



AGENDA
COMMITTEE A.M. - 9:00 a.m.
**(Infrastructure & Development Services/
Public Health Services/Cultural Services)**

Wednesday, November 15, 2023
Council Chambers, Wyoming

Page

1. **Call to Order - Committee A.M.**

Committee Members: J. Agar, D. Boushy, M. Bradley, A. Broad, T. Case, D. Sageman, I. Veen, B. White, and Warden K. Marriott.

2. **Disclosures of Pecuniary Interest**

If any.

3. **INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION**

A) Correspondence to Receive and File

- a) PD 11-07-23 A letter from Kristina Lepik, Deputy Clerk/Manager Legislative Services, Town of Coburg dated October 11, 2023 advising that the Town of Cobourg Council, at its meeting held on October 2, 2023, passed the following resolution:

Moved by: Councillor Miriam Mutton
Seconded by: Councillor Brian Darling

That the Illegal Land Use Enforcement Taskforce's mandate be expanded to include other types of illegal land uses and not solely on illegal trucking land uses; and

That the Province be requested to strengthen municipal enforcement powers by:

- Amending the Municipal Act to enable municipalities to physically bar entry to properties where illegal land uses that have significant detrimental impacts on adjacent residential properties, the environment or create unsafe situations;
- Increasing the maximum penalty amounts in the

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Planning Act to \$50,000 for an individual upon conviction and on a subsequent conviction, not more than \$25,000 for each day in which the contravention has continued after the day in which the person was initially convicted; and

- Including provisions to ensure a corporation is liable to fines of not more than \$100,000 upon first conviction and not more than \$50,000 for each day in which the contravention has continued after the day in which the corporation was initially convicted.

B) Information Reports

- 6 - 10 a) Information Report dated November 15, 2023 Regarding Building Services 3rd Quarter 2023 Statistics Report.
- 11 - 12 b) Information Report dated November 15, 2023 Regarding Planning Department 3rd Quarter Statistics and Approval Authority Activity.
- 13 - 16 c) Information Report dated November 15, 2023 Regarding Planning Department 3rd Quarter Work in Progress.

C) Reports Requiring a Motion

- 17 - 20 a) Report dated November 15, 2023 Regarding Public Works Departmental Staffing.

D) Other Business

4. PUBLIC HEALTH SERVICES DIVISION

A) Emergency Medical Services Department

- 21 - 92 I. **Reports Requiring a Motion**
a) Report dated November 15, 2023 Regarding Emergency Medical Services Master Plan 2024-2028.

B) Other Business

5. CULTURAL SERVICES DIVISION

A) Information Reports

- 93 - 105 a) Information Report dated November 15, 2023 Regarding Libraries Third Quarter 2023 Statistics/Activity.
- 106 - 109 b) Information Report dated November 15, 2023 Regarding Museums, Gallery & Archives Third Quarter Statistics.

B) Reports Requiring a Motion

- 110 - 111 a) Report dated November 15, 2023 Regarding Libraries

Donations, July 1 to September 30, 2023.

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- b) Report dated November 15, 2023 Regarding Museums, Gallery & Archives Collection Management September 2023.

C) Other Business

6. CORPORATE SERVICES DIVISION

A) Reports Requiring a Motion

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- a) Report dated November 15, 2023 Regarding Committee Membership Rotations & Appointments and 2024 Meeting Schedule.

7. IN-CAMERA

Recommendation

That the Chair declare the Committee go in-camera to discuss the following:

- a) to receive a report on information explicitly supplied in confidence to the municipality by the Province of Ontario, pursuant to s. 239(2)(h) of *the Municipal Act, 2001*.
- b) to receive a report and provide instructions on the potential acquisition of lands (and/or lease of lands) in the City of Sarnia, pursuant to s. 239(2)(c) of *the Municipal Act, 2001*.

8. ADJOURNMENT

PD 11-07-23



**The Corporation of the
Town of Cobourg**

Resolution

Hon. Doug Ford
Premier of Ontario
Legislative Building,
Queen's Park, Toronto,
ON M7A 1A1
VIA EMAIL:
doug.fordco@pc.ola.org

Town of Cobourg
55 King Street West,
Cobourg, ON, K9A 2M2
clerk@cobourg.ca

October 11, 2023

RE: Correspondence from the Township of Puslinch regarding Illegal Land Use Enforcement

Please be advised that the Town of Cobourg Council, at its meeting held on October 2, 2023, passed the following resolution:

Moved by Councillor Miriam Mutton
Seconded by Councillor Brian Darling

Resolution No: 314-2023
October 2, 2023

THAT Council receive the correspondence from the Township of Puslinch regarding Illegal Land Use Enforcement for information purposes; and

FURTHER THAT Council endorse and support the resolution from the Township of Puslinch and Council direct staff to send a duplicate resolution to associated ministries and Ontario Municipalities.

The resolution reads as follows:

That the Illegal Land Use Enforcement Taskforce's mandate be expanded to include other types of illegal land uses and not solely on illegal trucking land uses; and

That the Province be requested to strengthen municipal enforcement powers by:

- Amending the Municipal Act to enable municipalities to physically bar entry to properties where illegal land uses that have significant detrimental impacts on adjacent residential properties, the environment or create unsafe situations;
- Increasing the maximum penalty amounts in the Planning Act to \$50,000 for an individual upon conviction and on a subsequent conviction, not more than \$25,000 for each day in which the contravention has continued after the day in which the person was initially convicted; and



The Corporation of the Town of Cobourg

Resolution

- Including provisions to ensure a corporation is liable to fines of not more than \$100,000 upon first conviction and not more than \$50,000 for each day in which the contravention has continued after the day in which the corporation was initially convicted.

That a copy of this report be provided to the Honourable Doug Ford, Premier of Ontario, the Honourable Steve Clark, Minister of Municipal Affairs and Housing, the Honourable Sylvia Jones, MPP, Dufferin-Caledon; the Honourable Doug Downey, Attorney General of Ontario; and

That a copy of this report be provided to the municipalities within the Greater Golden Horseshoe area seeking support in the request for strengthened enforcement powers to combat significant illegal land uses negatively impacting communities across Ontario and to the Association of Municipalities of Ontario (AMO) and Rural Ontario Municipal Association (ROMA).

Sincerely,

A handwritten signature in cursive script that reads "Kristina Lepik".

Kristina Lepik
Deputy Clerk/Manager, Legislative Services

Cc: The Honourable Steve Clark, Minister of Municipal Affairs and Housing,
The Honourable Sylvia Jones, Deputy Premier, Minister of Health and MPP Dufferin-Caledon,
The Honourable Doug Downey, Attorney General of Ontario,
Association of Municipalities of Ontario,
Rural Ontario Municipal Association,
Ontario Municipalities

	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
	REPORT TO: CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	BUILDING SERVICES
PREPARED BY:	Corrine Nauta, Manager
REVIEWED BY:	Jason Cole, P. Eng., General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
INFORMATION ITEM:	Building Services 3rd Quarter 2023 Statistics

BACKGROUND

The Building Services Department (the “**Department**”) provides Ontario Building Code inspections for nine of the 11 member municipalities in the County of Lambton (the “**County**”). In addition, Department staff conducts plumbing and septic system inspections for all 11 member municipalities in the County. Property standards services are also supplied for nine member municipalities in the County and the Department is also responsible for weed inspections. With that being stated, the City of Sarnia and the Municipality of Lambton Shores have contracted for inspection services for 2023, on an as-needed basis. The Department also assists the Housing Services Department with the Lambton Renovates program, as required.

DISCUSSION

In 2023, the Department continues to provide effective and efficient services to the local and contracted municipalities. Communication lines continue to be maintained and strengthened. Good working relationships exist between the County, the City of Sarnia and the Municipality of Lambton Shores Building Departments. Department staff recognizes the importance of property file completeness and is actively closing files.

Year-over-year the total number of building permits (new homes, renovations, storage sheds, etc.) decreased by 64. New dwelling starts (115) decreased by 111 over the same period last year. The number of building permit inspections decreased by 108. Property standards inspections decreased by five, while plumbing permit issuance decreased by 60 with inspections decreasing by 271. In total, the number of septic reports prepared for planning applications (severances, minor variances), backfill permits, enquiries and assessment requests has demonstrated a steady, stable trend. The number of septic permits issued has decreased by one.

The Department statistics are attached to this report and include building statistics for the City of Sarnia and the Municipality of Lambton Shores.

FINANCIAL IMPLICATIONS

Statistical numbers are consistent with expectations for permit issuance and inspection.

CONSULTATIONS

Building Departments at the City of Sarnia and the Municipality of Lambton Shores were consulted in the preparation of this report.

STRATEGIC PLAN

Application of Area of Effort #2: Communications - Providing progressive and effective communications that are relevant and clear and that promote opportunities for dialogue in order to improve collaboration and build relationships by:

- Supporting an atmosphere of clarity with local municipalities as to the provision of programs and services and the related contractual and partnership agreements.

Application of Area of Effort #5: Partnerships - Developing stronger relationships with community partners, municipalities, and indigenous groups as a basis to build a shared community of interest by:

- Cultivating sustainable relationships that include strategies to improve communication and understanding, provide mutual assistance on projects, and fulfill Duty of Consult obligations.

CONCLUSION

The Building Services Department remains optimistic with regard to another successful year in the County for building, plumbing, septic, property standards, and weed inspection. Department staff will continue to maintain open communication lines with all municipalities and their respective building departments.

Department staff will also continue with the timely completion and closing of property files while keeping our member municipalities updated on the progress with respect to building services issues.

Overall, the Department remains dedicated to providing essential services, effectively and efficiently to our local and contracted municipalities.

**Building Services Department
3rd Quarter Statistics Comparison 2023 vs. 2022**

Building	3rd Quarter		Year-To-Date	
	2023	2022	2023	2022
Permits	169	210	498	562
Inspections	2351	2459	7444	6957
Property & Maintenance	432	437	1087	1257
Amount Invoiced	\$241,609	\$245,778	\$706,331	\$709,554
Building Permit Value	\$38,246,965	\$47,768,491	\$114,387,619	\$136,729,640

Plumbing	3rd Quarter		Year-To-Date	
	2023	2022	2023	2022
Permits	149	209	473	566
Inspections	660	931	2079	2768
Permit Revenue	\$39,815	\$55,144	\$111,571	\$174,734

Septics	3rd Quarter		Year-To-Date	
	2023	2022	2023	2022
Septic Permits	30	31	69	92
Septic Backfill Permits	17	22	62	56
Severences	3	8	9	28
Minor Variances	7	7	27	23
Amendments	0	0	3	1
Private Sewage Assessments	4	1	14	6
Enquiry Requests	3	6	5	13
Enforcement Inspections	0	11	33	31
Subdivisions	0	0	0	0
Septic Revenue	\$12,775	\$11,775	\$34,025	\$46,425

3rd Quarter Building Statistics - 2023 vs 2022

The City of Sarnia and The Municipality of Lambton Shores

The Municipality of Lambton Shores

Type	Number of Permits	Value of Construction (\$)	Number of Permits	Value of Construction (\$)
	2023	2023	2022	2022
Residential	42	11,453,485	45	16,394,468
Commercial	6	455,000	4	1,734,000
Industrial	1	50,000	0	0
Agricultural	3	2,400,000	7	6,065,000
Institutional	0	0	0	0
Other	2	765,000	4	12,500
TOTAL	54	15,123,485	60	24,205,968

The City of Sarnia

Type	Number of Permits	Value of Construction (\$)	Number of Permits	Value of Construction (\$)
	2023	2023	2022	2022
All Categories	108	66,505,240	144	40,194,480
TOTAL	108	66,505,240	144	40,194,480

New Dwelling Units

Municipality	3rd Quarter 2023	3rd Quarter 2022
Lambton Shores	19*	18**
Sarnia	98***	9
TOTAL	121	27

Unless otherwise noted, dwelling units are single family dwellings.

* Please Note: 1 of 19 are Multiple Family Dwelling Units

** Please Note: 6 of 18 are Multiple Family Dwelling Units

*** Please Note: 63 of 198 are Multiple Family Dwelling Units and 59 of 63 are Apartments.

**3rd Quarter Building Statistics
Year to Date Comparison - 2023 vs 2022**

	Number of Permits		Value of Construction	
	2023	2022	2023	2022
Residential	352	412	\$73,177,645	\$93,625,362
Commercial	33	32	\$6,741,214	\$5,812,085
Industrial	25	25	\$10,418,300	\$9,306,000
Agricultural	80	81	\$22,338,960	\$19,366,193
Institutional	8	12	\$1,711,500	\$8,620,000
TOTALS	498	562	\$114,387,619	\$136,729,640

New Dwelling Units in County of Lambton

Municipality	New Dwelling Units	
	2023	2022
Brooke-Alvinston	9	10
Dawn-Euphemia	3	9
Enniskillen	4	5
Oil Springs	3	2
Petrolia	8	18
Plympton-Wyoming	49	56
Point Edward	4	56
St. Clair	25	63
Warwick	10	7
TOTALS	115	226

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PLANNING AND DEVELOPMENT SERVICES
PREPARED BY:	Kenneth Melanson, RPP, Manager
REVIEWED BY:	Jason Cole, P. Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
INFORMATION ITEM:	3rd Quarter Statistics and Approval Authority Activity

BACKGROUND

The Planning and Development Services Department (the “**Department**”) provides planning services for 10 of the 11 member municipalities in the County of Lambton. In addition, the Department administers the functions of Emergency Management, 9-1-1/ Municipal Addressing and Woodlands Conservation County-wide.

