **74**

**Total Aggregate Food Expenditure: \$ 8,203,475**

 <b>Bakery</b> Avg. Dollars/Household <b>\$644</b> Index: <b>74</b> Pct. of Total Expenditure <b>10.0%</b> Index: <b>100</b>		 <b>Cereal Products</b> Avg. Dollars/Household <b>\$409</b> Index: <b>80</b> Pct. of Total Expenditure <b>6.3%</b> Index: <b>109</b>		 <b>Fruit and nuts</b> Avg. Dollars/Household <b>\$759</b> Index: <b>69</b> Pct. of Total Expenditure <b>11.8%</b> Index: <b>94</b>	
 <b>Vegetables</b> Avg. Dollars/Household <b>\$615</b> Index: <b>66</b> Pct. of Total Expenditure <b>9.5%</b> Index: <b>90</b>		 <b>Dairy products &amp; Eggs</b> Avg. Dollars/Household <b>\$1,045</b> Index: <b>82</b> Pct. of Total Expenditure <b>16.2%</b> Index: <b>111</b>		 <b>Meat</b> Avg. Dollars/Household <b>\$1,138</b> Index: <b>72</b> Pct. of Total Expenditure <b>17.6%</b> Index: <b>98</b>	
 <b>Fish &amp; Seafood</b> Avg. Dollars/Household <b>\$163</b> Index: <b>55</b> Pct. of Total Expenditure <b>2.5%</b> Index: <b>75</b>		 <b>Beverages &amp; Other Food</b> Avg. Dollars/Household <b>\$1,674</b> Index: <b>76</b> Pct. of Total Expenditure <b>26.0%</b> Index: <b>103</b>			

Benchmark: Southern Ontario

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Displaying the top FoodSpend categories of expenditure on food purchased from stores.  
Benchmark used for Index calculations.

Index Colours:	<80	80 - 110	110+
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## Post COVID-19 Activities

Trade Area: West Elgin - West Lorne

Household Population 14+: 1,706

## Activities Look Forward To Doing

	%	Base %	Index
<b>Socializing</b>			
Dating	10.0	11.0	91
Going to restaurants, bars or night clubs	52.5	55.1	95
Having physical Contact with family and friends	59.1	57.7	102
Participating in group activities	41.2	38.7	106
Partying	19.0	15.8	121
Seeing family and friends in person	67.2	62.8	107
<b>Entertainment</b>			
Attending events, festivals or concerts	45.2	42.9	105
Attending sports events (excludes professional sports)	14.9	18.2	82
Attending to professional sports events or games	26.8	25.4	105
Going to the movies	36.7	45.7	80
<b>Movement &amp; Travel</b>			
Driving more	12.7	16.1	79
Shopping in-store	41.4	42.9	97
Spending time outdoors	26.2	32.5	81
Travelling outside of Canada/ abroad	42.3	53.2	79
Travelling within Canada	45.6	49.9	92
Using public transit	10.1	13.7	74
<b>Personal</b>			
Getting back to old habits	37.1	36.2	103
Going to a salon, barber shop or spa	30.3	33.7	90
Going to the gym	23.7	22.6	105
<b>Education/Work</b>			
Children going back to school	20.3	20.3	100
Going back to work	8.2	17.6	47
<b>Other</b>			
Not Stated	0.0	0.6	2

Benchmark: Southern Ontario

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(Base used for Index calculations)

Index Colours:	<80	80 - 110	110+
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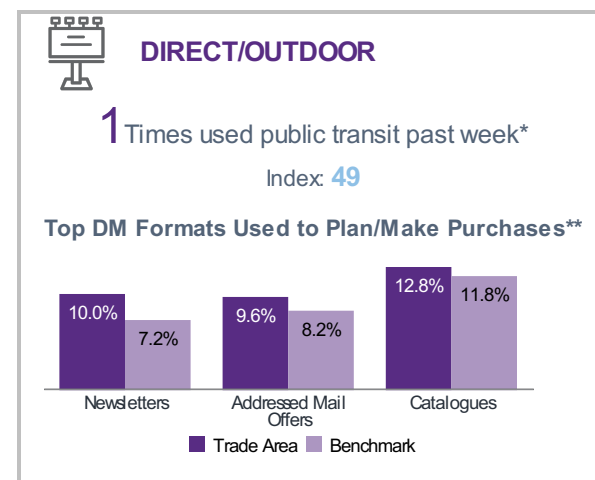
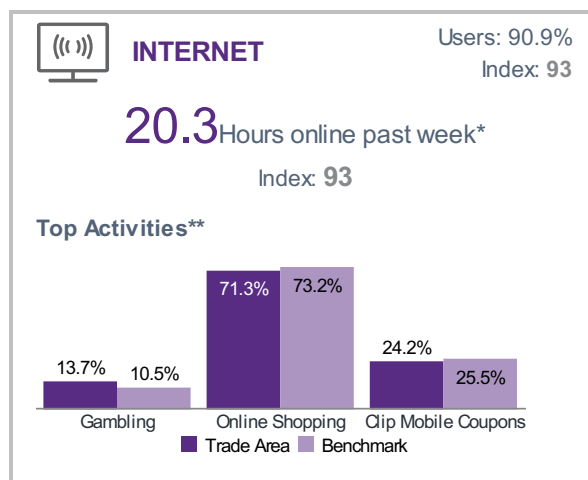
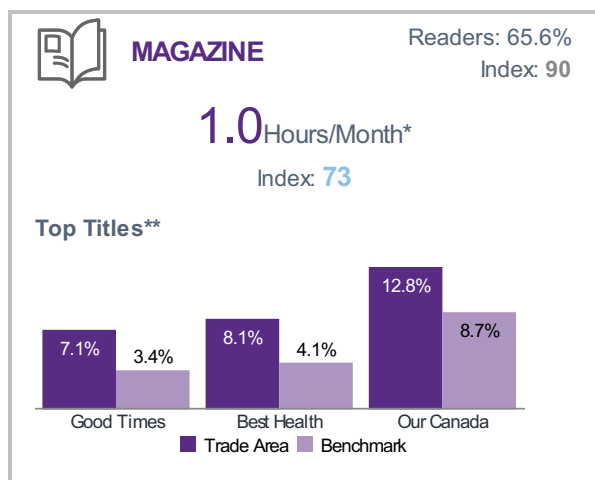
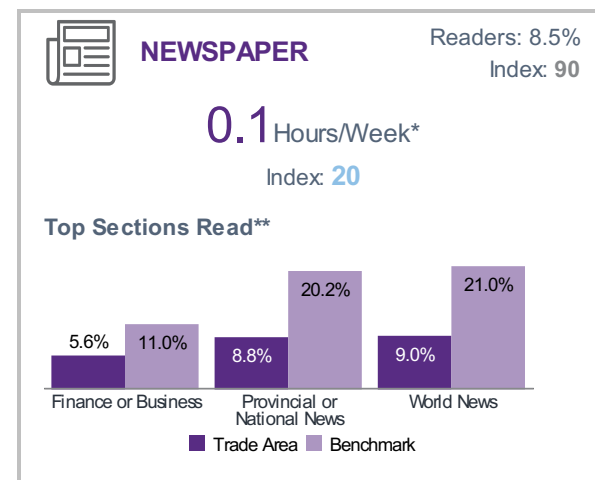
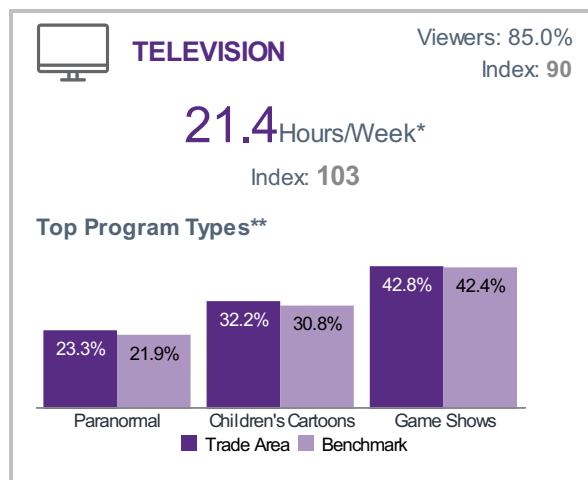
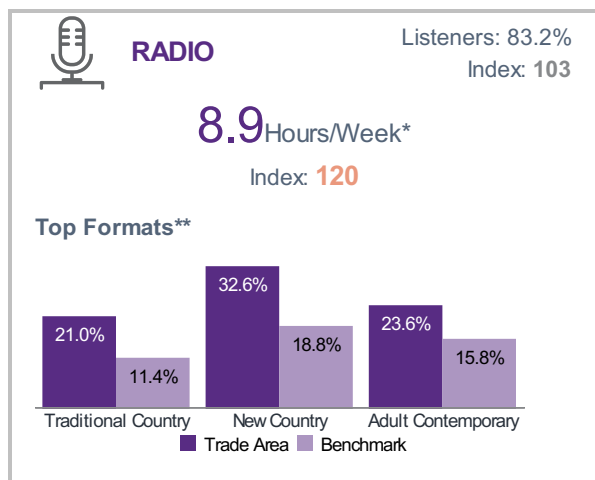
## Media and Social Media Overview

# Behavioural | Media Overview

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Household Population 14+: 1,706



Benchmark: Southern Ontario

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\* Consumption values based to variable's incidence count.

\*\* Chosen from index ranking with minimum 5% composition.

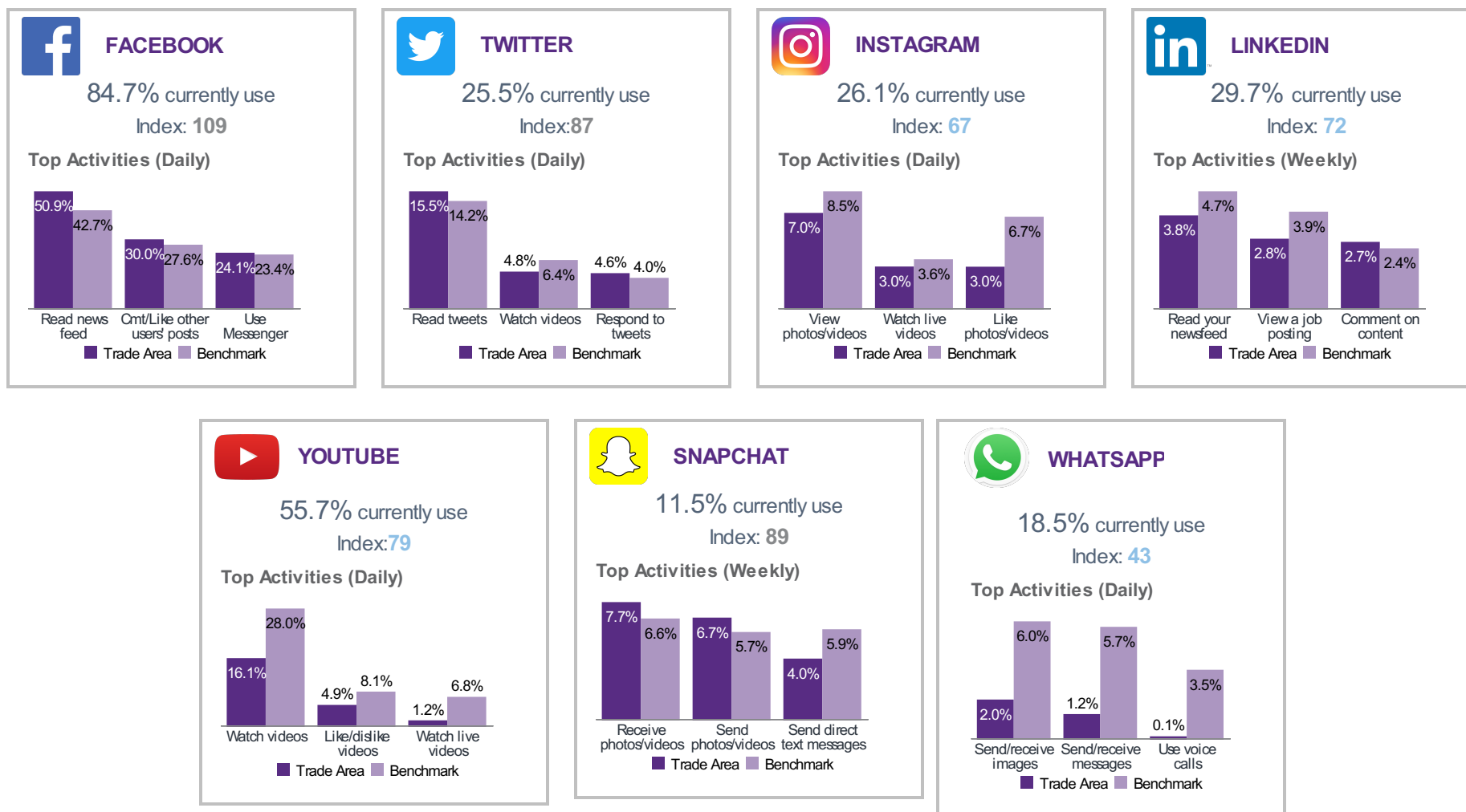
Index Colours: <80 80 - 110 110+

# Opticks Social | Social Media Activities

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Household Population 18+: 1,617