DISCUSSION

The following table provides a comparison of applications received by the Department in the 3rd quarter of 2023 compared to the 3rd quarter of 2022:

Applications	2023	2022
Committee of Adjustment	37	57
Site Plan Control	4	1
Zoning By-Law Amendments	6	17
Official Plan Amendments	0	2
Woodlot Applications	0	0
Woodlot Notice of Intent to Cut	9	7
Woodlot Reviews	7	6
Letters of Compliance (Zoning Confirmations)	10	4
Plan of Subdivision/Condominium Applications	0	0
Plan of Subdivision/Condominium Extensions	1	1
Part Lot Control	0	0
Final Plan of Subdivision/Condominium Approvals	0	2
Draft Plan of Subdivision/Condominium Approvals	0	0
Plan of Subdivision/Condominium Amendments	0	0

Official Plan and Official Plan Amendment Approvals	0	7
Totals	74	104

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

Municipalities, the public as well as provincial and other regulatory agencies, are routinely consulted in the planning and approval processes.

STRATEGIC PLAN

Application of Area of Effort #2: Communications - Providing progressive and effective communications that are relevant and clear and that promote opportunities for dialogue in order to improve collaboration and build relationships by:

- Clearly, completely, and concisely articulating County decisions and initiatives.

CONCLUSION

The Planning and Development Services Department will continue to provide quarterly updates for statistics and Approval Authority activity.

	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
	REPORT TO: CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PLANNING AND DEVELOPMENT SERVICES
PREPARED BY:	Kenneth Melanson, RPP, Manager
REVIEWED BY:	Jason Cole, P. Eng., General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
INFORMATION ITEM:	3rd Quarter 2023 Work in Progress

BACKGROUND

The Planning and Development Services Department (the “**Department**”) provides planning services for 10 of the 11 member municipalities in the County of Lambton. In addition, the Department administers the functions of Emergency Management, 9-1-1/ Municipal Addressing and Woodlands Conservation County-wide.

DISCUSSION

St. Clair Township:

Inquiries continue to remain high for potential new development. Land Use development is very active with several proposals at various stages of the process. Work continues for the five-year Official Plan update with planning for the required open house and public meetings being prepared/scheduled.

Two site plans are currently under review: Diageo Distillery, located on Moore Line, and Clean Harbours Canada Inc., located on Telfer Road.

Committee of Adjustment (“**COA**”) activity continues to remain high, with several rezonings (required as conditions of approval) being reviewed for decision in the fourth quarter. There is a zoning amendment application for the Lambton Sportsmen Club and one to increase density on Maple Street.

Four draft plan of subdivision applications are at various stages of the review process. Beckwith Street (Corunna) and Boswell Street (Brigden) have public meetings scheduled and are nearing draft plan approval. Baby Point subdivision has had the approval reactivated (approval lapsed) and the applicant is working to complete conditions.

Municipality of Brooke-Alvinston:

Preparation of the five-year update of the Official Plan continues in conjunction with the County and retained consultants, which included public engagement with residents via two Open Houses completed. The first Open House was cancelled due to a severe storm. A second Open House was completed and approximately nine people attended. The Statutory Public Meeting to adopt the Draft Official Plan Amendment (“**OPA**”) is expected in the fourth quarter.

Three minor variance applications were reviewed by the COA. Two site plan amendment applications were approved by staff and the associated agreements were approved by Council. An updated Site Plan Delegation report with recommendations is expected to be heard by Council in the fourth quarter. Inquiries for new development continue to be received.

Town of Petrolia

The five-year Official Plan review being carried out with the County and its consultants has been completed. The Statutory Public meeting to adopt the OPA is complete and Council has given direction to send the OPA to the County for decision.

Ongoing pre-submission consultation development review meetings were held for site plan, plans of subdivision, multiple dwelling, and commercial proposals. One minor variance and one Certificate of Validation application were reviewed by the COA with an additional minor variance to be reviewed in fourth quarter.

Work on the development of the “east sector lands” continues in conjunction with the applicants and the Town. Issues of joint servicing and easements continue to remain a sticking point for progress. A Secondary Plan may be contemplated, if required.

Enquiries continue to be received on a daily basis regarding property setbacks, accessory structures, and municipal by-laws, including business licenses, sign permits and fences.

Township of Enniskillen

One minor variance application along with two severance applications were approved by the COA. One of the severance applications that was approved was subject to a rezoning which was approved by Enniskillen’s Council.

A severance and a minor variance proposal are under review. A decision for these proposals will be made at a future COA and Council meeting on November 20, 2023.

Municipality of Lambton Shores

Work on the five-year Official Plan Review and development of a Community Improvement Plan (“**CIP**”) continues with the County and its consultants. Open House and Public Meeting dates are being planned for the fourth quarter to obtain public input. A

Council decision is anticipated for the CIP in December. The Official Plan review, after a detailed review by staff, will see the updated background report presented to Lambton Shores' Council in November. The required Public Meeting and Open House will follow shortly after and include finalizing an amendment document.

Staff prepared reports for four minor variances, four consents, three zoning amendment applications, three site plan agreements, one application for draft approval of a plan of condominium and one miscellaneous agreement. Several miscellaneous by-laws were also prepared. Overall, application volumes remained down slightly this quarter, however, inquiries and anticipated planning applications were greater than normal.

An Ontario Land Tribunal hearing was scheduled for October 23, 2023, with respect to an appeal of a refusal of a consent to sever.

Town of Plympton-Wyoming

Several subdivision applications are at various stages of the approval process. Planning applications continue to be received and processed, including five minor variance applications and two severances reviewed by the COA.

Several appeals before the Ontario Land Tribunal continue to move through the appeal process. A combined appeal related to the Official Plan five-year review (OPA No. 54 and OPA No. 51) has progressed.

Progress on creating a Short-Term Vacation Rentals ("**STR**") by-law continues, including staff drafting a STR licensing by-law. OPA and Zoning By-Law amendment are to be heard by members of Plympton-Wyoming's Council in the coming months.

Village of Pt. Edward:

Two severance applications and one minor variance application have been approved by the COA. A public meeting occurred on Wednesday, June 14, 2023, to solicit Council and public feedback on the rezoning of the Marina Lands site to allow new residential development of 156 townhomes. Council approved this rezoning on July 25, 2023, which was then appealed by the City of Sarnia.

Warwick Township:

Surplus Farm Dwelling severances have been enabled through a Zoning By-law amendment. The By-law is in the appeal period and assuming no appeals are received, will be put into effect in the fourth quarter. The existing Accessory Dwelling Unit policies are in the process of being updated to reflect changes in policy brought in by the Province through Bill 23 with OPA and Zoning By-law amendments expected in the fourth quarter.

The Twin Creeks Landfill Gas Plant site plan application is conditionally approved and in the process of clearing final conditions of approval. The site plan application for the Twin Creeks Farm Worker Accommodations at 8660 Zion Line and the red-line application for

the Hollingsworth Subdivision, have both been approved by the Township. Their respective site plan agreements have been signed and registered.

Two minor variance applications have been approved by the COA. Several Minimum Distance Separation calculations for new livestock barns were processed during this period. Additionally, numerous letters of preliminary approval related to the New Entrant Chicken Farmer Program have been issued. Planning-related inquiries continue to be high.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

Ongoing consultations regarding the various projects are held with municipalities, review agencies, the public as well as community and interest groups as part of the Planning application process.

STRATEGIC PLAN

Application of Area of Effort #2: Communications - Providing progressive and effective communications that are relevant and clear and that promote opportunities for dialogue in order to improve collaboration and build relationships by:

- Clearly, completely, and concisely articulating County decisions and initiatives.

Application of Area of Effort #5: Partnerships - Developing stronger relationships with community partners, municipalities, and indigenous groups as a basis to build a shared community of interest by:

- Cultivating sustainable relationships that include strategies to improve communication and understanding, provide mutual assistance on projects, and fulfill Duty to Consult obligations.

CONCLUSION

The Planning and Development Services Department will continue to provide quarterly updates and Approval Authority activity.

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PUBLIC WORKS
PREPARED BY:	Matt Deline, P.Eng., Manager
REVIEWED BY:	Jason Cole, P.Eng., General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
SUBJECT:	Public Works Departmental Staffing

BACKGROUND

The Public Works Department (the “**Department**”) includes the Engineering & Design (Capital Project Delivery), Operations and Waste Management Sections. The Department's focus is on operation and maintenance of 'hard' infrastructure; core assets (roads and bridges) and waste facilities, that are owned and operated by the County.

Over the past few years, the Department has seen an increase in demand for engineering and technical services related to the Department’s focus outlined above. Review of development & growth-related projects, capital project delivery, transportation and traffic management, and road occupancy permitting (e.g. fiber optic installation, pipeline replacement, utility needs/locates etc.) have overextended the current staff contingent.

Several positions within the Department have been utilized to address this demand by prioritizing staff duties and strategically shifting from other activities to tackle the increase workload. Though this has functioned in the short term, this is not a viable long-term solution. The Department recognizes the intensification not to be cyclical in nature and is considered as the new normal with more land development and growth-related type infrastructure projects anticipated in the coming years.

The purpose of this report is to seek Council’s approval to hire a full-time resource within the Public Works Department to address the ongoing need for technical expertise related to development/growth, transportation and traffic management, and capital project management to allow the Department to provide the appropriate level of service.

DISCUSSION

The proposed technical position will support the delivery of services for the Department related to growth and planning, capital project management and transportation & traffic

management. Prioritized duties and tasks assigned to this position will include:

- Conduct critical and constructive technical engineering review of new developments, planning applications (plans of subdivisions/condominiums, site plan control, etc.) and building permit applications to ensure compliance with County Standards;
- Review of engineering studies (i.e. traffic impact studies, soil reports, environmental site assessments, etc.) as they relate to planning applications;
- Provide project management for growth-related municipal capital projects including guiding, coordinating and reviewing engineering submissions for County road related projects, including design and approvals, with external consultants;
- Support Municipal Class EA's for new infrastructure or expansion of existing infrastructure;
- Traffic and Transportation:
 - Prepare and coordinate traffic and transportation related data collection and studies including analysis of data for required reporting.
 - Respond to and investigate associated enquiries regarding traffic complaints/concerns.
 - Work as liaison with the local municipality related to traffic signals and other traffic related items, including pedestrian crossovers (PXOs).
- Assist with various agreements and permitting managed within the Public Works Department (i.e. pipeline agreements, encroachment agreements, road use agreements, development agreements, access management, etc.);
- Represent the County on the Lambton Safe Roads / Lambton County Regional Trail Network / Active Transportation Committees and liaise with local municipalities as it relates to active transportation project initiatives within the County of Lambton right-of way.

This position will fill the currently identified gap to provide additional resources within the Public Works Department to continue to deliver services as needed for the County.

FINANCIAL IMPLICATIONS

To facilitate the new hire, the Public Works 2024 Operations Budget will be increased by approximately \$125,000 to \$145,000 (includes wages & benefits, compensation review pending).

In an effort to offset these additional costs moving forward, the Public Works Department will seek to reduce operating expenditures in other areas of its budget and generate external revenue could result in a potential offset of up to \$45,000 per year, where applicable. For example:

- reduction in overtime and third-party engineering consulting costs;
- increase revenue by providing engineering consulting services through the County's Certificate of Authorization or establishing development review fees.

CONSULTATIONS

The Department consulted with the General Manager of Infrastructure and Development Services and Human Resources Department.

STRATEGIC PLAN

Application of Area of Effort #2: Communications - Providing progressive and effective communications that are relevant and clear and that promote opportunities for dialogue in order to improve collaboration and build relationships by:

- Identifying, sharing with, and learning from individual stakeholders including the public; municipal partners; County Councillors and staff; indigenous residents; First Nation Band Councils; senior levels of government; and the news media.
- Informing various audiences and stakeholders about the roles of the County in order to assist them in fulfilling their responsibilities.
- Prioritizing and valuing the receipt of perspectives and feedback from all stakeholders.
- Supporting an atmosphere of clarity with local municipalities as to the provision of programs and services and the related contractual and partnership agreements.

Application of Area of Effort #3: Community Development - Capitalizing on opportunities that enrich the quality of life and future prospects of the community by:

- Actively pursuing joint opportunities with community partners that contribute to the long-term growth and well-being of the Lambton community.
- Implementing and strengthening of the County's sustainability plan.
- Developing policies and practices that bolster and safeguard municipal infrastructure.

CONCLUSION

Competing priorities have begun to diminish the technical support typically provided by the County. There is a current need to for additional resources within the Public Works Department to continue to deliver technical services.

The new hire will support the delivery of services for the Department related to development & growth, capital project management and transportation & traffic management. An increase to the Department's operating budget by approximately \$125,000 to \$145,000 (pending job evaluation) will be adjusted beginning in 2024.

Public Works Departmental Staffing (page 4)

November 15, 2023

RECOMMENDATION

That the County Public Works Department be hereby authorized to hire one additional full-time engineering/technical position effective January 8, 2024 to support development & growth, capital project management, and transportation & traffic management.

 <p style="text-align: center;">PUBLIC HEALTH SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	EMERGENCY MEDICAL SERVICES
PREPARED BY:	Stephen Turner, Manager
REVIEWED BY:	Andrew Taylor, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
SUBJECT:	EMS Master Plan 2024 - 2028

BACKGROUND

At its meeting on April 6, 2022, County Council passed a motion directing staff to conduct a Master Plan to evaluate response times and service needs for the County of Lambton:

#7: Weber/Rombouts: That the recommendation in the report be amended to include “That staff produce a Master Plan to be undertaken for the 2023 Budget and that staff be authorized to go ahead and implement any immediate changes that are recognized to increase the performance of Lambton Emergency Medical Services” so that the motion now reads:

- a) That Lambton Emergency Medical Services (LEMS) be authorized to immediately recruit up to 4.0 FTE of permanent Paramedic staffing at a cost of approximately \$297,450 to provide for the addition of 12 day- time hours of paramedic service, effective on June 1, 2022.*
 - b) That County Council approve the hiring of the aforementioned staff in item (a) above on the condition that the positions will be funded through available LEMS operational surplus and reserves and will have no additional impact on the Levy until the end of December 2022.*
 - c) That County Council approve the addition of one (1) ambulance, a stretcher, a defibrillator and required medical supplies, at a cost of \$56,000 in 2022, and include the aforementioned items for planned replacement into LEMS Non-Tangible Capital Asset Funded Amortization Schedule.*
 - d) That staff produce a Master Plan to be undertaken for the 2023 Budget and that staff be authorized to go ahead and implement any immediate changes that are recognized to increase the performance of Lambton Emergency Medical Services.*
- Carried.*

A further motion was passed by County Council on September 7, 2022, directing staff to identify opportunities to improve response times for the Township of Warwick:

#13: Rombouts/Arnold: That staff provide a report for the next Council meeting on ways to improve the ambulance response times, specifically in the Township of Warwick.

Carried.

An interim update was provided to County Council through the Committee A.M. report [EMS Operational Update - Q2 2023](#) dated September 20, 2022. Staffing levels in the service had remained unchanged since 2008 until County Council approved an enhancement of 12 hours of service through its April 6, 2022 motion (above). This enhancement became operational in June 2022.

The last Emergency Medical Services' ("EMS") Master Plan covered the period from 2014 to 2019 and is outdated. This report is intended to satisfy Council's instructions to develop a new EMS Master Plan and seeks instructions to implement service enhancements to increase the performance of Lambton EMS.

DISCUSSION

Staff have conducted an intensive analysis of the operations of Lambton EMS to identify opportunities to improve service delivery throughout the County. This review examined historic and anticipated service demand, population growth, workload and system capacity, station locations, and operational deployment strategies.

Over the past five years, 9-1-1 calls for ambulance service have increased by 5.6% annually and are projected to continue at the current pace for the foreseeable future. By comparison, annual population growth in Lambton County currently sits at 0.24% annually. Potential exists for population growth to accelerate which would further accelerate the growth in 9-1-1 calls. The attached EMS Master Plan (Appendix A) provides recommendations to address the service demand needs over the next 5 years.

Specifically, the proposed EMS Master Plan identifies several key changes to mitigate the impacts of increasing call volumes that outpace population growth. These include:

- Improving how ambulances are deployed throughout the County by changing which ambulances are moved to provide balanced coverage when other ambulances in the county are tasked on 9-1-1 calls.
- Relocating three (3) stations (Brights Grove, Grand Bend and Thedford) to provide better regional coverage and improved response times. New station locations are proposed for Sarnia East, Camlachie and a site near the Pinery Provincial Park. The total number of stations for Lambton County, as proposed, will remain unchanged.

- Adding strategic daytime service enhancements to address peak demand periods. It is recommended that 36 additional service hours be added over the next 3 years providing 3 new 12-hour daytime ambulances in Sarnia. This investment is intended to:
 - i) reduce the frequency that ambulances in the rest of Lambton County are drawn into Sarnia to service the city's call demand and,
 - ii) improve response times to the rural areas of Lambton County.
- Reallocating Thedford service hours to provide for 12 hours of additional daytime service in Forest and assigning the other 12 hours of service to where it is most needed at the time of reallocation. Possible options include an additional daytime ambulance in Sarnia, conversion of one of the daytime Sarnia ambulances into 24 hours of service, or new daytime service in the southeast, such as Inwood or Alvinston.

Other recommendations in the report include enhancing staff wellness programs, refreshing the service branding, improving integration of Community Paramedics into the 9-1-1 system to provide additional emergency response capacity and diversion, and conducting a specific review of the service's logistics program.

In addition to these actions which can be implemented by staff, it is recommended that efforts continue for staff to work with provincial and local partners to re-imagine paramedic services into a model that moves away from the traditional model of transporting every patient who calls to hospital emergency departments. Paramedics can play a key role in helping to provide assessment and care to 9-1-1 callers and match patients with services they require, such as primary care, community home care and social supports, if those services are what the patients actually need. Enhanced integration of paramedic services into the health care system can help alleviate many of the pressures currently faced by the system.

A copy of the full report is attached to this report as Appendix "A".

FINANCIAL IMPLICATIONS

Should Council approve staff's new EMS Master Plan as proposed, the financial requirements for implementation include:

- 3 new 12-hour shifts to require hiring of 12 full-time employees. The EMS Master Plan recommendation is to add 12 hours of service in each of 2024, 2025 and 2026 to distribute budget impacts across several years. Each 12-hour shift has an associated annual cost of approximately \$512,000 in wages and benefits.
- 6 additional ambulances will need to be purchased, along with patient care equipment. Each ambulance with equipment is approximately \$400,000. Purchase

of these ambulances would be assigned to the respective budget year, when they are required. Reserves would need to be increased to budget for replacement after 6 years of service.

- Station builds would need to be designed and sent for costing in order to provide an accurate estimate for budgeting. New stations in Camlachie and near the Pinery would likely be of a similar build to the existing Forest station. At this time, construction would be anticipated to be between \$2 million to \$3 million.
- Building of a new headquarters would likewise need to have design and costing but is anticipated to be between \$10 million and \$12 million.
- Revenues from sale of existing properties at Grand Bend and Brights Grove would also be realized. Current market appraisal is unknown.

Total capital costs for construction of a headquarters, 2 new stations and 6 ambulances with associated equipment is anticipated to range between \$16.4 million to \$20.4 million.

Total operating costs associated with adding 36 hours of service is estimated at \$1.54 million annually, above the current departmental budget, once fully implemented.

All costs associated with ambulance services are cost-share funded with the province at 50% municipal and 50% provincial. Initial costs for enhancements would be borne by the municipality with the provincial share recovered in subsequent budget years through amortization payments in the Land Ambulance Services Grant.

CONSULTATIONS

The General Manager, Public Health Services and Lambton EMS staff were consulted through the development of the EMS Master Plan, as were community stakeholders, including the Southwestern Ontario Regional Base Hospital Program, Bluewater Health, and the Sarnia Lambton Ontario Health Team.

STRATEGIC PLAN

The 2024-2028 EMS Master Plan aligns with the County of Lambton's Strategic Plan vision of Caring, Growing and Innovating through illustrating the path to providing modern and compassionate care for our community, responding to the growth of the community and finding innovative solutions to the health needs of an aging population.

CONCLUSION

The EMS Master Plan is a comprehensive review of current operations and provides key recommendations to ensure the service is appropriately resourced to respond to 9-1-1 calls in the community. Further, the recommendations within provide opportunities to

better integrate paramedic services into the greater health system so that patients can receive the right care in the right place at the right time.

Staff will present an overview of the proposed 2024-2028 EMS Master Plan at the upcoming County Council Meeting of November 29, 2023.

RECOMMENDATIONS

- a) **That County Council endorse the 2024-2028 EMS Master Plan and its recommendations, in principle.**
- b) **That staff be authorized to include the costs associated with adding 12 hours of service in 2024 into the department's budget for Council's consideration during the 2024 budget deliberations, which includes \$300,000 in new operating costs for service starting in June 2024, and with an ambulance and associated equipment to be purchased using operational reserves.**
- c) **That the remaining associated investments from the recommendations be brought forward for Council's consideration, through the County's budget process, in future years.**

LAMBTON EMS MASTER PLAN 2024-2028

APPENDIX A

NOVEMBER 15, 2023

LAMBTON EMERGENCY MEDICAL SERVICES
MASTER PLAN
2024 - 2028



LAMBTON EMS MASTER PLAN 2024-2028

LAMBTON EMERGENCY MEDICAL SERVICES

LOOKING TOWARDS THE FUTURE

Lambton Emergency Medical Services (EMS) is the designated ambulance service operator for the County of Lambton. Employing over 160 full and part-time employees, our staff provide timely and high-quality prehospital care to visitors to the county and its nearly 130,000 residents¹.

In 2022, Lambton EMS paramedics responded to over 21,000 emergency calls² from its nine stations across the county. Lambton EMS recently established its Community Paramedic program with 8 full-time staff providing integrated, non-emergent supports to patients with chronic illnesses or who are awaiting long-term care. This program is working upstream with health sector partners in primary care, the Sarnia-Lambton Ontario Health Team (SLOHT), and Bluewater Health hospitals to help prevent emergencies before they happen amongst at-risk populations.

¹ Statistics Canada 2021 Census Data

² Lambton EMS Ambulance Call Report Data - Accessed from iMedic Database (unpublished)

LAMBTON EMS MASTER PLAN 2024-2028



Also in 2022, due to increasing demand for service, Lambton EMS added the first increase of service hours in 14 years. An aging demographic and a rise in social challenges such as homelessness, mental health and addictions, have placed pressure on the service's ability to respond when called. Ensuring the service continues to be well positioned to respond to the needs of the community will require an evaluation of past performance, modelling of future performance, and a willingness to modernize our model of service to improve effectiveness and optimize our use of resources.

This Master Plan examines trends amongst the people we serve, measures our system's performance, evaluates the stations and fleet, considers the well-being of our staff, and makes recommendations to address the growing demands for service for the years ahead.

Lambton EMS last completed a Master Plan for the period of 2015 to 2019³. With these factors in mind, the need is great to develop an updated Master Plan looking forward towards the next five years.

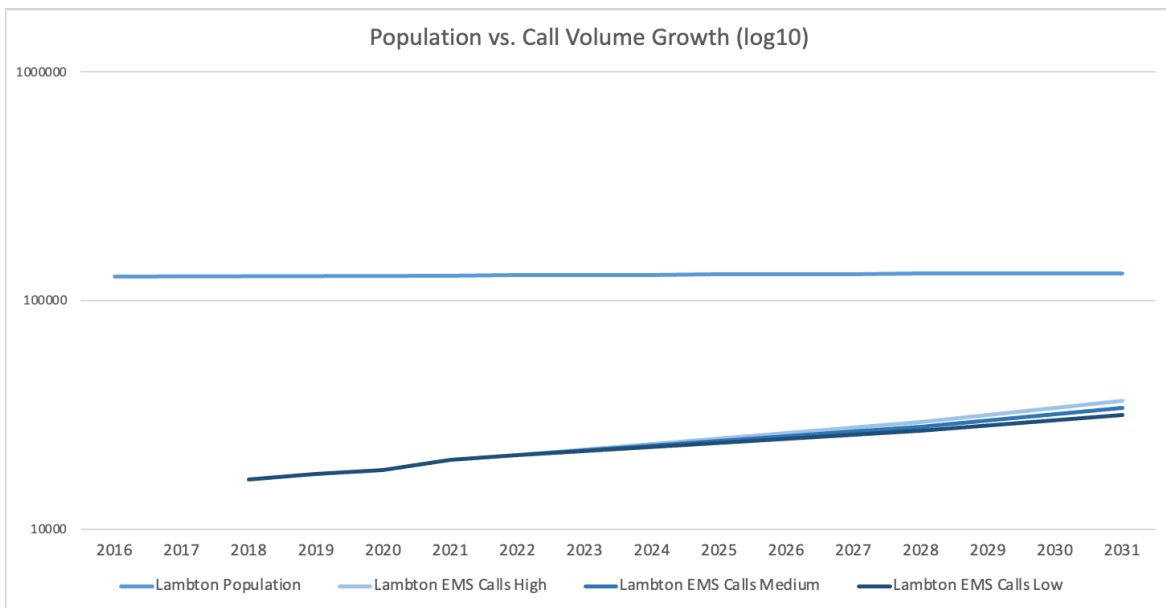
³ <https://www.lambtononline.ca/en/county-government/resources/Documents/Emergency-Medical-Services-Strategic-Plan-2015-2019.pdf>

LAMBTON EMS MASTER PLAN 2024-2028

THE PEOPLE WE SERVE

LAMBTON COUNTY DEMOGRAPHICS

Over the past 5 years, the County of Lambton has an average annual population growth rate of 0.24% while 911 calls for ambulance service have increased at a rate of 5.9% ^{4,5}. Understanding the demographic trends behind this disparity is important for being able to accurately predict how demand for ambulance service will unfold in the years ahead.



Many municipal services typically see demand correlated directly with changes in population. Collection of solid waste, use of recreation facilities, transit ridership are examples of these types of services. While demand for Emergency Medical Services is also driven by population increases, variations in the factors affecting the Social Determinants of Health (SDOH), as well as an aging demographic play an even more significant role.

⁴ Statistics Canada 2021 Census Data

⁵ Lambton EMS Ambulance Call Report Data - Accessed from iMedic Database (unpublished)

LAMBTON EMS MASTER PLAN 2024-2028

The Social Determinants of Health include⁶:

- Income and social protection
- Education
- Unemployment and job insecurity
- Working life conditions
- Food insecurity
- Housing, basic amenities and the environment
- Early childhood development
- Social inclusion and non-discrimination
- Structural conflict
- Access to affordable health services of decent quality

These factors have significant impact in influencing one’s health outcomes and can be more important than the health care one receives or the choices one makes around their lifestyle. Working upstream to address SDOH impacts can result in significantly improved health outcomes. As a department within Lambton County’s Public Health Services Division, Lambton EMS is well placed to work collaboratively with our Public Health and broader health sector partners for the best health outcomes for our residents.