Benchmark: Southern Ontario

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Chosen and ranked by percent composition

(!) Indicates variables with low sample size. Please analyze with discretion

Index Colours:	<80	80 - 110	110+
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# Opticks Social | Social Media Usage

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Household Population 18+: 1,617

## FRIENDS IN ALL SM NETWORKS



35.3%

Index:99

0-49 friends

## FREQUENCY OF USE (DAILY)



65.2%

Index:116

Facebook

## BRAND INTERACTION



32.9%

Index:96

Like brand on Facebook

## NO. OF BRANDS INTERACTED

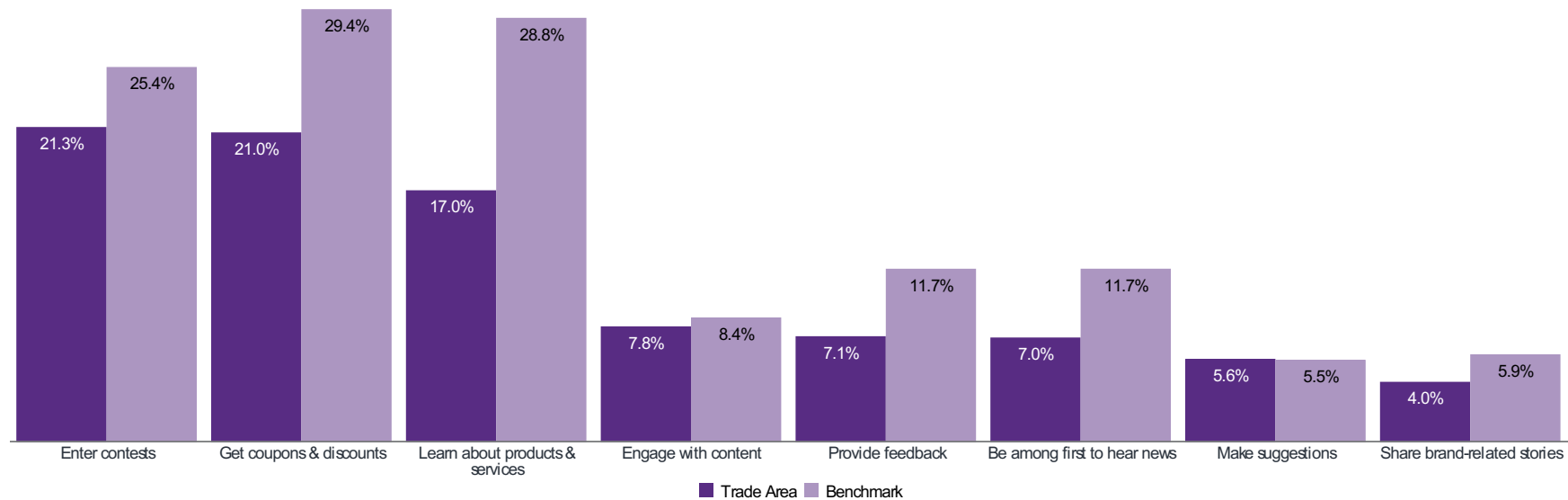


26.0%

Index:85

2-5 brands

## REASONS TO FOLLOW BRANDS USING SOCIAL MEDIA



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Chosen and ranked by percent composition

Index Colours:	<80	80 - 110	110+
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## Online Shopping Attitudes and Behaviours

Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617



Retail companies should not be allowed to own or share my personal info

% Comp 93.7 Index 107



I am likely to shop online via my mobile device, provided the process is easy

% Comp 38.1 Index 78



I am concerned about sharing my personal info with retail companies due to privacy issues, such as using it for marketing purposes

% Comp 85.9 Index 102



I am likely to download a mobile shopping "app" if it somehow makes my shopping experience easier

% Comp 32.7 Index 80



I use my mobile device to find retail locations that sell products I am looking to buy

% Comp 46.5 Index 82



I am open to receiving relevant marketing messages on my mobile device from retailers I trust

% Comp 20.8 Index 69

Benchmark: Southern Ontario

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Ranked by percent composition.

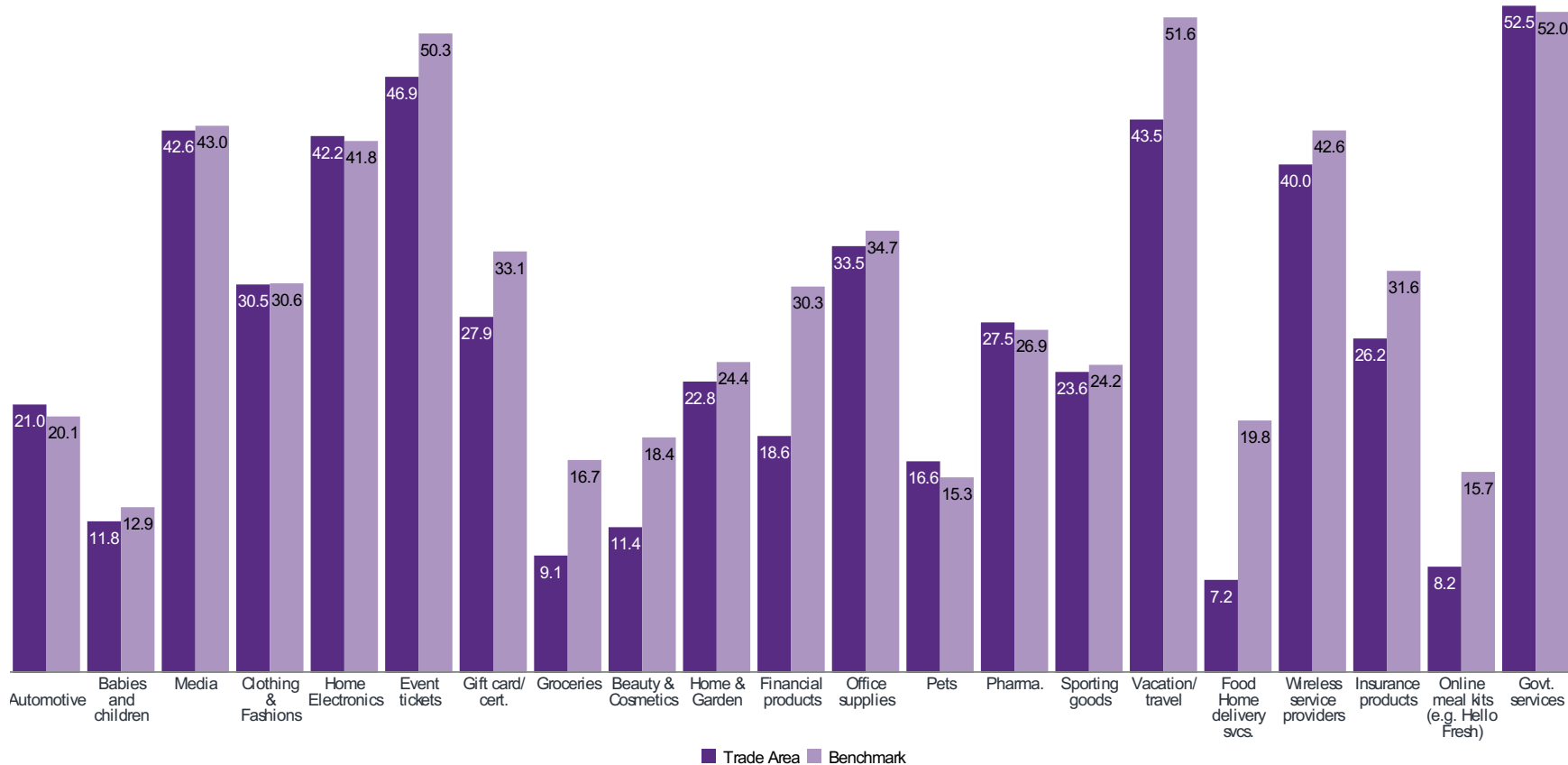
Index Colours:	<80	80 - 110	110+
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# Opticks eShopper | Purchase Preference by Category

Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## ONLINE PURCHASE PREFERENCE BY CATEGORY - VIA COMPUTER (%)



Benchmark: Southern Ontario

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Index Colours:	<80	80 - 110	110+
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# Opticks eShopper | Clothing & Fashions Deep Dive

ENVIRONICS  
ANALYTICS

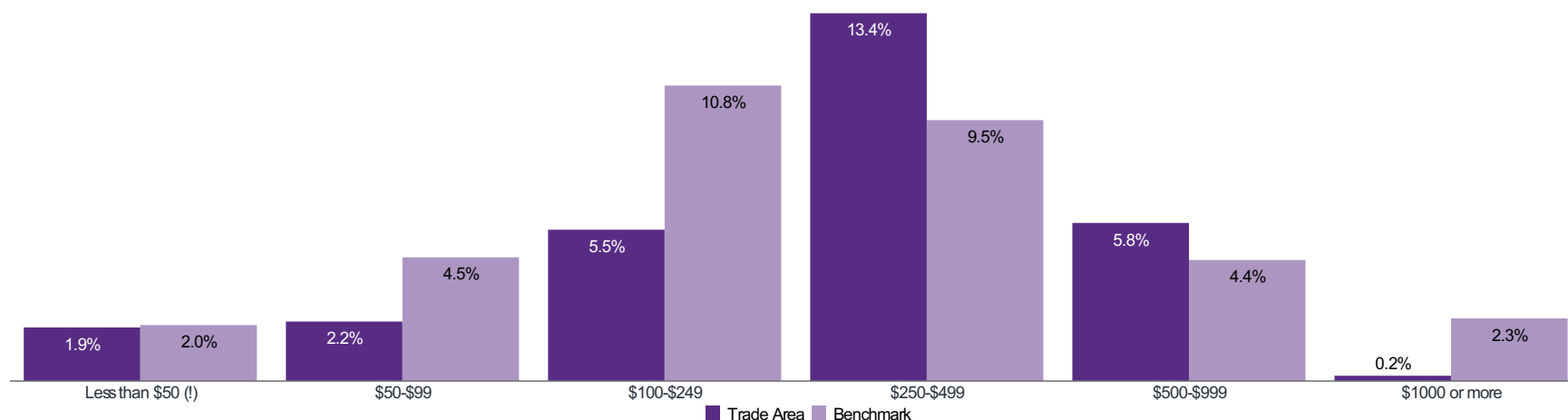
Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## BEHAVIOURAL PREFERENCES BY CHANNEL

 CLOTHING & FASHIONS	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	60.5% Index:99	29.4% Index:80	12.6% Index:102	4.6% Index:146
Purchase preference	76.5% Index:102	30.5% Index:100	9.0% Index:92	1.9% Index:75
Customer Service	59.0% Index:96	23.1% Index:129	4.9% Index:86	23.6% Index:109

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+


# Opticks eShopper | Home Electronics & Computers Deep Dive

ENVIRONICS  
ANALYTICS

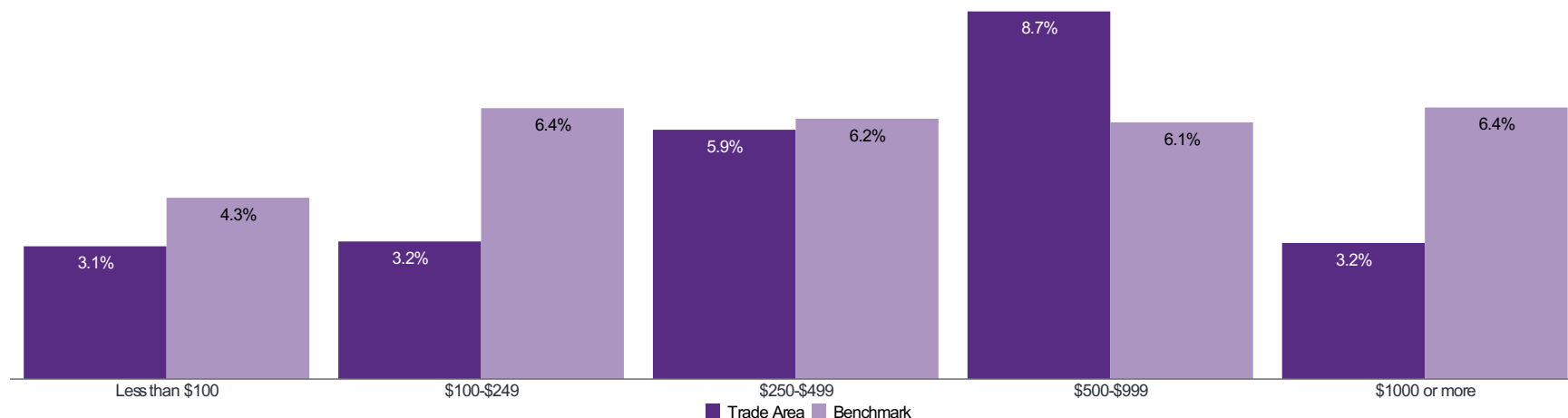
Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>HOME ELECTRONICS &amp; COMPUTERS</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	59.4% Index: <b>118</b>	54.7% Index: <b>100</b>	13.8% Index: <b>89</b>	9.6% Index: <b>116</b>
Purchase preference	76.1% Index: <b>111</b>	42.2% Index: <b>101</b>	7.9% Index: <b>72</b>	7.6% Index: <b>118</b>
Customer Service	65.8% Index: <b>117</b>	21.9% Index: <b>88</b>	5.2% Index: <b>70</b>	43.0% Index: <b>117</b>

## AMOUNT SPENT [PST 12 MTHS]



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(!) Indicates variables with low sample size. Please analyze with discretion.