A comparison of Lambton County residents to the Ontario benchmark shows generally similar characteristics for income and employment, with Lambton having a lower unemployment rate, and lower median household income. There are fewer high school and university graduates in Lambton, but more residents holding college diplomas⁷.

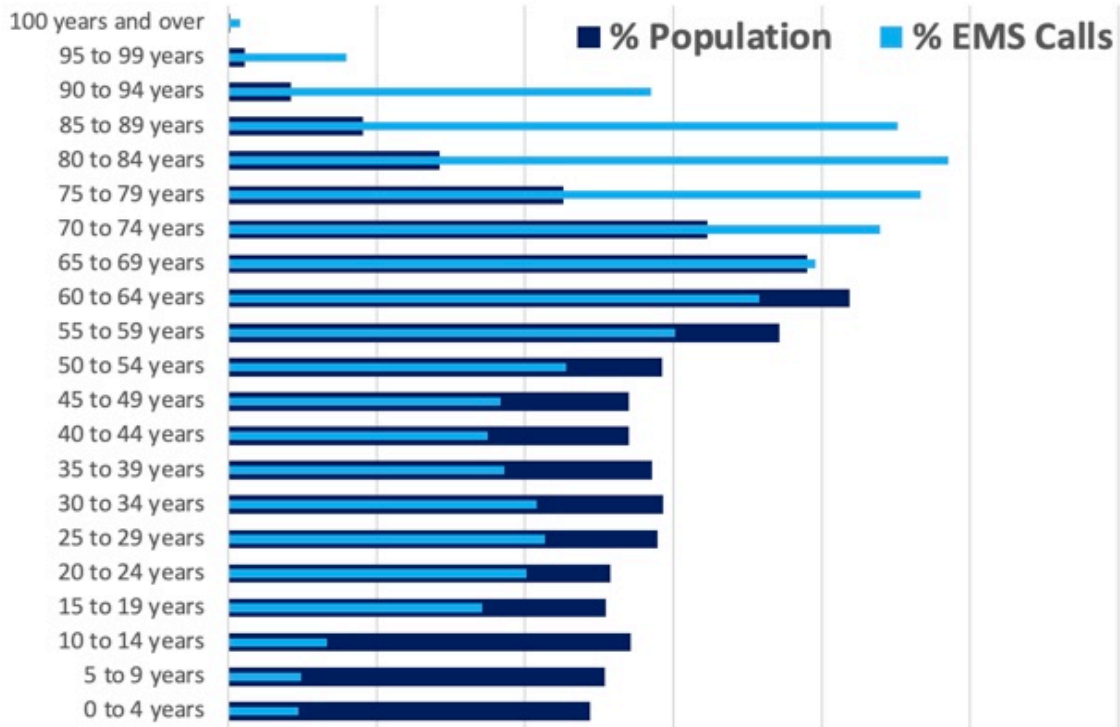
	Lambton County	Ontario
Median Income	\$42,400	\$41,200
Median Household Income	\$83,000	\$91,000
Unemployment Rate	11.2%	12.2%
High School Diploma	16.8%	16.7%
College Diploma	28.4%	20.3%
Bachelor's Degree	11.2%	19.6%
Graduate Degree	3.1%	7.7%
At Least High School Diploma	59.5%	64.3%
No High School Diploma	40.5%	35.7%

⁶ https://www.who.int/health-topics/social-determinants-of-health#tab=tab_1

⁷ Statistics Canada 2021 Census Data

LAMBTON EMS MASTER PLAN 2024-2028

Health care services have seen demand outpace population growth as the population ages. In Lambton County, 53% of 911 calls are for those aged 65 or older⁸, yet this cohort only represents 25% of the current population. The proportion of those in this age group will continue to grow in, placing increasing demands on the healthcare system⁹.

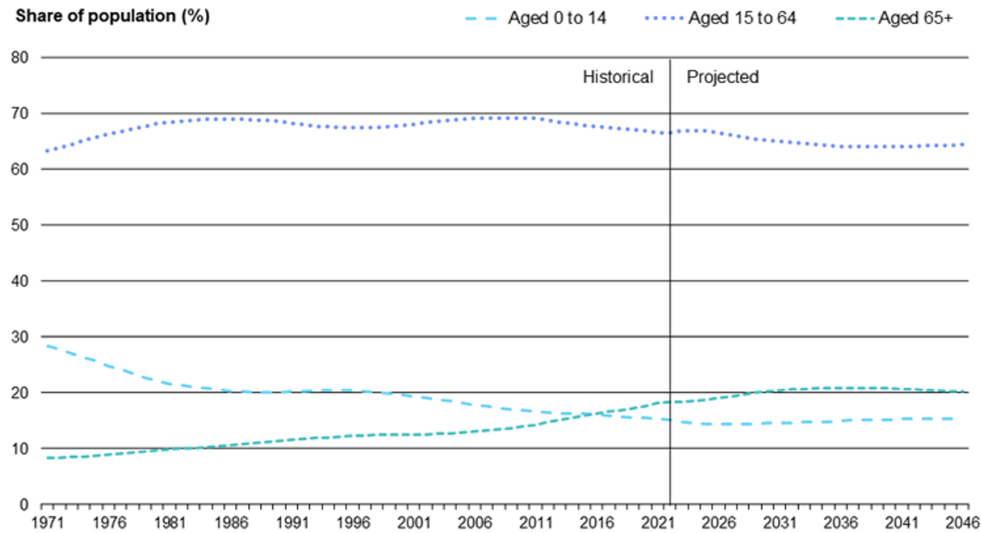


2021 Lambton County population pyramid compared to EMS calls by age cohort

⁸ Lambton EMS Ambulance Call Report Data - Accessed from iMedic Database (unpublished)

⁹ Statistics Canada 2021 Census Data

LAMBTON EMS MASTER PLAN 2024-2028



Proportion of population aged 0-14, 15-64 and 65+ in Ontario, 1971 to 2046¹⁰

In addition to an aging population, Lambton County has identified over 250 people experiencing homelessness on its By-Name List (BNL) through the Homeless Individuals and Families Information System (HIFIS)¹¹. As this is only a registry of those willing to provide their names and have had encounters and sought services of agencies in the County, the number of people experiencing homelessness is quite likely undercounted. Of those who have been identified, 45% have been experiencing chronic homelessness and 14% are youth.

While those identified in the By-Name List account for 0.2% of Lambton’s population, Lambton Emergency Medical Services responded to at least 580 calls to 911 for patients with no fixed address in 2022, representing 3% of the service’s annual total call volume. For comparison, in 2021, our service responded to 281 patients who claimed no fixed address, meaning that the number of EMS encounters with people experiencing homelessness had doubled in just one year. Of these clients, 11% were experiencing an acute mental health event, while 12% were experiencing a suspected opioid overdose. The remaining medical concerns included traumas, assaults, heat & cold exposures, infections, chest pain and shortness of breath. Mental health calls to EMS numbered 789 across Lambton County last year and suspected opioid overdoses accounted for an additional 238 calls.

¹⁰ <https://www.ontario.ca/page/ontario-population-projections>

¹¹ County of Lambton Homelessness Data, September 26, 2023

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Marginalized populations and people experiencing homelessness face markedly poorer health outcomes due to numerous systemic barriers to care. The inability to access primary care, mental health or addictions supports, lack of fluency with the health system or access to health advocates, financial hardships, racial and social inequities, and mistrust of system partners due to adverse past interactions leave members of these communities disconnected from the health care they need.

Understanding population and call demand growth within the communities of Lambton County helps ensure resources are appropriately placed where they're most needed now and in the future. The table below illustrates this growth and the relative proportion that each community represents in county's population and EMS demand for service.

Lambton County Population							
	2016	2021	Avg Annual Growth (%)	Avg Annual EMS Call Growth (%)	Lambton Pop'n (%)	Lambton EMS Calls (%)	Avg Age
Sarnia	71617	72047	0.12	6.21	56.5	61.6	44.8
St. Clair	14082	14659	0.82	9.02	11.1	6.7	43.5
Lambton Shores	10632	11876	2.34	7.65	8.4	5.4	49.9
Plympton-Wyoming	7794	8308	1.32	4.75	6.2	3.4	43
Petrolia	5743	6013	0.94	3.35	4.5	4.6	43.3
Warwick	3693	3641	-0.28	3.64	2.9	1.6	41.1
Enniskillen	2797	2825	0.2	3.35	2.2	1.4	44.5
Brooke-Alvinston	2412	2359	-0.44	6.98	1.9	1.1	41.1
Dawn-Euphemia	1966	1968	0.02	5.13	1.6	0.3	42.3
Point Edward	2038	1930	-1.06	2.70	1.6	1.9	50
Kettle and Stony Point FN	1011	1233	4.4	2.11	0.8	2.8	42.4
Aamjiwnaang FN	639	648	0.28	2.89	0.5	1.2	38.9
Oil Springs	648	647	-0.04	2.78	0.5	0.2	41.6
Walpole Island FN	1589			16.67	1.3	0.1	
Lambton County	126990	128514	0.24	5.90	100.0%	92.3	44.7

THE PEOPLE WHO SERVE

THE LAMBTON EMS TEAM

Lambton's paramedics, supervisors and administrative support are the core of the Lambton EMS team. Highly trained and dedicated to those they serve, our team works closely together, around the clock, to provide outstanding patient care to the community. Understanding their work environment and the pressures they face is important to ensuring both they, and the community they serve, remain safe.

In recent years, paramedic services across the province have been experiencing challenges in fully staffing ambulance shifts. While all full-time positions remain filled locally, short-term staffing vacancies, such as temporary absences due to illness, have been difficult to fill. As well, this has led to difficulty in providing vacation time for full-time staff members, when requested. Several factors have contributed to this including scheduling rules in the Collective Agreement, variability in the desirability of the shift requiring backfill (e.g., busyness, distance from home, time of day, day of week, etc.), or availability of part-time staff, many of whom have jobs at other ambulance services. Management and union leaders have been working together in to address language in the Collective Agreement regarding part time scheduling and staff availability in attempts to identify challenges and improve ambulance staffing.

Last year, an operational review was conducted by Performance Concepts Inc. who hosted a staff town hall to gauge the perceptions and concerns of Lambton EMS employees¹². This engagement provided some insight into the level of morale and, perhaps by extension, some rationale for the current challenges in keeping the ambulances fully staffed.

When asked to describe a typical shift at Lambton EMS, staff members provided a range of responses from, "it's ok", to "busy", to "exhausting". Paramedics expressed their concern about the call volume at several stations, specifically Sarnia, Brights Grove and Corunna, while others expressed concern about the high number of stand-by taskings while working at Watford, Thedford and Brigden. These ambulances and their crews are

¹² <https://lambton.civicweb.net/FileStorage/A3B1791DA5724DD3AE037DABB45E88E3-Lambton%20EMS%20Overview%20of%20Operations%20Review%20Staff%20Pr.pdf>

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moving more than 50% of the time, in addition to station duties and training completed on shift, leading for a high workload.

These are important findings and strategies to address these workload inequities are recommended throughout this report.

PARAMEDIC WELLNESS

The work done by paramedics places significant physical and emotional demands on our staff. Shift work, unstable scene conditions, challenging lifting and awkward body positioning, infection risk, threats of violence, and exposure to traumatic events and suffering can take their toll. Paramedics experience some of the highest rates of injuries amongst workers in the province. While 5% to 10% of the general population experiences Post Traumatic Stress Disorder, the rate of PTSD is two to four times that amongst paramedics, who are estimated to have a rate of close to 20%¹³.

Working through the unknowns of the COVID-19 pandemic added markedly more stress to an already stressful job. Fatigue, fear for self and family, rapidly changing rules and regulations led to drops in morale and job satisfaction. While staff are recovering, the impacts from the pandemic are certain to be felt for some time.

Lambton EMS has invested in new equipment to reduce the rate of physical injuries, including powered hydraulic stretchers and other lifting devices. These investments have helped to markedly reduce lost time due to back, knee and shoulder injuries. The service has also helped to establish a Peer Support Team and provided training to help address the mental health and wellbeing of staff. A psychiatrist who specializes in mental health injuries of first responders is also retained by the service to support our members.

It is essential that staff wellness of all of our team remain a priority through continued investments in equipment and training to make the workplace safer, supports to prevent injury and to help staff through their recoveries when injuries do occur, and the promotion of wellbeing to improve resilience to the stressors of the job. It is recommended that work continue to identify new opportunities to support staff

¹³ https://cradpdf.drdc-rddc.gc.ca/PDFS/unc289/p805905_A1b.pdf

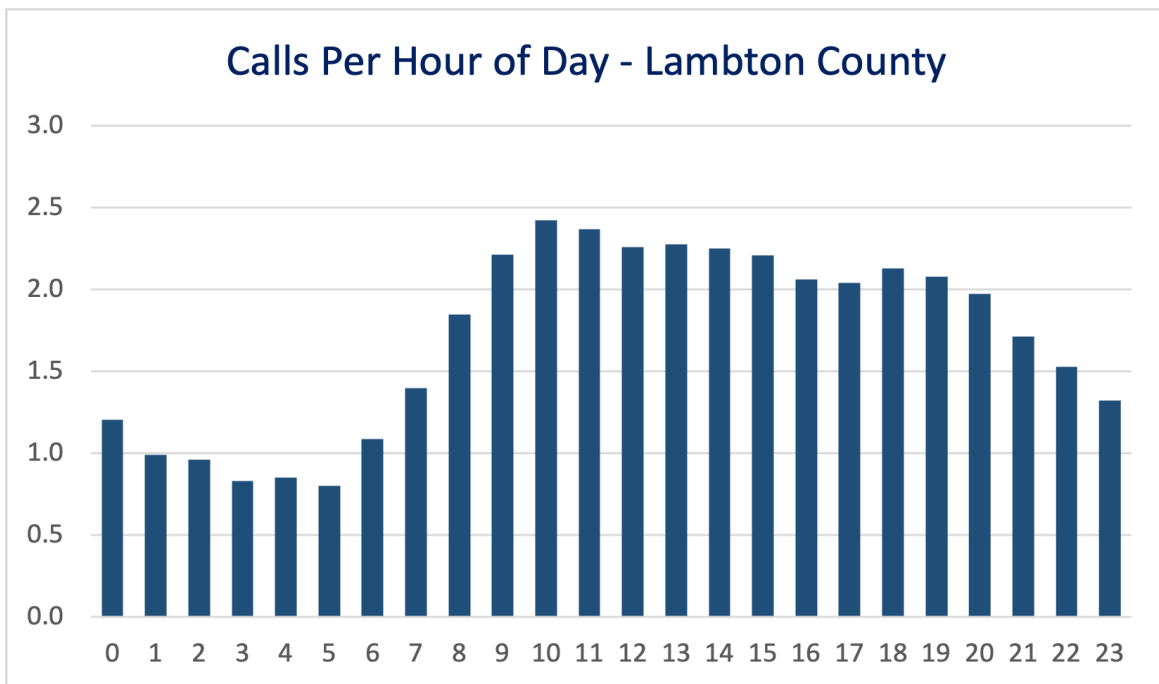
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wellbeing, measure and monitor impacts of workplace stress, and collaborate with staff and union representation to prevent physical and occupational stress injuries. Ongoing monitoring of utilization and improved balancing of workload between stations will be important to these efforts.

RECOMMENDATION #1 – MAINTAIN PRIORITY ON STAFF WELLBEING. IDENTIFY OPPORTUNITIES TO SUPPORT STAFF. MONITOR AND REPORT TO COUNCIL AND STAFF.

THE WORK WE DO

Emergency services routinely respond to the unpredictable, however there is actually a great deal of predictability in the work we do. Peak hours of demand have very little variance year over year. Call volumes tend to grow at a relatively steady rate. Some stations have seasonal patterns in call volume, such as Grand Bend, which sees almost twice as many calls in the summer months than in the winter.



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While it is generally straightforward to predict how many 911 calls we might receive in a given period of time, it is much more difficult to predict *when* those calls will actually occur. A multi-vehicle collision could happen at any time requiring the response of several ambulances, as an example. For this reason, ambulance services need to build in significant safety capacity in case the calls received all happen at once.

Lambton EMS realizes this safety capacity by staffing 11 ambulances during the day and 10 at night, at stations across the county. The ambulances serving the Sarnia area have lower availability than those in the more rural areas of the county due to the higher call volumes in the city. Emergency Medical Services functions as a system and the lower utilization of some crews provides buffer for instances where there may be a surge in calls. If the crew's workload is too low, there is however a risk that the crew will not be able to have repeated exposure to different call types leading to an attrition of skills. Low utilization of an ambulance is also rather inefficient. To fully staff an ambulance around the clock costs over \$1 Million per year. It's imperative that staffing is done in a manner that evaluates the different sources of variability, reflects the potential level of demand at any given time, controls for the sources of predictable variability and mitigates the impacts of unpredictable variability.

Emergency Medical Services were established to provide rapid response to serious health emergencies, however, not all patients who call 911 require immediate emergency care. Approximately, 25% of all patients seen by Lambton EMS paramedics are triaged on the Canadian Triage Acuity Scale (CTAS) at level 4 or 5, the lowest acuity categories of the 5-point scale¹⁴. These patients are often transported and seen in the Emergency Department receiving little to no additional treatment. Due to challenges in finding a family doctor or difficulties in navigating the health system, often, people turn to the emergency health system to address primary care needs, as they have few other places to turn.

EMS has a role to play in helping people get the care they need while reducing the draw on limited emergency health care resources. Development of criteria to determine patient risk, potentially using Artificial Intelligence / machine learning, could help to identify at the time of the call to 911 whether the patient could be suitable to defer for a time when system demand is lower rather than sending an ambulance to their location,

¹⁴ Lambton EMS Ambulance Call Report Data - Accessed from the iMedic Database (unpublished)

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right away. Likewise, it would be very helpful to be able to refer some lower acuity health concerns directly to timely appointments with primary care.

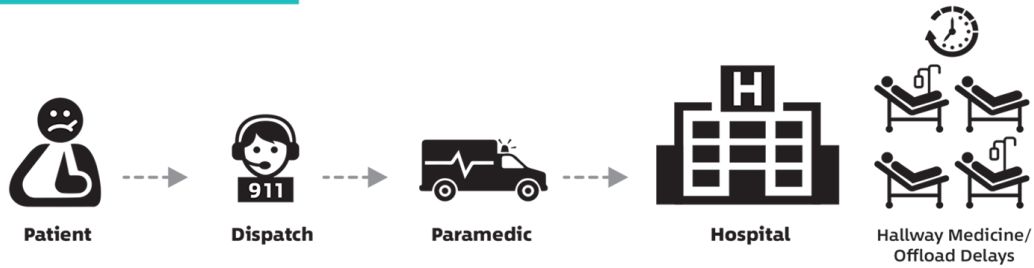
Leveraging the Community Paramedics to attend a scene and conduct an assessment could free up ambulance crews for higher acuity calls and increase system capacity. These proposals are currently being advocated by the Ontario Association of Paramedic Chiefs (OAPC), but will require system change at the Ministry of Health in order to explore these opportunities in practice. Lambton EMS has a unique opportunity to trial a project like this as the Wallaceburg Central Ambulance Communications Centre (CACC) is a small dispatch centre operated by the Sunnybrook Base Hospital. Sunnybrook operates the CACC with the intent to conduct research into prehospital care systems so a partnership between Lambton EMS and Sunnybrook could be quite feasible. This is worth exploring and should be a priority for the service to advance in the coming years.

The OAPC has promoted its 'Vision for the Future'¹⁵ in its submission to the Province regarding the modernization of Emergency Health Services. The submission envisions a system where 911 dispatchers, system navigators and paramedics work to connect patients with the care they need in the time they need it. The care required is not always care that is delivered in an Emergency Department. Often these supports can be through social services, mental health, primary care or other services. Key to success of this vision is further integration of Emergency Medical Services into the broader health system. Through this work, the EMS system can begin to take steps to remove some of the impacts of unpredictable variability.

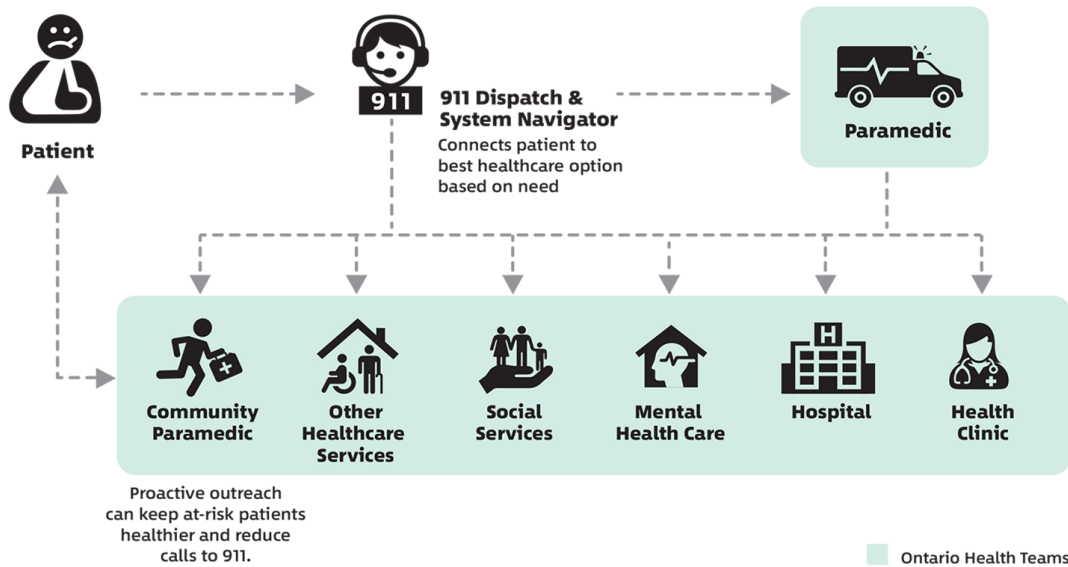
¹⁵ EHS Modernization: A Submission by the Ontario Association of Paramedic Chiefs, March 2020

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Current State



Vision for the Future



OAPC Vision for the Future - Reproduced with permission

LAMBTON EMS MASTER PLAN 2024-2028

HOW WE'RE DOING

LAMBTON EMS PERFORMANCE ANALYSIS

Number of 24 hr Crew	10.5	Average Annual Call Growth	5.9%
Number of 911 Calls / Year	21232	Total Number of Calls / Year	35461
Unit Hour Utilization	19%	Percent of time on Code 8	18%
Average C-4 Response Time	7.03 mins	90 th Percentile Response Time	13.0 mins
Fleet Size	25	Number of Garage Bays	15

Response time is the primary Key Performance Indicator (KPI) in Emergency Medical Services. On this indicator, Lambton EMS continues to perform within or better than its response time targets in all categories, however, response times are slowly increasing as service demand increases¹⁶.

Response Level		2018	2019	2020	2021	2022
	Target Goal (%)	Actual	Actual	Actual	Actual	Actual
Sudden Cardiac Arrest	45% in 6 mins	60%	61%	59%	54%	54%
CTAS 1	60% in 8 mins	77%	77%	78%	78%	75%
CTAS 2	70% in 10 mins	84%	84%	83%	81%	79%
CTAS 3	65% in 10 mins	80%	80%	77%	76%	75%
CTAS 4	70% in 12 mins	87%	88%	86%	83%	83%
CTAS 5	80% in 15 mins	93%	93%	93%	92%	91%

The Ministry of Health requires that all ambulance services set, and report on, their response time targets annually based on community need. Response times are set to correspond to a patient’s level of urgency, with sudden cardiac arrest having the highest priority and other call types decreasing in urgency on a 5-point scale. This scale is called

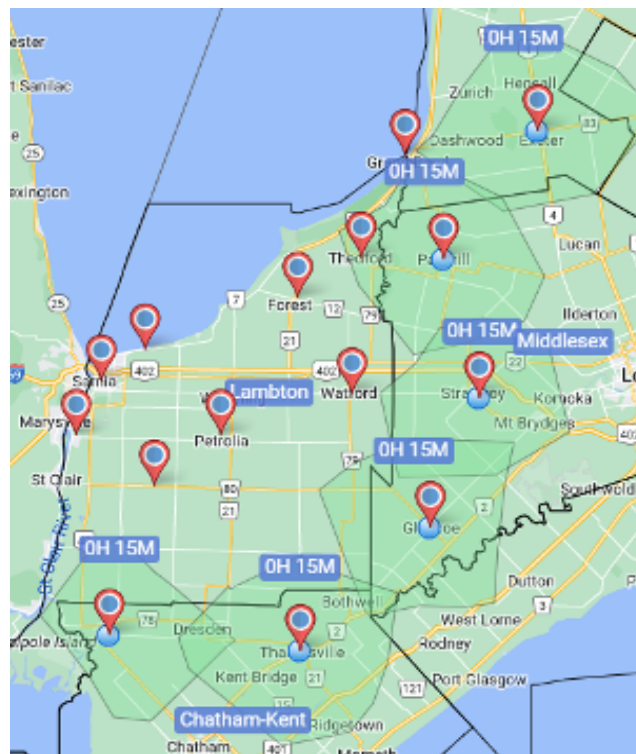
¹⁶ <https://lambton.civicweb.net/FileStorage/B51225E5823846869A493FFBF8A2ABAC-2022%20Ambulance%20Response%20Times2.pdf>

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the Canadian Triage Acuity Scale (CTAS)¹⁷ and helps to triage resources based on a patient’s level of need. This allows the most urgent cases to receive the fastest response while low urgency cases may receive a slower response, based on the availability of resources. Response times may also be measured in 90th percentile, which is the response time at which 90 percent of calls are serviced. This can be viewed as a more accurate measure as it contains less variance than an average.

The EMS system is designed to operate in a borderless fashion where the closest, most appropriate ambulance and crew are sent to a call for service, regardless of which municipality the calls and the crews may be in.

Lambton EMS operates out of 9 stations positioned across the County to provide balanced coverage and to minimize response times to emergencies. Lambton County resources may, at times, be called to respond to emergencies in neighbouring counties when Lambton resources are closest, and neighbouring county resources may, likewise, respond into Lambton County.



¹⁷ <https://www.lhsc.on.ca/media/2904/download>

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When an ambulance from one station is called into service, ambulances from other stations may relocate to balance out the coverage to help reduce response times in what is called 'standby' or 'Code 8' movement. These movements are coordinated by the Wallaceburg Central Ambulance Communications Centre (CACC) in accordance with a deployment plan set by Lambton EMS. While ambulances and crews maintain stations within the various municipalities across the County, they are positioned to provide both local and county-wide response.