Index Colours: <80 80 - 110 110+

# Opticks eShopper | Gift Cards Deep Dive

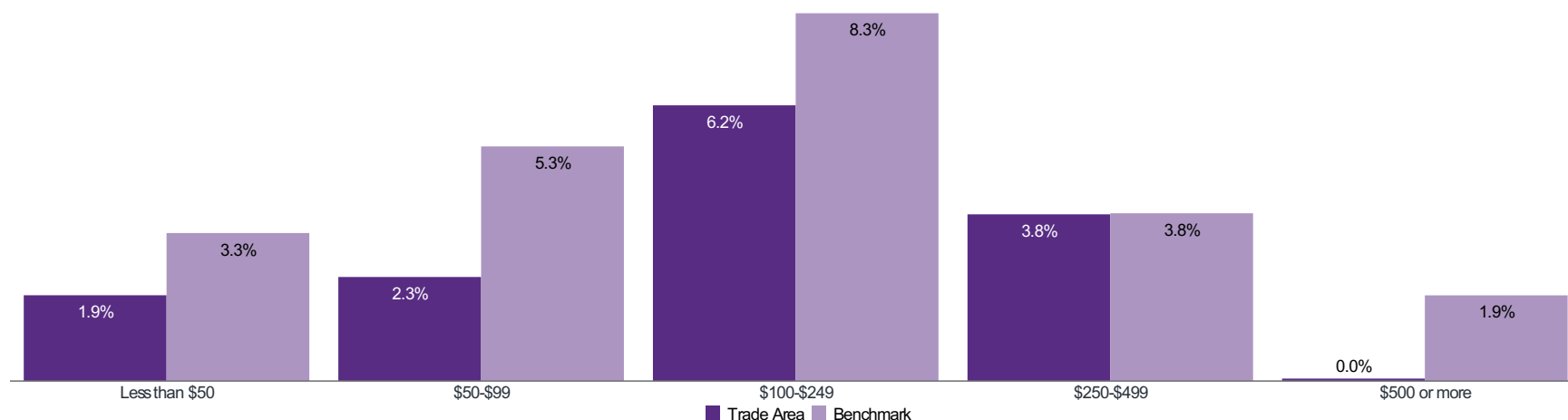
Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## BEHAVIOURAL PREFERENCES BY CHANNEL

 GIFT CARDS	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	51.2% Index: 107	29.7% Index: 85	8.0% Index: 73	3.0% Index: 86
Purchase preference	66.6% Index: 110	27.9% Index: 84	4.9% Index: 56	4.7% Index: 153
Customer Service	48.2% Index: 114	18.8% Index: 92	4.2% Index: 68	34.1% Index: 123

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours:	<80	80 - 110	110+
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# Opticks eShopper | Groceries Deep Dive

ENVIRONICS  
ANALYTICS

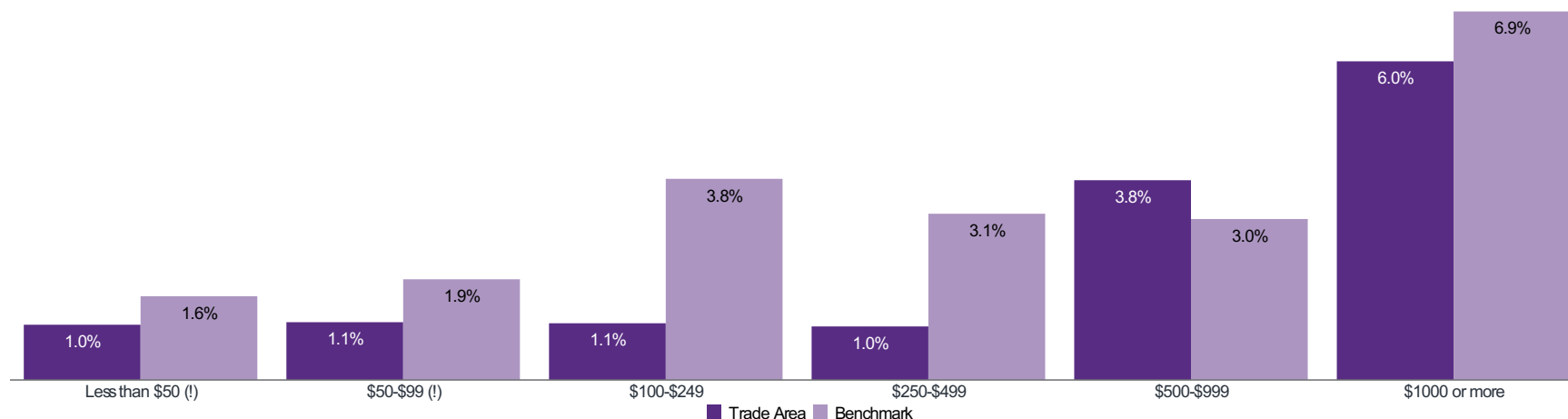
Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>GROCERIES</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	74.2% Index:103	16.2% Index:66	8.8% Index:80	1.9% Index:71
Purchase preference	90.0% Index:108	9.1% Index:55	3.0% Index:48	1.0% Index:41
Customer Service	74.2% Index:106	7.1% Index:62	0.2% Index:6	18.9% Index:101

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+


# Opticks eShopper | Beauty & Cosmetics Deep Dive

ENVIRONICS  
ANALYTICS

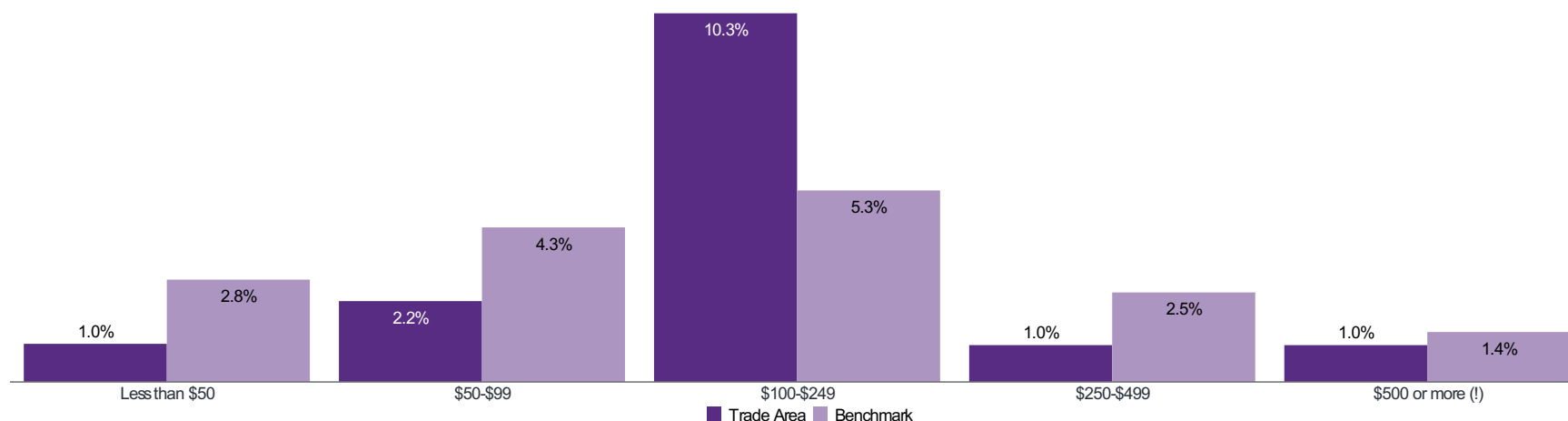
Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>BEAUTY &amp; COSMETICS</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	30.2% Index:85	13.5% Index:61	6.8% Index:84	1.0% Index:37
Purchase preference	43.5% Index:94	11.4% Index:62	1.2% Index:19	1.8% Index:80
Customer Service	34.5% Index:95	10.9% Index:87	0.4% Index:9	11.9% Index:81

## AMOUNT SPENT [PST 12 MTHS]



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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+




# Opticks eShopper | Home & Garden Deep Dive

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>HOME &amp; GARDEN</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	52.7% Index:102	37.3% Index:98	12.9% Index:113	8.6% Index:150
Purchase preference	71.7% Index:105	22.8% Index:94	5.9% Index:85	3.8% Index:107
Customer Service	59.6% Index:110	14.9% Index:93	3.2% Index:67	21.9% Index:96

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+


# Opticks eShopper | Sporting Goods Deep Dive

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>SPORTING GOODS</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	41.0% Index: 105	31.6% Index: 98	8.0% Index: 76	3.8% Index: 97
Purchase preference	57.1% Index: 110	23.6% Index: 98	7.0% Index: 93	5.6% Index: 185
Customer Service	43.3% Index: 103	14.7% Index: 97	5.9% Index: 115	22.3% Index: 109

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+


# Opticks eShopper | Vacation/Travel Deep Dive

ENVIRONICS  
ANALYTICS

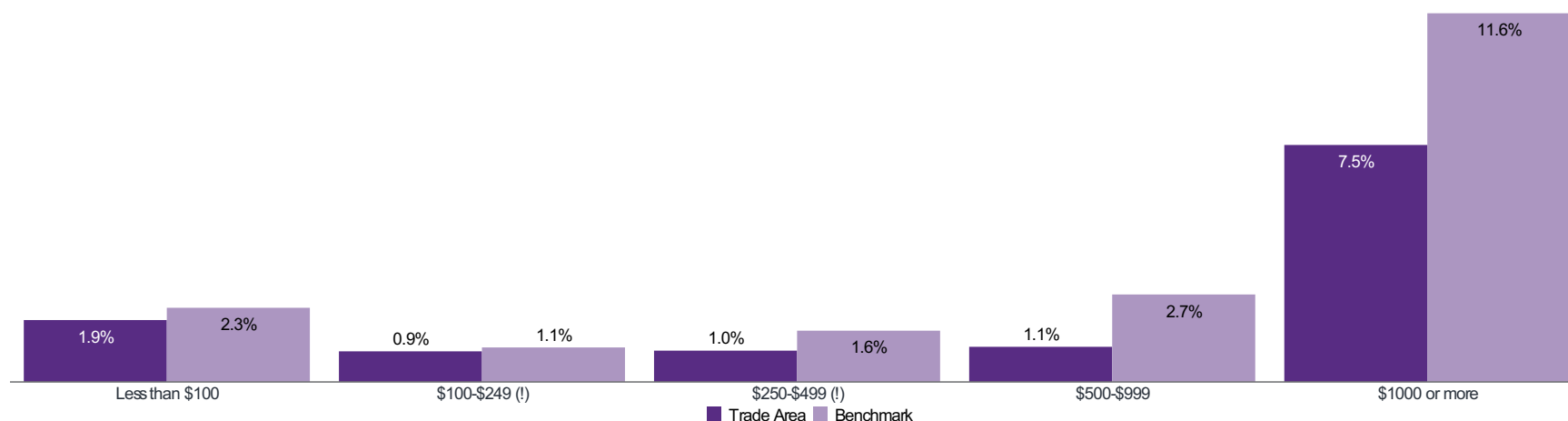
Trade Area: West Elgin - West Lorne

Total Household Population 18+: 1,617

## BEHAVIOURAL PREFERENCES BY CHANNEL

 <b>VACATION/ TRAVEL</b>	In person, at store, branch or office	Online/Website via computer	Online/Website via mobile device	By talking to someone on phone
Gather information	22.2% Index:108	50.8% Index:88	10.3% Index:68	16.0% Index:99
Purchase preference	28.7% Index:100	43.5% Index:84	5.9% Index:64	14.9% Index:83
Customer Service	29.4% Index:101	27.7% Index:101	4.3% Index:62	42.2% Index:96

## AMOUNT SPENT [PST 12 MTHS]



Benchmark: Southern Ontario

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(!) Indicates variables with low sample size. Please analyze with discretion.