Code 8 assignments are important to ensuring balanced emergency coverage and are examined in detail later in this report.

Response times are a function of the urgency of the call, the distance between the call and the closest available ambulance, and the availability of an ambulance to respond. Ensuring that there are sufficient numbers of staffed ambulances in service, and that stations are in the optimal locations, helps to keep response times within acceptable standards.

The Master Plan work sought to identify current service performance both county-wide and at a station-by-station level as well as to provide forecasting to call volume growth in each station's service area. These projections can help to predict when service level changes or additions may be required to meet demand.

UNIT HOUR UTILIZATION

While response time is the KPI used to measure EMS efficacy, Unit Unit-Hour-Utilization (UHU) is the Key Performance Indicator (KPI) most commonly used by emergency medical services to determine the level of system busyness and capacity to respond to 911 calls. It is derived by taking the total amount of time spent servicing calls and dividing by the total amount of time available for service.

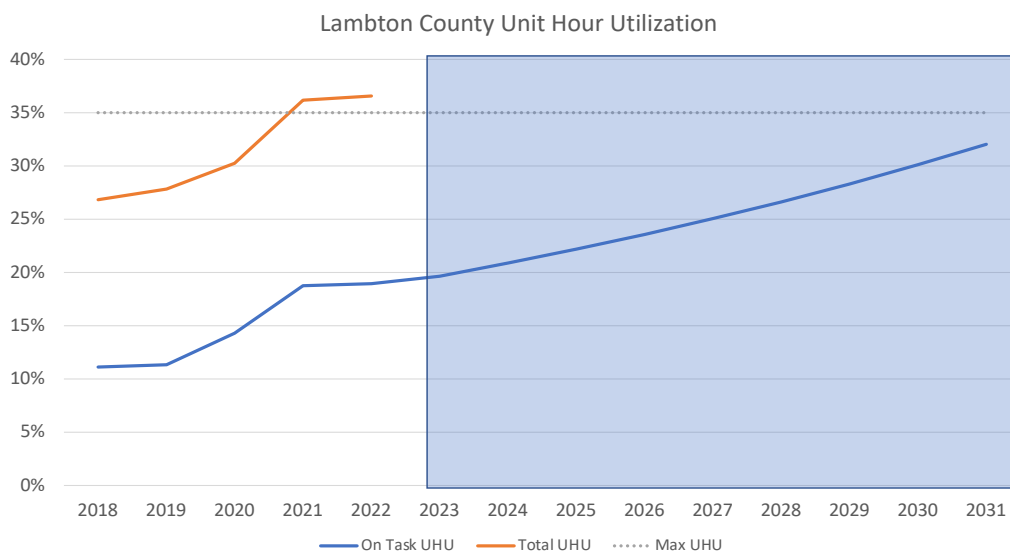
While there is no universally accepted optimal UHU, services generally aim for UHU values between 30% and 40%¹⁸. When the UHU is too low, the cost per call serviced is high. When utilization is above 35%, call response times begin to decrease due to reduced ambulance availability. At this level, there is also a higher risk to crews for fatigue and

¹⁸ <https://fitchassoc.com/new-ems-imperative-demonstrating-value/>

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burnout. As such, a time-on-task UHU of 35% is recommended to be the upper limit for any individual Lambton EMS station.

Paramedics have raised concerns that too much time spent moving between stations on Code 8 coverage also contributes to crew fatigue. The UHU graphs in this report identify both time-on-task on an ambulance call (blue line) and total utilization accounting for 911 calls plus Code 8 standby assignments (orange line).



Forecasting of ‘On Task’ UHU was done by calculating the average annual change in call volume over five years at each station, then determining the total time-on-task and dividing it by the total number of annual service hours at that station. This forecast is represented within the blue shaded box. Data for this assessment was obtained from the Lambton EMS Ambulance Call Report (ACR) Database.

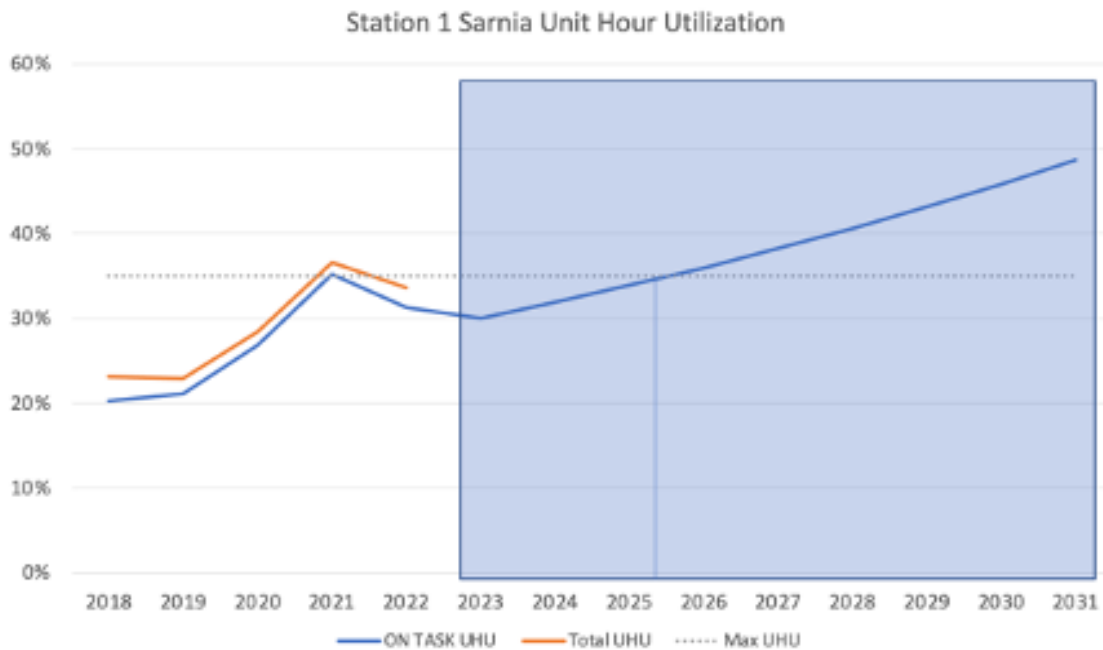
Forecasting of ‘Total UHU’ (time-on-task plus Code 8 standbys) was not performed, as this number is a function of the service’s deployment plan which can be changed administratively. These changes are recommended further in this report.

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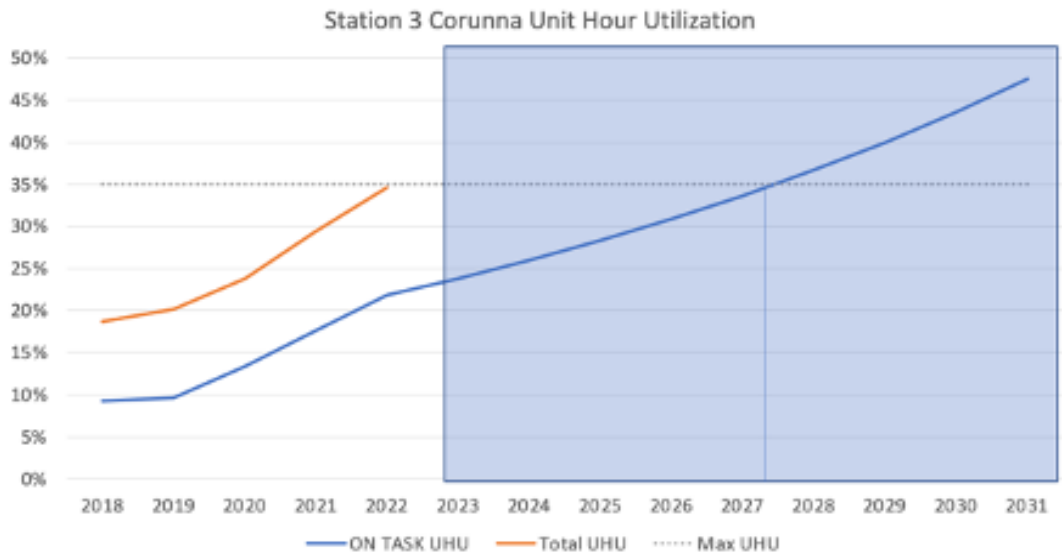
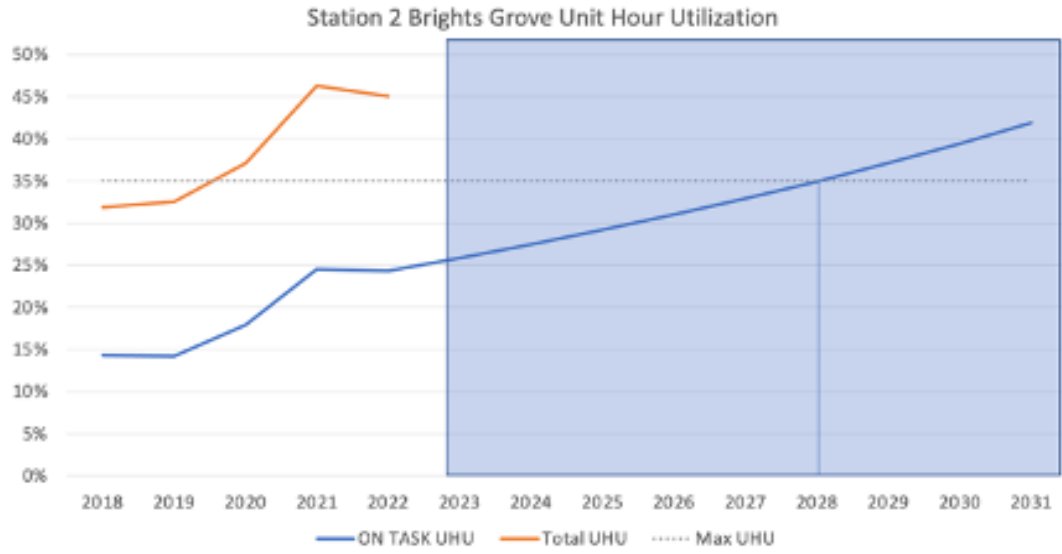
The 'flattening' of the curve in the UHU forecast for Lambton County between 2021 and 2022 demonstrates the point in time when the additional 12 hours per day of service was added to Sarnia in June of 2022. This plateau is evident to varying degrees in the projections of the various stations with more pronounced effect at stations closer to Sarnia. This shows that the additional resources were helpful in slowing the rate of increase of calls and standbys, though the effect is somewhat short-lived.

This forecasting was completed to determine when the service could anticipate needing to add additional resources in order to maintain appropriate response times and crew workload.

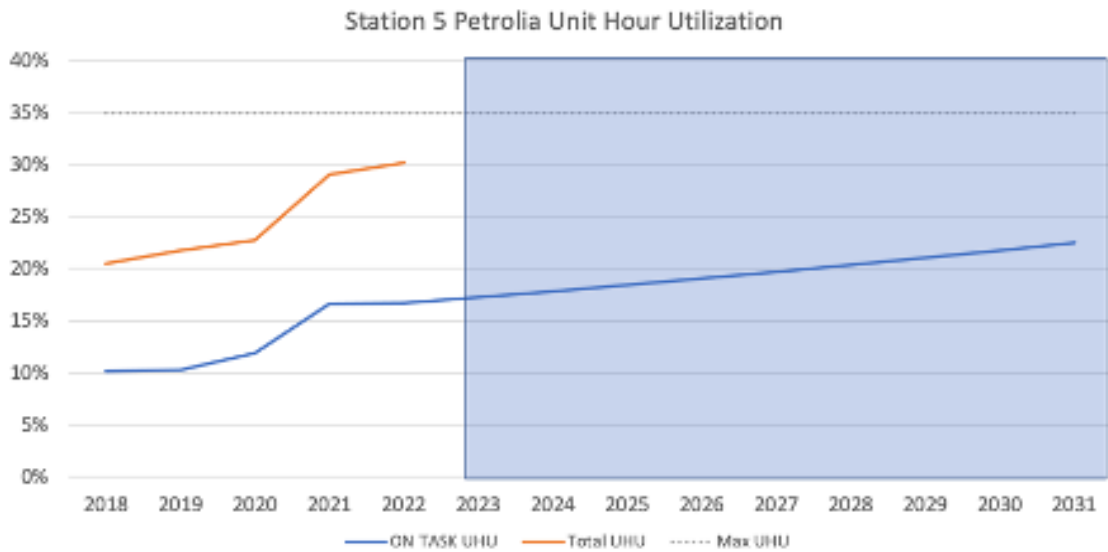
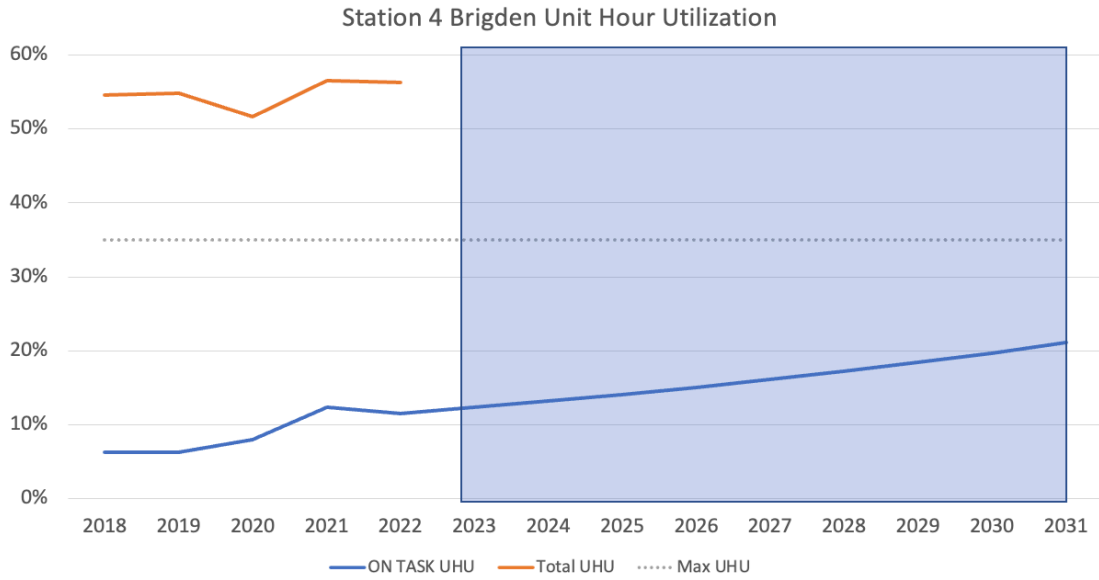
UNIT HOUR UTILIZATION BY STATION



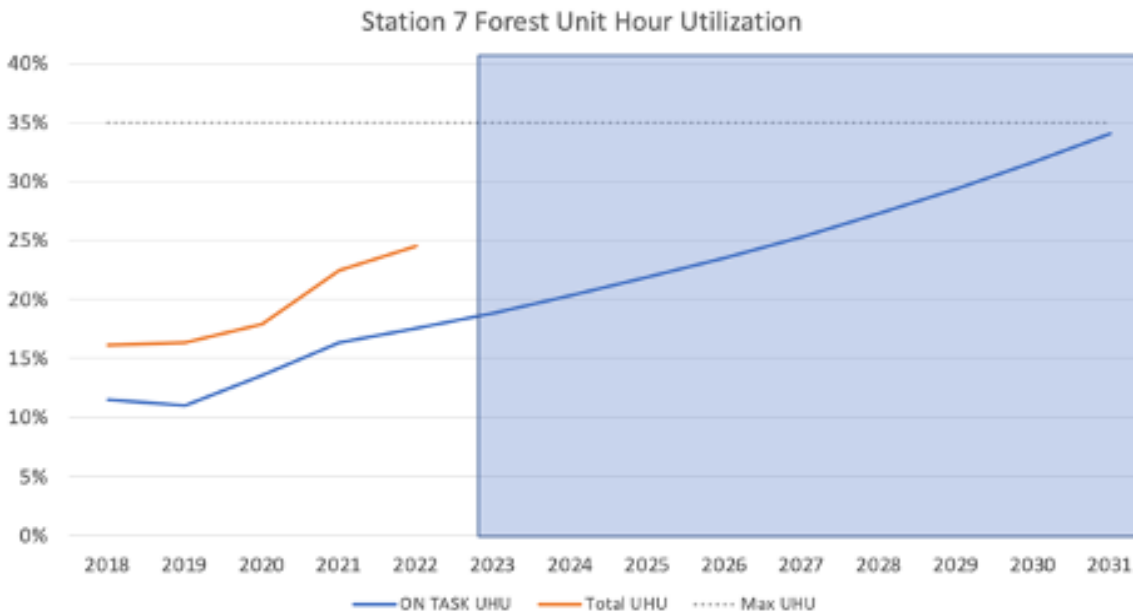
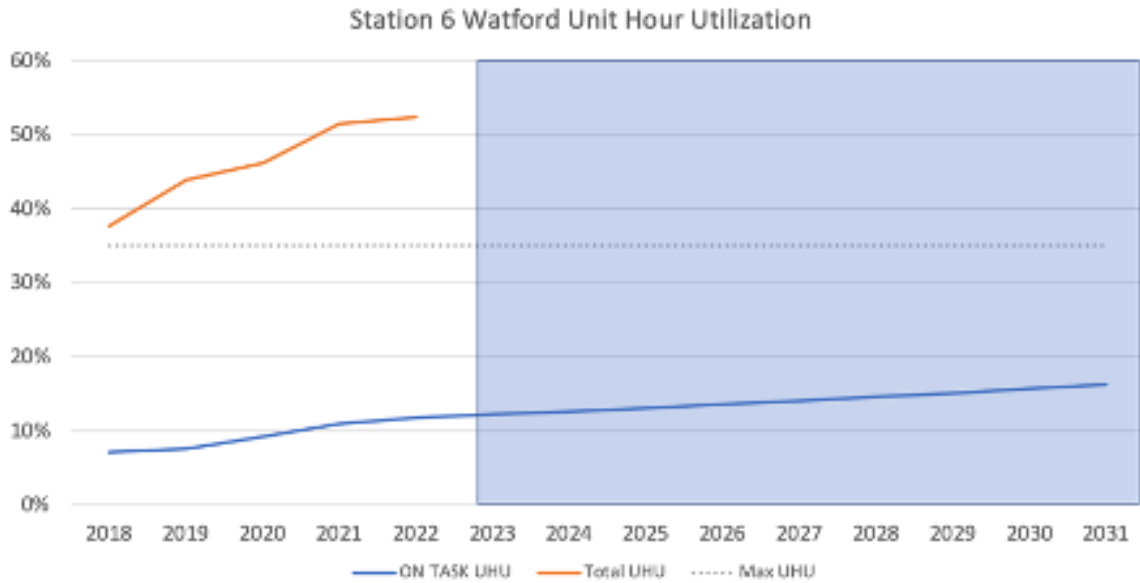
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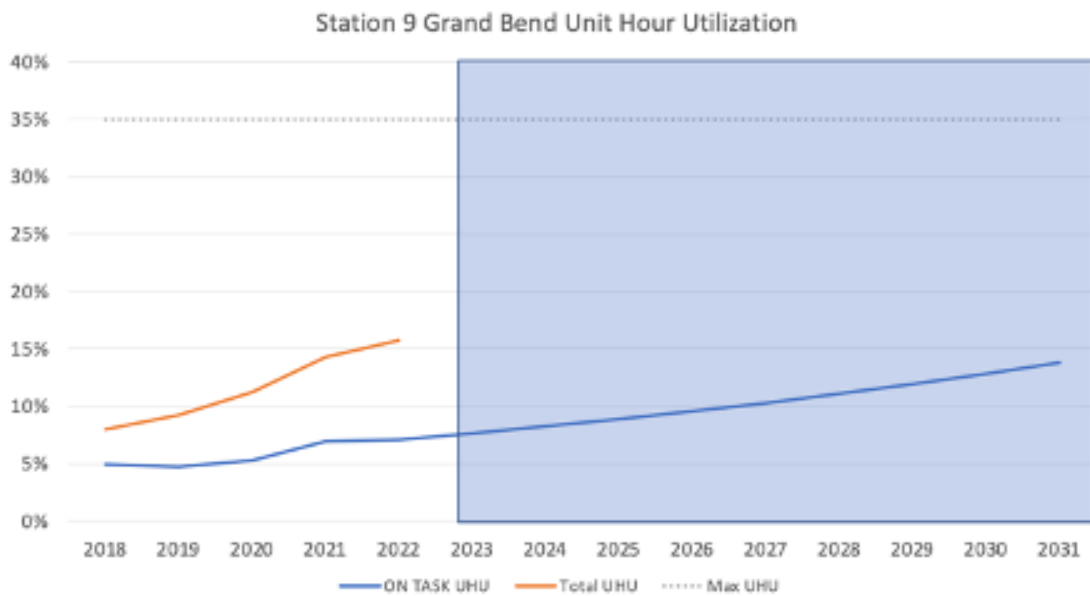
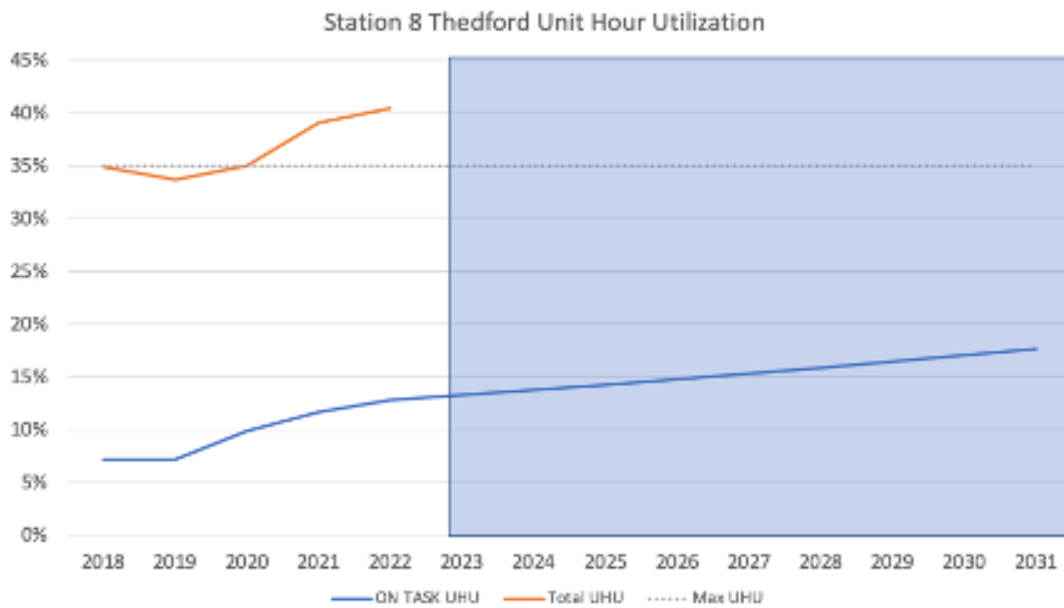
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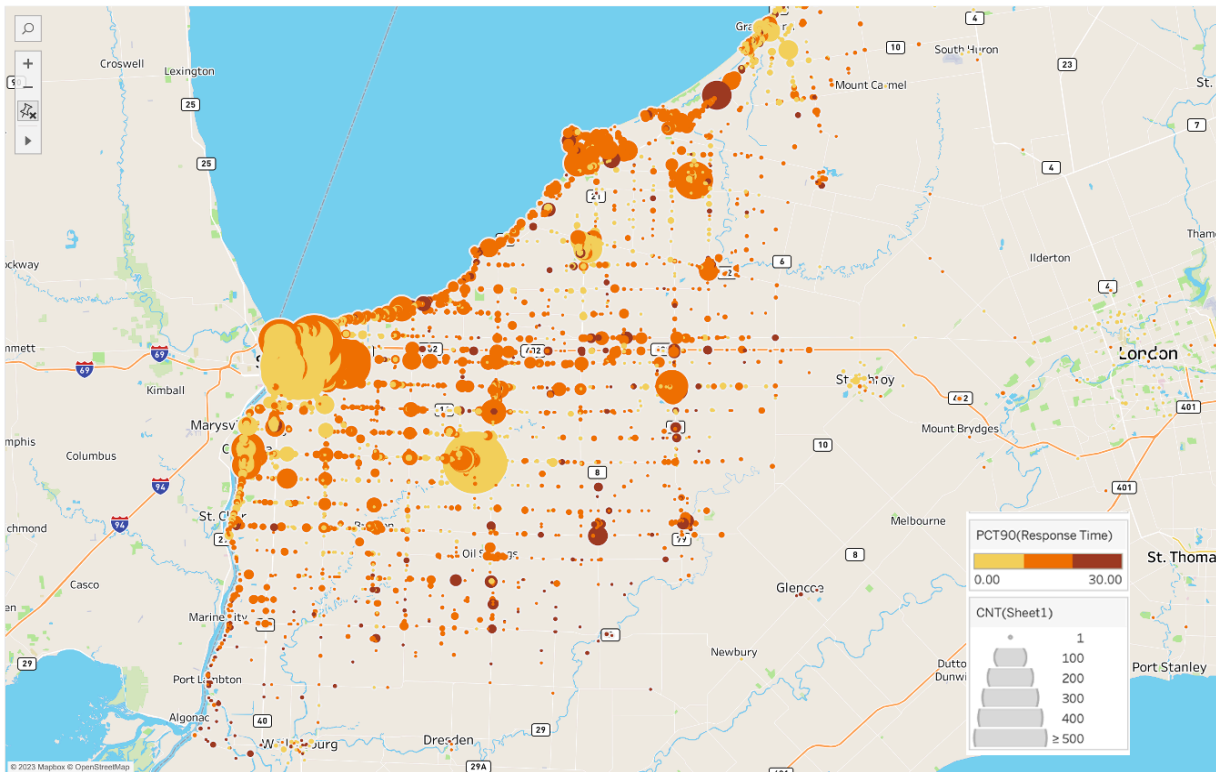
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HEATMAPPING

Heatmapping of 90th percentile response times was also conducted for each station using the ACR database and Tableau software. The heat map provides an ‘at a glance’ view of the response time performance and geographic clustering of calls for each station. A larger circle represents a larger concentration of 911 calls. As the circles become darker, this is an indication of longer 90th percentile response times. The three colour gradients from light to dark represent 0-10 minutes, 10-20 minutes, and 20-30 minutes, respectively.



Prior to the Province’s adoption of the Response Time Performance Plan, ambulance services were provided 90th percentile response time targets for both urban and rural environments. For urban responses, the Ministry of Health 90th percentile standard was 8 minutes and 59 seconds and for rural response, the 90th percentile standard was 14 minutes and 59 seconds. These measures still provide a good indication of the agility of

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an Emergency Medical Service to respond to emergencies in a timely manner and can be used as a benchmark when evaluating station-by-station performance.