Index Colours: <80 80 - 110 110+

## Store Loyalty

# ShopperChoice | Store Loyalty - Assortment / Product Quality

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Households: 917

## STORE LOYALTY INFLUENCES - HIGHLY INFLUENTIAL ASSORTMENT / PRODUCT QUALITY



Benchmark: Southern Ontario

(!) Represents low sample size. Please analyze with discretion.

(^) Represents extremely low sample size. Please analyze with discretion.

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Index Colours:	<80	80 - 110	110+
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# ShopperChoice | Store Loyalty - Shopping Experience

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Households: 917

## STORE LOYALTY INFLUENCES - HIGHLY INFLUENTIAL CONVENIENCE / SHOPPING EXPERIENCE

Convenient location for me



73.9%

Index: 124

Organized layout makes it easy to shop



46.6%

Index: 112

Easy to get in and get out quickly



45.6%

Index: 106

Staff are friendly and knowledgeable



44.9%

Index: 133

Short checkout lines/fast checkout



41.2%

Index: 115

I like the store ambiance



25.2%

Index: 126

Has extended hours



24.7%

Index: 90

Has self-checkout



4.5%

Index: 33

Offers an online shopping option (!)



2.2%

Index: 24

Benchmark: Southern Ontario

(!) Represents low sample size. Please analyze with discretion.

(^) Represents extremely low sample size. Please analyze with discretion.

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(<https://en.environicsanalytics.ca/Envision/About/1/2021>)

Index Colours:	<80	80 - 110	110+
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# ShopperChoice | Store Loyalty - Price and Promo

ENVIRONICS  
ANALYTICS

Trade Area: West Elgin - West Lorne

Households:917

## STORE LOYALTY INFLUENCES - HIGHLY INFLUENTIAL PRICE AND PROMO

Store has great sales and promotions



70.3%

Index:104

Discover good value when shopping



68.7%

Index:104

Store has the lowest prices overall



60.3%

Index:104

Store has a customer loyalty card program



41.7%

Index:84

I'm loyal to their store brands



23.9%

Index:104

Has loyalty prog. app and offers pers. promos



23.3%

Index:79

### OUT OF STOCK ITEM

	% Base	% Pen	Index
<b>Psychographics - Shopping Preferences</b>			
Postpone the purchase	33.3	40.2	0.0 83
Leave the store and buy it elsewhere	31.2	30.9	0.0 101
Purchase another brand	33.1	21.2	0.0 156
Purchase another size or variety of the same brand (!)	2.4	7.7	0.0 32

Benchmark:Southern Ontario

(!) Represents low sample size. Please analyze with discretion.

(^) Represents extremely low sample size. Please analyze with discretion.

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(<https://en.environicsanalytics.ca/Envision/About/1/2021>)

Index Colours:	<80	80 - 110	110+
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## Main Street Visitors



**2019 West Elgin - West Lorne Visitors by Top 10 Census Subdivisions**  
**Compared to Total Household Population 15+**  
**Benchmark: Ontario and Quebec**

CSD Code	Census Subdivision Name	Total Household Population 15+		Spring 2019				Summer 2019				Fall 2019				Winter 2019				Full Year 2019			
		#	% of Total	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index
Total		19,302,713	100%	26,093	100%	0.14%	100	26,839	100%	0.14%	100	23,183	100%	0.12%	100	21,778	100%	0.11%	100	49,529	100%	0.26%	100
3539036	London, ON (CY)	349,526	1.81%	4,113	15.76%	1.18%	871	4,349	16.21%	1.24%	895	3,503	15.11%	1.00%	834	3,268	15.00%	0.93%	829	8,221	16.60%	2.35%	917
3536020	Chatham-Kent, ON (MU)	86,702	0.45%	3,704	14.20%	4.27%	3161	3,212	11.97%	3.71%	2665	2,831	12.21%	3.27%	2719	2,938	13.49%	3.39%	3003	6,456	13.03%	7.45%	2902
3534042	West Elgin, ON (MU)	4,438	0.02%	3,462	13.27%	78.01%	57710	3,690	13.75%	83.15%	59803	3,117	13.45%	70.24%	58480	2,890	13.27%	65.12%	57722	3,760	7.59%	84.71%	33015
3534021	St. Thomas, ON (CY)	34,774	0.18%	965	3.70%	2.77%	2053	1,299	4.84%	3.73%	2686	1,260	5.44%	3.62%	3017	825	3.79%	2.37%	2103	2,105	4.25%	6.05%	2360
3537039	Windsor, ON (CY)	191,749	0.99%	684	2.62%	0.36%	264	1,185	4.41%	0.62%	444	764	3.29%	0.40%	332	650	2.98%	0.34%	300	1,994	4.03%	1.04%	405
3534030	Dutton/Dunwich, ON (MU)	3,356	0.02%	1,347	5.16%	40.14%	29693	1,258	4.69%	37.48%	26959	1,699	7.33%	50.64%	42164	1,333	6.12%	39.72%	35206	1,920	3.88%	57.22%	22301
3539005	Southwest Middlesex, ON (MU)	5,013	0.03%	901	3.45%	17.98%	13300	648	2.41%	12.92%	9295	712	3.07%	14.20%	11824	824	3.78%	16.44%	14572	1,328	2.68%	26.50%	10327
3539015	Strathroy-Caradoc, ON (MU)	19,358	0.10%	394	1.51%	2.04%	1506	727	2.71%	3.76%	2701	497	2.15%	2.57%	2139	444	2.04%	2.29%	2032	1,212	2.45%	6.26%	2440
3537064	Lakeshore, ON (T)	33,221	0.17%	473	1.81%	1.42%	1054	360	1.34%	1.08%	779	513	2.21%	1.54%	1286	373	1.71%	1.12%	995	1,027	2.07%	3.09%	1205
3520005	Toronto, ON (C)	2,568,898	13.31%	534	2.05%	0.02%	15	380	1.42%	0.01%	11	552	2.38%	0.02%	18	314	1.44%	0.01%	11	1,025	2.07%	0.04%	16

Index Legend	Under 80	110 to 119	120 to 149	Over 150
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**2019 West Elgin - West Lorne Visitors Within Trade Area**  
**Compared to Total Household Population 15+**  
**Benchmark: 15 min trade area**

Total Household Population 15+	Spring 2019 Visitors		Summer 2019 Visitors		Fall 2019 Visitors		Winter 2019 Visitors		Full Year 2019 Visitors	
	#	% Pen	#	% Pen	#	% Pen	#	% Pen	#	% Pen
1,684	717	42.6	1,051	62.4	1,054	62.6	728	43.2	1,003	59.6

**2019 West Elgin - West Lorne Visitors Within vs Outside Trade Area**  
**Benchmark: Canada**

Year	Total Visitors in Main Street Polygon	# Visitors Within 15 min TA	% Visitors Within 15 min TA	# Visitors Outside 15 min TA	% Visitors Outside 15 min TA
Full Year 2019	50,043	1,003	2.0	49,040	98.0

**2020 West Elgin - West Lorne Visitors by Top 10 Census Subdivisions**  
**Compared to Total Household Population 15+**

**Benchmark: Ontario and Quebec**

CSD Code	Census Subdivision Name	Total Household Population 15+		Spring 2020				Summer 2020				Fall 2020				Winter 2020				Full Year 2020			
		#	% of Total	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index
	<b>Total</b>	<b>19,302,713</b>	<b>100%</b>	<b>21,660</b>	<b>100%</b>	<b>0.11%</b>	<b>100</b>	<b>22,161</b>	<b>100%</b>	<b>0.11%</b>	<b>100</b>	<b>16,941</b>	<b>100%</b>	<b>0.09%</b>	<b>100</b>	<b>16,790</b>	<b>100%</b>	<b>0.09%</b>	<b>100</b>	<b>39,882</b>	<b>100%</b>	<b>0.21%</b>	<b>100</b>
3539036	London, ON (CY)	349,526	1.81%	3,747	17.30%	1.07%	955	3,776	17.04%	1.08%	941	2,809	16.58%	0.80%	916	2,654	15.81%	0.76%	873	7,169	17.97%	2.05%	993
3536020	Chatham-Kent, ON (MU)	86,702	0.45%	2,412	11.13%	2.78%	2479	2,499	11.28%	2.88%	2511	1,755	10.36%	2.02%	2306	2,300	13.70%	2.65%	3049	5,214	13.07%	6.01%	2910
3534042	West Elgin, ON (MU)	4,438	0.02%	3,499	16.16%	78.85%	70270	2,977	13.43%	67.08%	58424	2,886	17.04%	65.03%	74103	3,025	18.02%	68.16%	78357	3,678	9.22%	82.89%	40117
3534030	Dutton/Dunwich, ON (MU)	3,356	0.02%	1,860	8.59%	55.42%	49388	1,550	6.99%	46.18%	40220	1,833	10.82%	54.61%	62220	1,663	9.90%	49.55%	56962	2,305	5.78%	68.69%	33248
3534021	St. Thomas, ON (CY)	34,774	0.18%	833	3.85%	2.40%	2135	1,144	5.16%	3.29%	2864	1,120	6.61%	3.22%	3669	708	4.22%	2.04%	2341	1,961	4.92%	5.64%	2730
3537039	Windsor, ON (CY)	191,749	0.99%	415	1.92%	0.22%	193	1,265	5.71%	0.66%	575	440	2.60%	0.23%	262	442	2.63%	0.23%	265	1,812	4.54%	0.94%	457
3539005	Southwest Middlesex, ON (MU)	5,013	0.03%	796	3.68%	15.89%	14157	845	3.81%	16.85%	14674	968	5.72%	19.32%	22009	467	2.78%	9.32%	10720	1,374	3.45%	27.42%	13269
3537064	Lakeshore, ON (T)	33,221	0.17%	459	2.12%	1.38%	1231	634	2.86%	1.91%	1663	154	0.91%	0.46%	530	247	1.47%	0.74%	854	970	2.43%	2.92%	1413
3539015	Strathroy-Caradoc, ON (MU)	19,358	0.10%	517	2.39%	2.67%	2382	306	1.38%	1.58%	1379	240	1.42%	1.24%	1413	174	1.04%	0.90%	1032	806	2.02%	4.17%	2016
3534020	Central Elgin, ON (MU)	11,529	0.06%	360	1.66%	3.13%	2786	395	1.78%	3.42%	2983	292	1.73%	2.54%	2889	302	1.80%	2.62%	3016	711	1.78%	6.17%	2987

Index Legend	Under 80	110 to 119	120 to 149	Over 150
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**2020 West Elgin - West Lorne Visitors Within Trade Area**

**Compared to Total Household Population 15+**

**Benchmark: 15 min trade area**

Total Household Population 15+	Spring 2020 Visitors		Summer 2020 Visitors		Fall 2020 Visitors		Winter 2020 Visitors		Full Year 2020 Visitors	
	#	% Pen	#	% Pen	#	% Pen	#	% Pen	#	% Pen
1,684	1,422	84.4	957	56.9	1,000	59.4	1,233	73.2	1,371	81.4

**2020 West Elgin - West Lorne Visitors Within vs Outside Trade Area**

**Benchmark: Canada**

Year	Total Visitors In Main Street Polygon	# Visitors Within 15 min TA	% Visitors Within 15 min TA	# Visitors Outside 15 min TA	% Visitors Outside 15 min TA
Full Year 2020	40,181	1,371	3.4	38,809	96.6

**2021 West Elgin - West Lorne Visitors by Top 10 Census Subdivisions**  
**Compared to Total Household Population 15+**

**Benchmark: Ontario and Quebec**

CSD Code	Census Subdivision Name	Total Household Population 15+		Spring 2021				Summer 2021				Fall 2021				Winter 2021				Full Year 2021			
		#	% of Total	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index	#	% of Total	% Pen	Index
Total		19,302,713	100%	14,718	100%		100	28,182	100%	0.15%	100	19,718	100%	0.10%	100	15,742	100%	0.08%	100	39,175	100%	0.20%	100
3539036	London, ON (CY)	349,526	1.81%	2,320	15.76%	0.66%	870	6,510	23.10%	1.86%	1276	3,265	16.56%	0.93%	915	2,689	17.08%	0.77%	944	8,013	20.45%	2.29%	1130
3536020	Chatham-Kent, ON (MU)	86,702	0.45%	1,509	10.25%	1.74%	2283	3,264	11.58%	3.77%	2579	1,768	8.96%	2.04%	1996	879	5.58%	1.01%	1243	4,344	11.09%	5.01%	2469
3534042	West Elgin, ON (MU)	4,438	0.02%	2,678	18.20%	60.35%	79153	2,549	9.04%	57.44%	39340	2,386	12.10%	53.77%	52633	2,754	17.49%	62.05%	76082	3,252	8.30%	73.28%	36107
3534030	Dutton/Dunwich, ON (MU)	3,356	0.02%	1,404	9.54%	41.85%	54882	2,390	8.48%	71.23%	48786	1,805	9.15%	53.78%	52645	1,820	11.56%	54.25%	66515	2,381	6.08%	70.96%	34962
3534021	St. Thomas, ON (CY)	34,774	0.18%	706	4.80%	2.03%	2663	1,240	4.40%	3.57%	2442	1,828	9.27%	5.26%	5146	411	2.61%	1.18%	1448	1,703	4.35%	4.90%	2413
3539005	Southwest Middlesex, ON (MU)	5,013	0.03%	688	4.67%	13.72%	17999	1,420	5.04%	28.32%	19399	791	4.01%	15.78%	15443	1,280	8.13%	25.52%	31298	1,679	4.29%	33.49%	16501
3537039	Windsor, ON (CY)	191,749	0.99%	263	1.79%	0.14%	180	1,007	3.57%	0.53%	360	445	2.25%	0.23%	227	319	2.03%	0.17%	204	1,354	3.46%	0.71%	348
3539015	Strathroy-Caradoc, ON (MU)	19,358	0.10%	387	2.63%	2.00%	2623	386	1.37%	1.99%	1365	136	0.69%	0.70%	690	448	2.85%	2.32%	2841	1,069	2.73%	5.52%	2722
3521010	Brampton, ON (CY)	596,084	3.09%	221	1.50%	0.04%	49	423	1.50%	0.07%	49	542	2.75%	0.09%	89	63	0.40%	0.01%	13	956	2.44%	0.16%	79
3537064	Lakeshore, ON (T)	33,221	0.17%	64	0.43%	0.19%	251	501	1.78%	1.51%	1033	179	0.91%	0.54%	528	198	1.26%	0.60%	732	596	1.52%	1.80%	885

<b>Index Legend</b>	<b>Under 80</b>	<b>110 to 119</b>	<b>120 to 149</b>	<b>Over 150</b>
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**2021 West Elgin - West Lorne Visitors Within Trade Area**

**Compared to Total Household Population 15+**

**Benchmark: 15 min trade area**

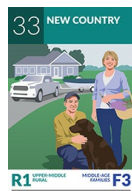
Total Household Population 15+	Spring 2021 Visitors		Summer 2021 Visitors		Fall 2021 Visitors		Winter 2021 Visitors		Full Year 2021 Visitors	
	#	% Pen	#	% Pen	#	% Pen	#	% Pen	#	% Pen
1,684	731	43.4	651	38.6	748	44.4	907	53.8	1,003	59.6

**2021 West Elgin - West Lorne Visitors Within vs Outside Trade Area**

**Benchmark: Canada**

Year	Total Visitors In Main Street Polygon	# Visitors Within 15 min TA	% Visitors Within 15 min TA	# Visitors Outside 15 min TA	% Visitors Outside 15 min TA
Full Year 2021	39,804	1,003	2.5	38,801	97.5

Top 5 segments represent **36.6%** of customers in Southern Ontario



Rank: 1  
Customers: 4,992  
Customers %: 13.51  
% in Benchmark: 2.74  
Index: 493

Found mostly in Alberta and Ontario, New Country is one of the wealthiest rural segments, with nearly two-thirds of residents working in well-paying jobs in agriculture, mining, natural industries and other blue-collar occupations. Scoring high for self-employment, a significant percentage of residents work as farmers and independent contractors in related industries. Their six-figure incomes provide comfortable, single-detached houses and enviable lifestyles. Forty percent of the maintainers are between 45 and 64 years old, and nearly 45 percent of households have children, typically of all ages. Like generations of rural households before them, New Country members are known for their deep roots in the community. Three-quarters of residents are third-plus-generation Canadians; fewer than one in ten are foreign-born. In these rural settings, people get attached to their pickups and drive them for decades. For leisure, they like to go hunting, fishing and boating, or they'll stay home and do some gardening. With their traditional views on politics and religion, they support family values and oppose government involvement in people's private lives; they score very low on Active Government.



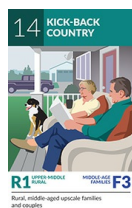
Rank: 2  
Customers: 2,758  
Customers %: 7.47  
% in Benchmark: 2.91  
Index: 257

The largest PRIZM segment with nearly 400,000 households, Down to Earth consists of older couples and families found in rural communities across the country. Eight out of ten adults are homeowners, typically living in modest, single-detached homes built before 1990. The majority of maintainers are over 55 years old. Most Down to Earth households earn average incomes from a mix of blue-collar in agriculture, construction and the trades. And while the most common family type is empty-nesting couples, more than a third of households contain couples with kids of all ages. What these rural folks share is a tradition-bound lifestyle: more than 80 percent of households are third-plus-generation Canadians and a significant percentage start their day with early-morning chores. As in other rural communities, Down to Earth residents spend their leisure time close to home and nature, enjoying sewing, knitting, bird-watching and snowmobiling. Their yards often have a small collection of trucks, cars, boats, ATVs and RVs; status is expressed in the size of their pickup. And many are strong on the value of Fulfillment Through Work, believing that one's work should be useful to others.



Rank: 3  
Customers: 2,238  
Customers %: 6.06  
% in Benchmark: 4.68  
Index: 129

Comprising more than a million people, Family Mode is one of the largest segments—and growing. Home to large, suburban families living in recently built houses, this lifestyle is rooted in midsize cities surrounding large metro areas. Its neighbourhoods are filled with maintainers between 35 and 54, and children over the age of 10. These middle-aged adults have used their mostly high school and college educations to land a variety of decent-paying jobs—from blue-collar to management level—in industries like retail, public administration, education and utilities. Thanks to dual-income households, their upscale incomes allow them to purchase single-detached houses valued at nearly \$450,000—close to the national average. As in other suburban family segments, sports are central to the Family Mode lifestyle, with many garages filled with skiing, golfing and hockey equipment, as well as trailers and boats. Family Mode members make an Effort Toward Health, often working out at fitness clubs and enrolling their kids in soccer, swimming and ice skating.



Rank: 4  
Customers: 1,784  
Customers %: 4.83  
% in Benchmark: 2.60  
Index: 186

The wealthiest rural lifestyle, Kick-Back Country is a collection of middle-aged families and older couples living in rustic areas near large and medium-size cities. For some, their communities are a weekend getaway from their busy life in the city. The maintainers tend to be between 45 and 64 years old, and children range in age from 10 to 24. Despite mixed educations—mostly high school and college—residents earn impressive incomes averaging about \$150,000 from well-paying jobs in management as well as mining, construction, trades and transportation. The lower cost of living in their rural areas means nearly nine out of ten households own a home. Many are second- and third-generation Canadians drawn to spacious, single-family houses built beyond the urban sprawl; the average dwelling value is over \$570,000—29 percent above average. Their driveways often contain domestic compact SUVs and large pickups for commuting to work, hauling camping and boating equipment and travelling to the city for shopping. With their conservative social views, these households score high for the value Traditional Families.



Rank: 5  
Customers: 1,754  
Customers %: 4.75  
% in Benchmark: 4.63  
Index: 102

Mid-City Mellow epitomizes a traditional view of the Canadian Dream: owning a home in an attractive setting while building a comfortable nest egg. In this segment, nearly 90 percent of members own single-detached houses, which typically were built between 1960 and 1990. These older and mature households enjoy upper-middle incomes and well-established neighbourhoods in large cities like Winnipeg, Edmonton, Hamilton and Toronto. With most maintainers over the age of 55, Mid-City Mellow is a mixed group, a collection of both older couples and middle-aged families raising older children. Few segments have a lower five-year mobility rate. Most households contain third-plus-generation Canadians, though there's an above-average concentration of second-generation Canadians and those whose mother tongue is Italian, Portuguese, Polish or Ukrainian. With their high school and college educations, those still in the labour force earn solid paycheques from a mix of white collar, blue collar and service sector jobs. The retirees and soon-to-be retirees here have the time to enjoy sporting events such as horse racing, hockey, baseball and football games. Many book cruises, casino junkets, ski trips and cultural tours as they believe that other cultures have a great deal to teach us (Culture Sampling).



# Norfolk Economic Forum

The Simcoe and District Chamber of Commerce presents Norfolk County's First Innovation Frontier Forum on **Thursday, April 4th, 2024** from 8 a.m. until 2 p.m. Click the button below to find out more about the panellist and speakers, and to purchase your tickets.

**Click Here**



## **The Corporation of The Municipality of West Elgin**

### **By-Law 2024-05**

#### **Being a By-Law to establish rules of procedure for the meetings of Council, Council Committees and Boards of The Corporation of the Municipality of West Elgin, and Repeal By-law 2023-77**

**Whereas** Section 238(2) of the *Municipal Act, 2001, S.O. 2001*, Chapter 25, as amended, provides that every Council shall adopt a Procedural By-Law for governing the calling, place and proceedings of meetings; and

**Whereas** Section 238(2.1) of the *Municipal Act, 2001, S.O. 2001*, Chapter 25 requires that the procedural by-law shall provide for public notice of meetings; and

**Whereas** Section 238(3.2) of the *Municipal Act, 2001, S.O. 2001*, Chapter 25 provides that the applicable procedure by-law may provide that a member of council, of a local board or of a committee of either of them, can participate electronically in a meeting to the extent and in the manner set out in the by-law; and

**Whereas** the Council of the Municipality of West Elgin deems it necessary to enact a procedural by-law to establish rules governing the calling, place, proceedings and giving of public notice of meetings of Council and its Committees;

**Now therefore be it resolved that** The Corporation of the Municipality of West Elgin hereby enacts as follows:

#### **PART 1      SHORT TITLE**

1.1. This By-Law shall be known as “The Procedural By-Law”.

#### **PART 2      DEFINITIONS**

- 2.1. “CAO” means Chief Administrative Officer, or designate, for the Municipality of West Elgin.
- 2.2. “Chair” means the person presiding at a meeting whether it be the mayor, a Member of Council or a duly appointed Member of a Committee.
- 2.3. “Clerk” means the Clerk or designate, as appointed in writing by the Clerk, of the Municipality of West Elgin.

- 2.4.** “Closed Session” shall mean a meeting or part of a meeting of Council, a Council Committee or a Local Board and its Committees, not open to the public in accordance with the *Municipal Act, 2001, S.O. 2001, Chapter 25*, as amended.
- 2.5.** “Communication Device” shall include cellular phones, tablets, computers or any other technological equipment used for communication.
- 2.6.** “Committee” shall mean a Committee established by Council, the Members of which have been appointed by Council.
- 2.7.** “Conflict of Interest” means a pecuniary interest as defined in the *Municipal Conflict of Interest Act*.
- 2.8.** “Delegation” means a person or group of persons who address Council on behalf of an individual or a group for the purpose of making a presentation to Council.
- 2.9.** “Deputy Mayor” means the Member of Council who has been elected as a deputy mayor.
- 2.10.** “Electronic Participation” shall mean through a computer or telephone platform.
- 2.11.** “Emergency” means a situation or the threat of an impending situation caused by forces of nature, accidents or an intentional act that constitutes a danger of major proportions to life and property that affects public safety; meaning health, welfare and property as well as the environment and economic health of the municipality, as defined in the municipality’s Emergency Response Plan.
- 2.12.** “Head of Council” means the Mayor.
- 2.13.** “Meeting” shall mean any regular, special or other meeting of a council, of a local board or of a committee of either of them, where;
  - (a) A quorum of members is present, and
  - (b) members discuss or otherwise deal with any matter in a way that materially advances the business or decision-making of the council, local board or committee.
- 2.14.** “Member” shall mean a Member of West Elgin Council, its Committees, or its local boards.
- 2.15.** “Municipal Office” shall mean the offices at 22413 Hoskins Line, Rodney Ontario.
- 2.16.** “Public Meeting” shall mean a public meeting as defined under any Act where Council has a requirement to hold a public meeting.
- 2.17.** “Quorum” shall mean a majority of the whole number of Members of Council or a Committee.

- 2.18.** “Recorded Vote” shall mean the recording of the name and vote by the Clerk of every Member voting on any matter or question during a Council meeting, in accordance with the *Municipal Act, 2001, S.O. 2001, Chapter 25*.
- 2.19.** “Resolution” means a vote taken on a motion that has been moved and seconded by Members of Council or Members of a Committee.

### **PART 3 GENERAL RULES**

- 3.1.** Throughout this by-law, the words “he” and “his” shall, where appropriate; be deemed to read “she” and “her”.
- 3.2.** The rules and regulations contained in this by-law shall be observed in all proceedings of Council and Council Committees and shall be the rules and regulations for the order and dispatch of business in Council and Council Committees meetings.
- 3.3.** The provisions contained in this by-law shall govern the proceedings of Council and Committees, as appointed by Council from time to time, unless otherwise prescribed.
- 3.4.** Where this by-law is silent on a procedural matter the proceedings shall be regulated in accordance with Robert's Rules of Order, most recently revised addition.
- 3.5.** Any part or parts of this by-law may be suspended by a vote with the consent of Council Members present unless the part(s) is prescribed by statute or law.
- 3.6.** A Member of Council not able to be in attendance or who is going to be late for a meeting shall inform the Clerk in advance of the meeting, when possible.
- 3.7.** No person shall be allowed onto the floor of Council during meetings, except Members, employees and servants of the Corporation, and Delegations.
- 3.8.** Videotaping, video streaming or audio recording or streaming during a meeting requires a resolution of Council in advance of the meeting.
- 3.9.** All cell phones and electronic devices not required for conducting the meeting shall be turned off or turned to a silent mode.

### **PART 4 COUNCIL MEETINGS**

#### **4.1 Inaugural Meeting**

Inaugural Meetings shall be held on the first Thursday of the new term of Council following a Regular Municipal Election at 7:00 pm. In case of inclement weather, the Inaugural Meetings shall be held on the first suitable day following, at the same hour, and Notice shall be given on the Municipal website and posted at the Municipal Office.



## **4.2. Regular Meetings**

All meetings of Council, its Committees and local boards are open to the public except as provided in the *Municipal Act*, Section 239.

### **4.2.1. Location**

Meetings of Council shall be held in the Council Chambers in the West Elgin Community Complex located at 160 Main Street, West Lorne, unless otherwise decided by Resolution of Council or as provided for in the *Municipal Act, 2001* when Notice is given. *Attendance by Council may be by electronic participation.*

### **4.2.2. Alter Time, Day, or Place**

Council may, by Resolution, alter the time, day or place of any future Council and/or Council Committee Meeting.

### **4.2.3. Postponement of Meetings**

Any regular meetings of the Council may be postponed to a day named in:

- a) A resolution of Council passed by the majority of Members; or,
- b) A notice by the Clerk as deemed necessary by the Clerk and Mayor, due to inclement weather or emergency, and Notice shall be given by the Clerk on the website and posted at the Municipal Office and directly to the Members.

### **4.2.4. Meeting Schedule**

- a) Prior to the 31<sup>st</sup> of December in each year, the Council shall establish a schedule of all regular Council meeting dates for the calendar year. This Calendar shall be posted on the Municipal Website. This schedule is subject to change, at the call of the Chair.
- b) The meeting curfew shall be ~~be~~ six and a half (6.5) hours after the commencement of the Council meeting, on the published day of the meeting. Council may by resolution, proceed past the curfew for up to one hour, in order to proceed past the one-hour extension the unanimous consent of Members present shall be required.
- c) The Committee of Adjustment shall meet when required in conjunction with Regular Council meetings.

### **4.2.5. Procedure for electronic participation is as follows:**

- 4.2.5.1.** The Chair shall read off each item on the agenda and canvas each member if they wish to speak on this item.

- 4.2.5.2.** The Chair or Clerk at Chair's request shall read the recommendation and the Chair shall call for a mover. The mover shall state his or her name and position.
- 4.2.5.3.** The Chair shall call for a seconder for the recommendation. The seconder shall state his or her name and position.
- 4.2.5.4.** The Chair shall canvas each member on their vote of ayes or nays.
- 4.2.5.5.** The Chair may choose to call for a recorded vote during an electronic participation meeting, if in the opinion of the Chair technical difficulties have arisen and they are unable to count the votes by a simple show of hands. 2021-04

#### **4.2.6. Order of Business**

- 4.2.6.1. The Agenda for each Meeting shall be prepared by the Clerk or designate. The order of the proceedings shall be as follows, or as otherwise determined by the Clerk or designate:

1. Call to Order
2. Adoption of Agenda (*Including Amendments to the Agenda*)
3. Disclosure of Pecuniary Interest
4. Public Meetings
5. Delegations
6. Adoption of Previous Minutes
7. Business Arising from Minutes
8. Staff Reports (*including Monthly Reports*)
9. Committee/Board Reports or Updates
10. Accounts
11. Notices of Motion
12. Council Announcements
13. Correspondence
14. Items Requiring Council Consideration
15. Closed Session
16. Report From Closed Session
17. By-Laws
18. Confirming By-Law
19. Adjournment

\*The order of business may be altered to accommodate Council, delegations, Consultants, public or staff report/presentations.

- 4.2.6.2. At each duly constituted Regular Meeting of Council, the Minutes of the preceding Regular Meeting, Public Meeting and any Special Meeting shall be adopted by resolution of Council, subject to the correction of errors and omissions, and signed by the Mayor and the Clerk.

**4.2.6.3. Amendments to the Agenda – Deadline**

The deadline for receipt of added materials by the Clerk for addition to the regular Council Agenda shall be 12 noon on the business day prior to the Council Meeting.

**4.3. Special Meetings**

**4.3.1.** The Head of Council may at any time call a Special Meeting of Council.

**4.3.2.** In the event the Head of Council is absent, the CAO, may call a special meeting, in consultation with Council, if deemed necessary.

**4.3.3.** Upon receipt of a petition or a resolution of the majority of the Members of the Council, the Clerk shall summon a Special Meeting for the purpose and at the time mentioned in the petition. A resolution of Council shall be deemed to be a petition.

**4.3.4.** The only business to be dealt with at a Special Meeting is that which is listed in the Notice of the meeting.

**4.3.5.** The calling of a Special Meeting shall be in accordance with the Notice provisions in Section 5 of this by-law.

**4.3.6.** As per Section 238 (3.1) of the Municipal Act, S.O. 2001, members of Council are permitted to attend a Special meeting of Council through electronic means and still be counted towards quorum. 2021-04

**4.3.7.** Procedure for electronic participation is as follows:

- a) The Chair shall read off each item on the agenda and canvas each member if they wish to speak on this item.
- b) The Chair, or Clerk at the Chair's request, shall read the recommendation and call for a mover. The mover shall state his or her name and position.
- c) The Chair shall call for a seconder for the recommendation. The seconder shall state his or her name and position.
- d) The Chair shall canvas each member on their vote of ayes or nays.
- e) The Chair may choose to call for a recorded vote during an electronic participation meeting, if in the opinion of the Chair technical difficulties have arisen and they are unable to count the votes by a simple show of hands.

#### **4.4. Public Statutory Meetings**

**4.4.1.** Public Statutory Meetings shall correspond with the scheduled time of a Regular Council meeting.

#### **4.5. Closed Session**

**4.5.1.** All meetings of Council shall be open to the public except as provided for in Section 239(2), Section 239(3) and Section 239(3.1) of the Act.

**4.5.2.** A meeting or part of a meeting may be closed to the public if the subject matter being considered is:

- a) The security of the property of the municipality or local board;
- b) personal matters about an identifiable individual, including municipal or local board employees;
- c) a proposed or pending acquisition or disposition of land by the municipality or local board;
- d) labour relations or employee negotiations;
- e) litigation or potential litigation, including matters before administrative tribunals, affecting the municipality or local board;
- f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- g) a matter in respect of which a council, board, committee or other body may hold a closed meeting under another Act;
- h) information explicitly supplied in confidence to the municipality or local board by Canada, a province or territory or Crown agency of any of them;
- i) 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;
- j) a trade secret or scientific, technical, commercial or financial information that belongs to the municipality or local board and has monetary value or potential monetary value; or
- k) 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.

**4.5.3.** A meeting or part of a meeting shall be closed to the public if the subject matter being considered is:

- a) A request under the Municipal Freedom of Information and Protection of Privacy Act, if the council, board, commission or other body is the head of an institution for the purposes of that Act; or
- b) An ongoing investigation respecting the municipality, a local board or a municipally-controlled corporation by the Ombudsman appointed under the Ombudsman Act, an Ombudsman referred to in subsection 223.13 (1) of this Act, or the investigator referred to in subsection 239.2 (1).

- 4.5.4.** A meeting of a council or local board or of a committee of either of them may be closed to the public if the following conditions are both satisfied:
- a) The meeting is held for the purpose of educating or training the members.
  - b) At the meeting, no member discusses or otherwise deals with any matter in a way that materially advances the business or decision-making of the council, local board or committee.
- 4.5.5.** Before holding a meeting or part of a meeting that is to be closed to the public, Council shall state by resolution the fact of holding a Closed Session and the general nature of the matter to be considered at the Closed Session; or in the case of a meeting that is an educational or training meeting, the fact of holding a Closed Session, the general nature of its subject matter and that it is to be closed as an education or training meeting.
- 4.5.6.** As provided in Section 239(5), subject to Subsection (6), a meeting shall not be closed to the public during the taking of a vote except if it is for a procedural matter or for giving directions or instructions to officers, employees or agents of the agents of the municipality, local board or committee of either of them or persons retained by or under a contract with the municipality or local board.
- 4.5.7.** When a Closed Session is necessary, it shall be a requirement that the minutes shall be prepared without note or comment and shall be approved at the next scheduled Closed Session.
- 4.5.8.** Confidential copies of all documents and reports shall be distributed to Council Members prior to the Closed Session.
- 4.5.9.** The Clerk shall be responsible for maintaining a confidential copy of all documents/reports distributed, relating to a Closed Session and for keeping confidential minutes of all Closed Sessions.
- 4.5.10.** Members and Staff shall respect the confidentiality of all matters disclosed to them and materials provided to them during Closed Sessions.
- 4.5.11.** As per Section 238 (3.1) of the Municipal Act, S.O. 2001, members of Council are permitted to attend a Closed Session of Council through electronic participation and still be counted towards quorum.

## **PART 5 PUBLIC NOTICE OF MEETINGS/AGENDAS**

The notice requirements set out in this by-law are minimum requirements only and the Clerk may provide notice in an extended manner if, in the opinion of the Clerk, the extended manner is reasonable and necessary in the circumstances.

Any Notice usually posted on the municipal website shall be posted at the Municipal Office in the event that the website is unavailable.

Lack of receipt of Notice by any Member of Council shall not affect the validity of holding a meeting nor any action taken at a meeting.

### **5.1 Notice - Regular Meetings**

- 5.1.1** At the beginning of each year, the meeting schedule shall be posted on the municipal website. In the event that the website is unavailable the meeting schedule shall be posted at the Municipal Office. The posting of the meeting schedule shall constitute Notice for all Council meetings. A note shall be placed on the meeting schedule to advise the public that the schedule is subject to change and the posted schedule shall be revised should a meeting time, date and/or location be changed.
- 5.1.2** In addition to section above, Notice of Council meetings shall be given by publication of the date and time of the next scheduled meeting in meeting minutes and the posting of meeting agendas on the municipal website prior to the meeting. The posted agenda shall also be considered as Notice of regular meetings of Council. The agenda shall include the date and time of the meeting.
- 5.1.3** The published agenda shall be considered adequate notice of the Regular Meeting Council.
- 5.1.4** The Clerk shall ensure that Notice of each Regular Meeting of Council is provided to the Members of Council and the public at least forty-five (45) hours in advance of said meeting.
- 5.1.5** The agenda for each Regular Meeting of Council shall be available forty-five (45) hours prior to the meeting.

### **5.2. Notice - Special Meetings**

The Clerk shall ensure that Notice of each Special Meeting of Council is provided to the Members of Council and the public at least forty-five (45) hours in advance of the said meeting.

### **5.3. Notice - Emergency Meetings**

Notwithstanding any other provision by this by-law, an Emergency Meeting may be held without written Notice, to deal with an emergency.

### **5.4. Notice - Change in Meeting Schedule**

The Clerk shall provide Notice of cancellation of a meeting to Council, staff, the local media and all other known interested parties in advance of a meeting. Notice of cancellation of a meeting to the above shall be provided in a manner deemed to be effective and appropriate given the circumstance. The public shall receive Notice by posting on the municipal website and/or by posting Notice on the

entrance doors location at the municipal office; or in the event that the meeting is being held at another location, the entrance door of the meeting location.

## **PART 6      COMMUNICATIONS, DELEGATIONS & PETITIONS**

- 6.1.** The deadline for the receipt of communication, delegations, or petition by the Clerk for inclusion on the Agenda shall be 12:00pm noon, on the Monday prior to the Regular Meeting of Council. A written or electronic copy or their presentation and purpose of the delegation must be included.
- 6.2.** Delegations shall be scheduled by the Clerk in accordance with the sequence of delegation requests, complete with information, received.
- 6.3.** Every petition, remonstrance, or other written application intended to be presented to the Council must be fairly written or printed and signed by at least one person.
- 6.4.** Communications and petitions addressed to the Mayor and Council shall be listed on the Agenda or included in a Council Information Package.
- 6.5.** Communications or petitions containing obscene or defamatory language shall not be listed on the Agenda but shall be held by the Clerk and may be directed to the police for investigation.
- 6.6.** Persons desiring to verbally present new information on matters of fact or make a request of Council shall contact the Clerk to make a timed delegation at Council.
- 6.7.** Delegations not providing sufficient notice may be heard at the discretion of a majority of Members of Council present.
- 6.8.** Delegations shall be limited in speaking to not more than ten (10) minutes in total per person, per group or per organization. A delegation consisting of five or more Members shall be limited to two (2) speakers.
- 6.9.** Council may refuse to hear delegations when, in the opinion of Council, the subject of the presentation is beyond the jurisdiction of the Municipality.
- 6.10.** Any person/organization shall be limited to two (2) delegations in a calendar year on the same subject matter.
- 6.11.** No person shall be permitted to address Council with respect to a specific personal issue, nor shall a brief respecting such issue be listed on a Council Agenda. A written brief by any person with respect to personal issues may be forwarded to the Clerk for consideration by Council in Closed Session.
- 6.12.** No person shall be permitted to address Council relating to any current litigation matters of which the Municipality is a party to the proceedings.

## **PART 7 MINUTES**

- 7.1.** The Municipal Clerk or person designated by the Clerk shall record without note or comment all resolutions, decisions and other proceedings at a meeting of the body, whether it is closed to the public or not. The minutes, in the case of the meeting of a local board or committee, shall be recorded by the Clerk or the person designated by the Clerk.
- 7.2.** Minutes of the Council or Committee, whether it is closed to the public or not, shall record:
- 1) The date of the meeting;
  - 2) The record of the attendance of the Members;
  - 3) Disclosures of pecuniary Interest and the general nature thereof;
  - 4) Adoption of the minutes of prior meeting(s);
  - 5) All resolutions and decisions;
  - 6) All the other proceedings of the meeting without note or comment;
  - 7) Time of call to order, time of adjournment and time in and out of Closed Session, if any, or any Committee meeting.
- 7.3.** A resolution to adopt the minutes of a prior meeting may include the correction of any errors or omissions.
- 7.4.** Adopted minutes shall be signed by the presiding officer and by the Clerk, or person designated by him, that recorded the said minutes.
- 7.5.** The Minutes of the preceding Regular Meeting, Public Meeting and any Special Meeting shall be uploaded to the Municipal Website, only once adopted by resolution of Council subject to the correction of errors and omissions and signed by the Mayor and the Clerk.

## **PART 8 COMMENCEMENT OF MEETINGS**

- 8.1.** The Mayor shall call the meeting to order as soon after the hour fixed for a meeting as a quorum is present.
- 8.2.** If there is no quorum present within fifteen minutes after the time appointed for the Meeting, the Council shall stand adjourned until the date and time of the next Regular or Special Meeting and the Clerk shall record the names of the Members present upon such adjournment.
- 8.3.** The Mayor, if present, shall preside at all meetings.
- 8.4.** The Deputy Mayor shall preside during the Meeting or until the arrival of the Mayor in the absence of the Mayor.
- 8.5.** In the absence of the Mayor and the Deputy Mayor, the Clerk shall call the Meeting to order fifteen minutes after the hour appointed for the Meeting, and the Members



shall appoint a Member by resolution to preside during the Meeting or until the arrival of the Mayor or the Deputy Mayor.

- 8.6.** Council shall recess for a period of five minutes if at any meeting the number of members is reduced to less than a quorum. The meeting shall stand adjourned if quorum is not achieved, subject to the provisions of the *Municipal Conflict of Interest Act*.

## **PART 9      ROLE OF THE MAYOR AS HEAD OF COUNCIL AND ROLE OF COUNCIL**

- 9.1.** The roles of the Mayor and of Council shall be as per the Municipal Act, as amended.

- 9.2.** When presiding over Council meetings, the Head of Council shall:

- a) Open the meeting of Council by taking the chair and calling the Members to order;
- b) Announce the business before the Council in the order in which it is to be acted upon;
- c) Receive and submit, in the proper manner, all motions presented by the Members of Council;
- d) Put to vote all questions which are regularly moved and seconded, or necessarily arise in the course of proceedings, noting ayes and nays, and to announce the result;
- e) Vote on motions;
- f) Decline to put to vote motions that infringe the rules of procedure;
- g) Restrain the Members, within the rules of order, when engaged in debate;
- h) Enforce on all occasions the observance of order and decorum among the Members;
- i) Receive all messages and other communications and announce them to the Council;
- j) Authenticate, by his signature when necessary, all by-laws, resolutions, and minutes of the Council;
- k) Inform the Council, when necessary or when referred to for the purpose, on a point of order or usage;
- l) Represent and support the Council, declaring its will, and implicitly obeying its decision in all things;
- m) Adjourn the meeting when the business is concluded;
- n) Adjourn the meeting without question in the case of grave disorder arising in the Council Chamber.

### **ROLE OF HEAD OF COUNCIL**

As per Section 225 of the Act, it is the role of Mayor as Head of Council:

- a) to act as chief executive officer of the municipality;
- b) to preside over council meetings so that its business can be carried out efficiently and effectively;
- c) to provide leadership to the council;

- d) (c.1) without limiting clause (c), to provide information and recommendations to the council with respect to the role of council described in clauses 224 (d) and (d.1);
- e) to represent the municipality at official functions; and
- f) to carry out the duties of the head of council under this or any other Act.

### **HEAD OF COUNCIL AS CHIEF EXECUTIVE OFFICER**

As per Section 226.1 of the Act, as chief executive officer of a municipality, the head of council shall:

- a) uphold and promote the purposes of the municipality;
- b) promote public involvement in the municipality's activities;
- c) act as the representative of the municipality both within and outside the municipality, and promote the municipality locally, nationally and internationally; and
- d) participate in and foster activities that enhance the economic, social and environmental well-being of the municipality and its residents.

### **ROLE OF COUNCIL**

As per Section 224 of the Act, it is the role of Council:

- a) to represent the public and to consider the well-being and interests of the municipality;
- b) to develop and evaluate the policies and programs of the municipality;
- c) to determine which services the municipality provides;
- d) to ensure that administrative policies, practices and procedures and controllership policies, practices and procedures are in place to implement the decisions of council;
- e) to ensure the accountability and transparency of the operations of the municipality, including the activities of the senior management of the municipality;
- f) to maintain the financial integrity of the municipality; and
- g) to carry out the duties of council under this or any other Act. 2001, c. 25, s. 224

As per Section 226 of the Act, a municipality may, with the consent of the head of council, appoint a member of council to act in the place of the head of council on any body, other than on the council of another municipality, of which the head of council is a member by virtue of being head of council.

## **PART 11 RULES OF CONDUCT - COUNCIL**

### **11.1. No Member shall:**

- a) Speak disrespectfully of the reigning sovereign, or any of the Royal Family, or of the Governor-General, the Lieutenant Governor, or any person administering the government of the Dominion of Canada, the Province of Ontario or of The Corporation of the Municipality of West Elgin.
- b) Use indecent, offensive or insulting language.
- c) Speak on any subject matter other than the subject in debate.
- d) Disturb the Council by any disorderly conduct.
- e) Speak disrespectfully of any Council Member or employee of the Municipality of West Elgin.

- 11.2. A Member shall not disobey the rules of the Council or a decision of the Mayor or of the Council on points of order or on the interpretation of the rules of procedure of the Council.
- 11.3. A Member shall not leave his seat or make any noise or disturbance while a vote is being taken or until the vote is declared.
- 11.4. A Member shall not interrupt a Member who is speaking, except to raise a point of order or a question of privilege.
- 11.5. In addition to powers granted by Section 241(2) of the *Municipal Act*, as amended, in the event that a Member persists in a breach of the Rules of this By-Law, after having being called to order by the Mayor, the Mayor may put the question "Shall the Member be ordered to leave his seat for the duration of the Meeting?" and such question is not debatable.
- 11.6. If the Council decides the questions set out in Section 10.5 of this by-law in the affirmative by a majority vote of the Members present, the Mayor shall order the Member to leave his seat for the duration of the Meeting.
- 11.7. If the Member apologizes, the Mayor, with the approval of the Council, may permit the Member to resume his seat.

## **PART 12      RULES OF CONDUCT – MEMBERS OF THE PUBLIC**

- 12.1. Members of the public who constitute the audience in the Council Chamber, or other such place where a Meeting is held in accordance with Section 4 of this Procedural By-law, during a Meeting shall respect the decorum of Council, maintain order and quiet and may not:
  - a) Address Council without permission.
  - b) Interrupt any speaker or action of the Members or any person addressing Council.
  - c) Speak out.
  - d) Behave in a disorderly manner, or;
  - e) Make any noise or sound that proves disruptive to the conduct of the Meeting.
- 12.2. Placards, signs, posters, etc. or any advertising devices shall not be permitted in the Council Chambers, or any other location in which Council may conduct their business.
- 12.3. Should turn all electronic communication devices to "vibrate", "silent" or "mute" during the entire meeting or exit the meeting if they wish to make/receive a telephone call.
- 12.4. The Mayor or Chair may request that a member or members of the public vacate the Council Chambers or any other location in which Council may conduct their business if their behaviour is deemed to be disruptive to the business at hand.

## **PART 13 RULES OF DEBATE**

- 13.1.** The Mayor shall preside over the conduct of the Meeting including the preservation of good order and decorum, ruling on points of order and deciding all questions relating to the orderly procedure of the Meeting, subject to an appeal to the Council.
- 13.2.** The Mayor may answer questions and comments in a general way without leaving the chair, but if he wishes to make a motion or to speak on a motion taking a definite position and endeavoring to persuade the Council to support that position, then he shall first leave the chair.
- 13.3.** If the Mayor desires to leave the chair for the purpose of taking part in the debate or for any other reasons, the Deputy Mayor shall sit in his place until the Mayor resumes the chair.
- 13.4.** Before a Member may speak to any matter, he shall first be recognized by the Mayor or Chair.
- 13.5.** When two or more Members indicate simultaneously that they wish to speak, the Mayor shall name the Member who is to speak first.
- 13.6.** When a Member is speaking to a motion, he shall confine his remarks to the motion and in speaking shall be limited to a maximum of five (5) minutes, unless otherwise decided by a majority vote of the Members present.
- 13.7.** A Member shall not speak more than twice to any motion unless otherwise decided by a majority vote of the Members present, except the Member who made a motion who shall be allowed to reply for a maximum of five (5) minutes.
- 13.8.** When a motion is under debate, a Member may ask a concisely worded question of another Member or a Staff Member through the Mayor prior to the motion being put to a vote by the Mayor.
- 13.9.** A Member may require the motion under debate to be read at any time during the debate, but not so as to interrupt a Member who is speaking.
- 13.10.** No Member shall speak more than once on an item of business until every Member who desires to speak has spoken.

## **PART 14 QUESTIONS OF PRIVILEGE AND ORDER**

- 14.1.** If a Member believes that his rights, privileges or integrity or those of the Members collectively have been prejudicially affected, he shall ask leave of the Mayor to raise a question of privilege which shall take precedence over all other matters, but he shall not be permitted to enter into any argument or introduce any motion related to the question of privilege.

- 14.2.** No Member shall impugn the integrity of municipal staff. When a member considers that the integrity of a municipal staff member has been impugned or questioned the member may raise it as a point of order and the Mayor shall permit the Clerk to make a statement.
- 14.3.** When a Member desires to call attention to a violation of the Rules of Procedure, he shall ask leave of the Mayor to raise a point of order and after leave is granted, he shall state the point of order to the Mayor succinctly and the Mayor shall then decide upon the point of order and advise the Members of his decision.
- 14.4.** Unless a Member immediately appeals the Mayor's decision to the Council, the decision of the Mayor shall be final.
- 14.5.** If the decision of the Mayor is appealed to the Council, then the question "Shall the ruling of the Chair be sustained?" shall be put immediately without debate and its result shall be final.
- 14.6.** When the Mayor calls a Member to order, that Member shall cease speaking until the point of order is dealt with and that Member shall not speak again to the matter under discussion without the permission of the Mayor unless to appeal the ruling of the Mayor.

## **PART 15     MOTIONS**

- 15.1.** All new motions shall be submitted in writing with the exception of procedural motions which may be verbally presented. Oral motions shall be restated by the Chair before debate or a vote.
- 15.2.** Any Member of Council may give notice of intent that he shall introduce a motion at the next, or at a subsequent meeting of Council to introduce a new matter or initiate any measure to make any change in the Council's established policy. The giving of notice requires no seconder and is not at that time debatable.  
  
A Member may introduce a motion at a meeting regarding a matter that would not otherwise be considered by Council or a Committee at such meeting in writing, at a regular Council or Committee meeting, or by submission to the Clerk to be included in the Agenda, but it shall not be debated until the next regular meeting.
- 15.3.** The Clerk or Recording Secretary, upon receipt of a Notice of Motion in accordance with Section 15.2. shall print the motion, including the name of the mover or seconder in full on the Agenda for the next regular meeting of the Council or the Committee.
- 15.4.** A Notice of Motion does not require a seconder to be included in the Agenda.
- 15.5.** A Notice of Motion shall not be considered or otherwise disposed of by Council or the Committee unless the mover of the motion is in attendance at the meeting.
- 15.6.** All Notices of Motion shall be in writing, signed by the mover and filed with the Clerk.

- 15.7.** Notices of Motions filed with the Clerk shall be directed to the next Regular Council Meeting unless a subsequent meeting is specified.
- 15.8.** Motions shall be moved and seconded before being debated or put to a vote.
- 15.9.** Every motion shall be deemed to be in the possession of the Council for debate after it is received by the Mayor, but may, with the permission of the Council, be withdrawn at the joint request of the mover and seconder at any time before the motion is disposed of.
- 15.10.** When a motion is under debate, no other motion shall be in order except a motion:
- a) To adjourn;
  - b) To proceed beyond curfew;
  - c) To defer;
  - d) To call the question (close the debate);
  - e) To refer;
  - f) To amend.
- 15.11.** A motion to adjourn shall:
- a) Not be amended;
  - b) Not be debated;
  - c) Not include qualifications or additional statements; and
  - d) Always be in order except when a Member is speaking or the Members are voting or when made in Committee-of-the-Whole.
- 15.12.** When a motion to adjourn has been decided in the negative, no further motion to adjourn shall be made until after some subsequent proceeding has taken place.
- 15.13.** The Council shall always adjourn when there is no business before it.
- 15.14.** A motion to proceed beyond the hour of curfew shall:
- a) Not be amended;
  - b) Not be debated; and
  - c) Shall always be in order, except when a Member is speaking or the Members are voting.
- 15.15.** A motion to table/defer an agenda item shall:
- a) Be amendable only to the date;
  - b) Not be debated;
  - c) Apply to the main motion and any amendments thereto under debate at a time when the motion to table was made;
  - d) Not include qualifications or additional statements.
- 15.16.** If a motion to table/defer is decided in the affirmative by a majority vote of the Members present, then the main motion and any amendments thereto shall be removed for the Council's consideration until such time as a notice of motion to lift

the matter from the table is filed with the Clerk. A motion to take from the table is not debatable or amendable.

**15.17.** A motion to call the question (close the debate) shall:

- a) Not be amended;
- b) Not be debated;
- c) Apply to the motion or amendment under debate at the time when the motion to put the question is made;
- d) Not be received in any Committee;
- e) Be moved using the words "That the question now be called."

**15.18.** If a motion to call the question is decided in the affirmative by a majority vote of the Members present, then the preceding motion or amendment shall be voted on immediately without further debate or comment.

**15.19.** A motion to refer a matter under consideration to a Committee or the Administration or elsewhere shall:

- a) Be open to debate;
- b) Be amendable; and,
- c) Preclude amendment or debate of the preceding motion, unless the motion to refer is resolved in the negative, in which case the preceding motion shall be open to debate and amendment.

**15.20.** A motion to amend shall:

- a) Be open to debate;
- b) Not propose a direct negative to the main motion;
- c) Be relevant to the main motion; and
- d) Not be further amended more than once.

## **PART 16 VOTING PROCEDURES**

**16.1.** Voting on the main motion and amending motions shall be conducted in the following order:

- a) A motion to amend a motion to amend the main motion;
- b) A Motion (as amended or not) to amend the main motion;
- c) The main motion (as amended or not).

**16.2.** When the motion under consideration contains two distinct propositions, upon the request of any Member, the Mayor or Chair shall divide the question and the vote upon each proposal shall be taken separately. The mover and seconder shall remain the same for both motions.

**16.3.** A motion shall be put to a vote by the Mayor immediately after all Members desiring to speak on the motion have spoken in accordance with Section 11.7. of this By-Law.

- 16.4.** After a motion is put to a vote no Member shall speak on that motion, except to request a recorded vote. No other motion shall be made until after the result of the vote is announced.
- 16.5.** Every Member present at a Council Meeting when a question is put shall vote thereon, except where he is disqualified to vote by reason of a pecuniary interest or is absent from the Council Chamber when the question is put.
- 16.6.** Every Member who is not disqualified from voting by reason of a declared pecuniary interest shall be deemed to be voting against the motion if he declines or abstains from voting.
- 16.7.** All votes shall be by show of hands, except when a recorded vote is requested. The manner of determining the decision of the Council on a motion shall not be by secret ballot or by any other method of secret voting.
- 16.8.** The Mayor shall announce the result of every vote after requesting both ayes and nays. The Clerk shall record the vote.
- 16.9.** When there is a tie vote on any motion, it shall be deemed to have been decided in the negative.
- 16.10.** When called for by any Member or when required by law, a recorded vote shall be taken by the Clerk in random order and the results shall be declared by the Clerk.
- 16.11.** A Member may call for a recorded vote prior to or immediately after the taking of the vote.
- 16.12.** When a recorded vote is taken, the names of those who voted for and against the motion shall be entered in the minutes.
- 16.13.** In any vote required of the Whole Council, the number of Members constituting the Council shall be determined by excluding:
  - a) The number of Members who are present at the Meeting but who are excluded by voting by reasons of the Municipal Conflict of Interest Act;
  - b) The number of seats that are vacant on the Council by reasons of Section 259 of the Municipal Act.

## **PART 17 RECONSIDERATION**

- 17.1.** A motion to reconsider a decided matter within the term of Council shall only be introduced by a Member who voted with the majority on the original motion. Before accepting a motion to reconsider, the Mayor may ask the Member to confirm that he voted with the majority on the issue in question.



- 17.2.** No debate on a motion to reconsider a decided matter shall be permitted; however, the mover of a motion to reconsider may provide or may make a brief and concise statement outlining the reasons for proposing such reconsideration.
- 17.3.** No motion for reconsideration of any decided matter shall be permitted more than once during a period of twelve months following the date on which the question was decided.
- 17.4.** If a motion to reconsider is decided in the affirmative at a meeting, then consideration of the original matter shall become the next order of business.

## **PART 18 ENACTMENT OF BY-LAWS**

- 18.1.** The Clerk shall ensure that by-laws are prepared and placed on the agenda. Every by-law when introduced shall be in typewritten form and shall contain no blanks except such as may be required to confirm to accepted procedure or to comply with provisions of any Act and shall be complete.
- 18.2.** Every By-law shall receive three separate readings before being passed.
- 18.3.** The first, second, and the third and final reading for all by-laws addressed in a single motion, without amendment or debate. By-laws may be addressed in a consent agenda, with the vote to be carried out in the By-law portion of the agenda.
- 18.4.** By-laws may be given all three readings at the same meeting, except when requested otherwise by a motion passed by the majority of the Members present or as otherwise provided in law.
- 18.5.** Every by-law enacted by the Council shall be numbered and dated, and shall be, sealed with the seal of the Corporation, and signed by the Mayor or presiding officer and the Clerk and shall be deposited in the vault by the Clerk for safekeeping.

## **PART 19 COMMITTEES**

### **19.1. Procedure**

A committee shall conform to the rules governing protocol and procedures for Council meetings, unless otherwise noted herein.

All committees shall be bound by Closed Session provisions set out in this by-law.

### **19.2. Establishment-Appointment**

**19.2.1.** Council may establish Council Committees to help support it's work. Council shall set the mandate for each Council Committee by resolution or by-law.

**19.2.2.** The names of Members required to serve on the Council Committees, Boards, Commissions or other bodies to which Council is required or empowered to appoint persons, shall be determined by Council.

**19.2.3.** Council may appoint Members to any Local Boards or Council Committees to act in the place of any Members thereof who, by reason of illness or absence from the Municipality, are unable to attend the meetings of the Council Committees or who resign before their terms of office have expired.

**19.3. Local Boards**

Council shall appoint members to Local Boards as requires by statute.  
Members are appointed to Local Boards by Council by by-law or resolution.

**19.4. Standing Committees**

Standing Committees of Council are committees that consist of at least 50% of the membership consisting of Members of Council, which are appointed by Council by by-law.

**19.5. Council Advisory Committees**

The duties of Advisory Committees created by Council shall be to report and to make recommendations to Council on all matters relating to their terms of reference or that have been referred to them. Advisory Committees shall generally have one representative appointed from Council.

**19.6. Special Purpose Committees**

The duties of Special Purpose Committees, appointed by Council By-Law or Resolution, shall report to Council on any matters relating to their terms of reference or that have been referred to them.

**19.7. Mayor-Ex-officio**

The Mayor is an ex-officio Member of every Council Committee.

The Mayor may vote and otherwise participate without any restriction in the business of the Committee on the same basis as any other Committee Member, but shall not be counted in quorum for the Committee.

**19.8. Terms of Reference**

Subject to the provision of any general or special Act, the Council, in establishing any Council Committee, shall set forth terms of reference and such other provisions as the Council deems proper.

Council may consider any matter without referring it to a Council Committee or may refer it to one or more committees or refer it to the Committee-of-the-Whole Meeting and may withdraw a matter from a Council Committee whether or not the Council Committee has entered into consideration.

**19.9. Quorum**

A majority of the Members of a Council Committee shall be a quorum.

**19.10. Committee Chair**

Annually, each Committee at its first meeting shall appoint a Committee Chair and Committee Vice-Chair from among its Members, unless otherwise specified in the Council Committee's Terms of Reference. Each Committee shall have the authority to alter the time of its meetings and to hold special meetings. Notice of Council Committee meetings shall be given by the Clerk in accordance with this by-law.

**19.11. Attendance**

Members of Council may attend meetings of any Advisory Committee of which they are not Members but shall not have the privilege of voting and may not address the Committee without the permission of the Chair.

**19.12. Minutes**

The Minutes of all Council Committees shall be recorded according to the process set out in this by-law and forwarded to Council to be received as information. The Clerk, Deputy Clerk or a person delegated by the Clerk in writing shall be the recording secretary for all Standing Committees of Council.

**PART 20 DISCLOSURES OF PECUNIARY INTEREST AND GENERAL NATURE THEREOF**

- 20.1. Members shall be required to comply with and disclose as required by the *Conflict of Interest Act*.

**PART 21 MAYOR AND COUNCILLOR COMMENTS AND ANNOUNCEMENTS**

- 21.1 The Mayor and Councillor Comments and Announcements section of the agenda is for the purpose of providing information only. Comments are not debatable, nor shall they introduce new business. Comments shall be limited to five (5) minutes per Member.

**PART 22 CONFIRMING BY-LAW**

- 22.1 The proceedings at every Regular and Special Meeting shall be confirmed by By-Law so that every decision of the Council at the previous Regular Meeting and any Special Meetings and every Resolution passed thereat shall have the same force and effect as if each and every one of them had been the subject matter of a separate by-law duly enacted.

**PART 23 POINTS NOT PROVIDED FOR**

- 23.1. Subject to the provisions of the Municipal Act, and except as expressly provided for in this By-law, Robert's Rules of Order, current addition, shall be referred to and abided by as far as applicable when questions arise respecting the interpretation of the rules contained in this By-law, and on all points of order or procedure not provided for in this By-law.

- 23.2.** Subject to Section 34.1, all points of order or procedure not provided for in this By-law or in Roberts Rules of Order shall be decided by a vote of Council or Committee members present.

## **PART 24 PROCEDURAL IMPERFECTIONS**

- 24.1.** The lawful will and intent of the Council shall always take precedence and procedural imperfections in the dispatch of business shall not affect the validity of any action taken.

## **PART 25 EXECUTION OF DOCUMENTS**

- 25.1.** Whenever to give effect and any resolution or by-law of the Corporation, or to perform any of the statutory duties of the Corporation the execution of any document is required, the Head of Council or designate, Clerk or designate are hereby authorized for and in the name of the Corporation to affix the seal of the Corporation to such documents.

## **PART 26 VALIDITY AND SEVERABILITY**

- 26.1.** If any section, subsection, clause, paragraph, or provision of this by-law be declared by a court of competent jurisdiction to be invalid, unenforceable, illegal or beyond the powers of Council to enact, the same shall not affect the validity or enforceability of any other provision of this by-law or of the by-law as a whole.

## **PART 27 ACCESSIBILITY OF DOCUMENTS**

- 27.1.** Documents are available in alternate formats upon request from the Clerk.

## **PART 28 ENACTMENT**

- 28.1.** THAT By-Law 2023-77 is hereby repealed.
- 28.2.** THAT this By-Law shall come into force and take effect on the date of its final passing.

Read a first, second and third and final time this 25<sup>th</sup> day of January, 2024.

**ORIGINAL SIGNED AT MUNICIPAL OFFICE**

\_\_\_\_\_  
Richard Leatham, Mayor

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Terri Towstiuc, Clerk