STATION LOCATIONS AND RESPONSE TIMES

An essential part of ensuring optimal 911 response coverage is to evaluate the placement of resources. Response times to life-threatening emergencies should be minimized and, ideally, kept below 15 minutes. Measuring average response times does not provide a good indicator of the consistency of response and, therefore, measuring the 90th percentile provides a better representation of performance. The 90th percentile indicator reports the time to which 90 percent of life-threatening 911 calls are responded. Using average response times could hide large variances in performance. As an example, if one call response was 1 minute and another call response 29 minutes, the average response time would be 15 minutes. The first call response would be very fast while the second would be very prolonged.



Current Lambton EMS Stations

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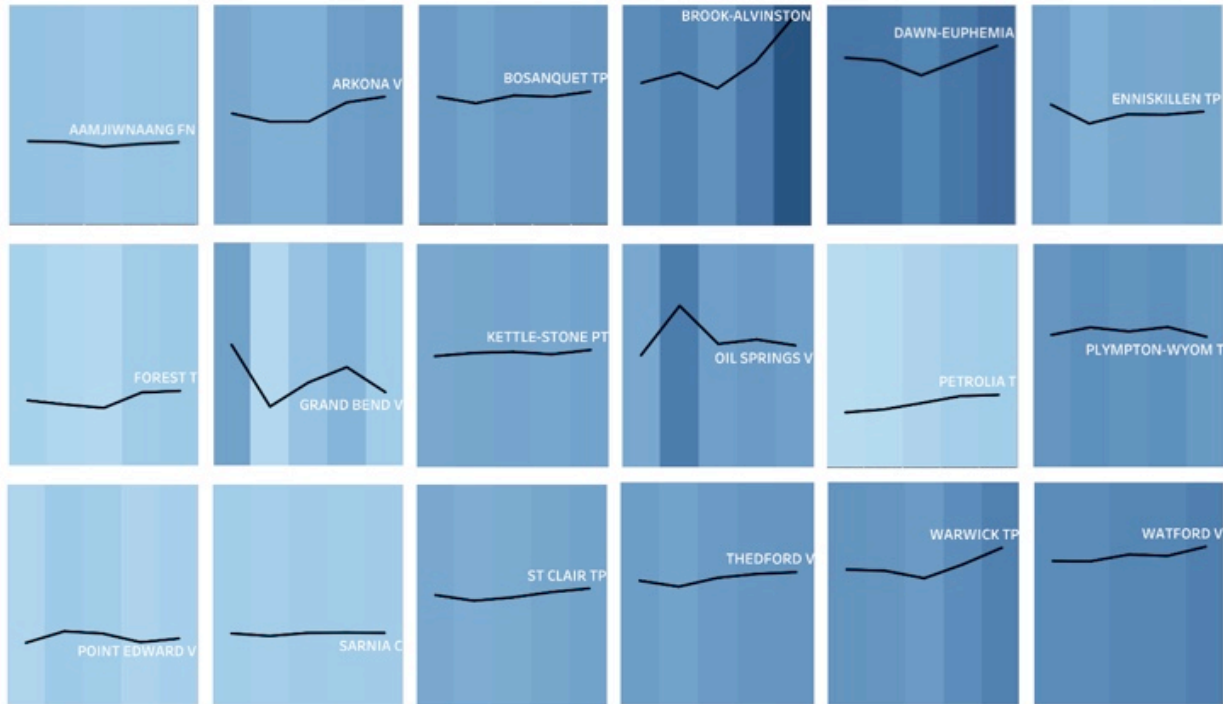
The data reviewed for the Master Plan examined the 90th percentile response times for each station, in addition to those for the entire county, as a whole. This was completed using heat maps illustrating both the response time and frequency of calls for any given area in the county.

Two factors are key to determining emergency response coverage for a community. First, resource positioning ideally should reflect the opportunity to provide the fastest response times to the greatest number of calls within the resources available. Second, the number of resources provided should reflect the demand for service and the response time expectations set out for the service.

Ambulance services are required to distribute resources across the geographic areas they serve and, together with neighbouring services, provide seamless and borderless response capacity across the province. Higher density areas generate higher demands for service and, as such, resources are often drawn into higher population areas at the expense of response times to lower density areas. By moving resources to service the areas with more frequent calls, the overall response times are kept relatively low, though the less frequent calls in lower density areas may experience prolonged responses, as a result. These prolonged responses are not often detected in the typical response time analyses and reporting. A summary of station-by-station performance can be found in Appendix A.

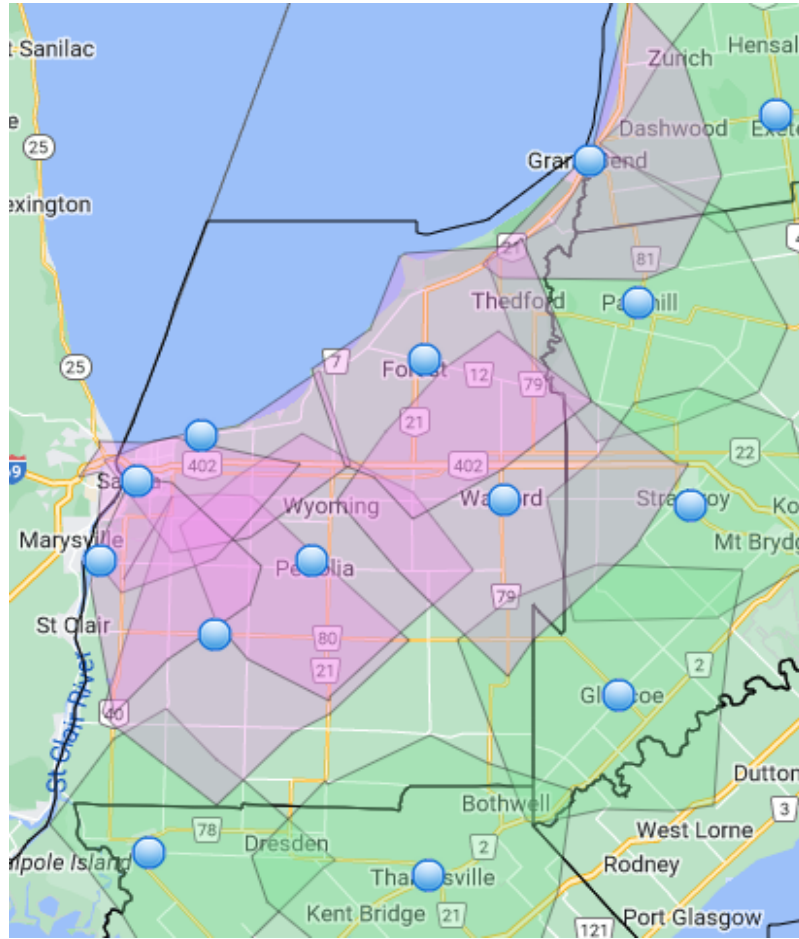
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Response Time Trend by Municipality 2018 - 2022



A more granular examination of response times by lower-tier municipality provides a more accurate picture of how well emergency coverage is balanced across the county. Over the past 5 years, there has been a marked increase in response times to Brooke-Alvinston and Dawn-Euphemia resulting from a high rate of Code 8 assignments for the Watford and Brighden stations. Response times in Sarnia, Point Edward, Forest and Petrolia are amongst the lowest in the county. As is demonstrated in this figure, response times in almost all municipalities are slowly increasing, most likely as a result of steadily increasing call volumes and a limited increase in resources to handle those calls.

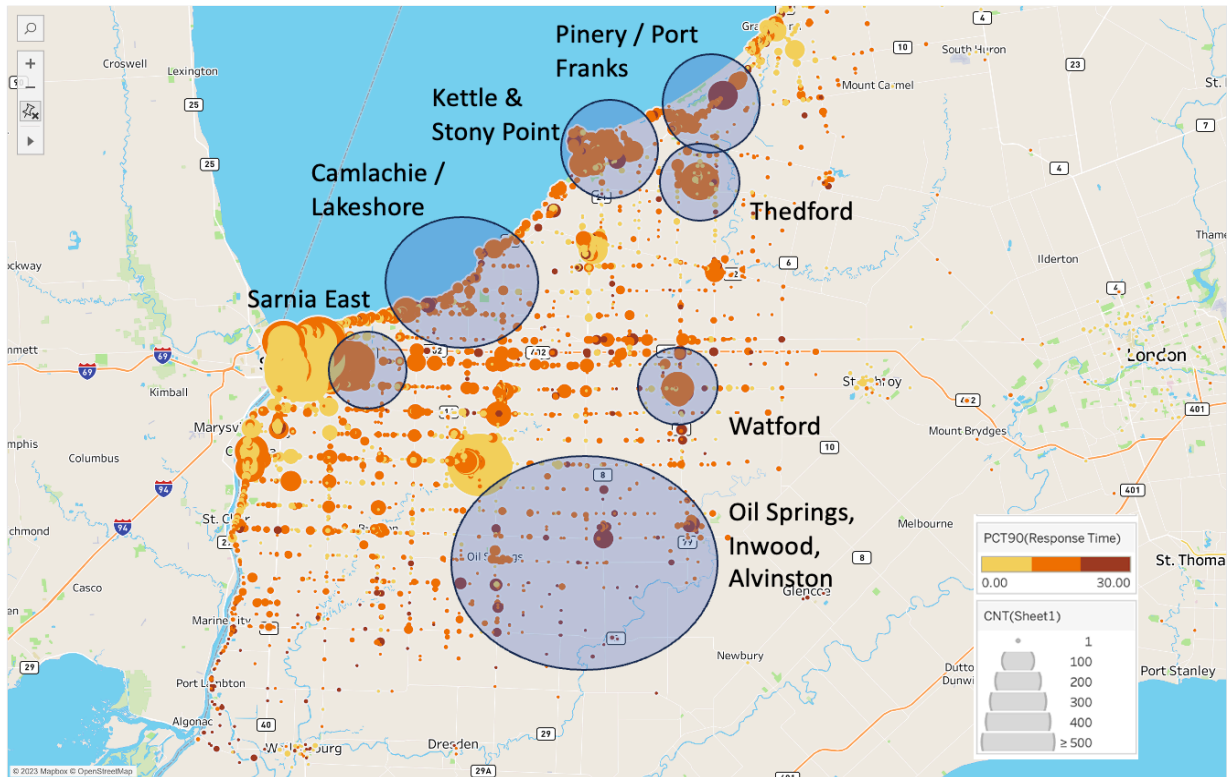
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This map shows Lambton EMS’s reach within the 15-minute rural 90th percentile standard. This map also shows the 15-minute response time polygons into Lambton County for neighbouring services in Middlesex, Chatham-Kent and Huron. Of note is the fairly large area in the south of the county which is not possible to reach within 15 minutes of any station. While population density and call volumes are much smaller in this area, long response times to the region are exacerbated when the Bridgen ambulance crew is not at that station.

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HOW WE CAN IMPROVE



The heatmap of the volume of calls and their relative response times further illustrates areas for improvement. In this map, larger dots indicate a higher density of calls, and the increasing darkness of the dots indicates longer 90th percentile response times. The highlighted areas with darker, larger dots are areas of concern to be addressed through this master plan’s recommendations.

SARNIA EAST

The Sarnia area represents over 65% of call volume for Lambton EMS. The 90th percentile response times for most of the city and Point Edward are very good, measuring around 8 minutes. The heatmap east of Sarnia and out to Highway 402 shows increasing response times yet high density as calls get further away from the George Street Station.

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The Brights Grove station is the most frequent ambulance to be sent on Code 8 to cover Sarnia and is not often in the station to provide coverage to the lakeshore region, though response times are still able to be maintained within acceptable parameters. Brights Grove is also located directly adjacent to the Sarnia Fire and Rescue Services Telford Station, which provides first response to life threatening medical emergencies under the Tiered Response Agreement (TRA). Having the two stations responding from the same place at the same time negates most benefits from the TRA as the response times would be nearly identical. This provides an opportunity to relocate the Brights Grove station further south to the east end of Sarnia, which can help improve response coverage for the area. Relocating to the area of Highways 40 and 402 provides quick access in all directions, improves coverage of Highway 402, and can reach Brights Grove with a 90th percentile time of 9 minutes. This move will also significantly reduce the need to send this unit on Code 8 standbys as most of Sarnia could be serviced within 9 minutes from this location.

Establishing a new station in this location also provides the opportunity to establish a headquarters where operations, administration, logistics and training can be joined together. At this time, EMS administration and operations are in separate locations creating a disconnect between staff and management. Major supply storage is kept offsite in rented storage lockers due to a lack of space in EMS facilities, training is conducted in whatever spaces that can be booked across the county and garage space is not sufficient to shelter the fleet. Bringing these functions under one roof will help to improve labour/management relations, ensure adequate supplies are available for crews, and establish a facility for continuous staff training.

**RECOMMENDATION # 2- RELOCATE BRIGHTS GROVE STATION TO A
NEW HEADQUARTERS TO BE BUILT IN THE AREA OF HIGHWAYS 40
AND 402.**

LAMBTON EMS MASTER PLAN 2024-2028**CAMLACHIE / LAKESHORE**

With Brights Grove relocated to the east side of Sarnia, establishing a station in the Camlachie area will help to address the growing population and call volume along the lakeshore of Plympton-Wyoming, which currently does not have a station within the municipality. This move will also help to provide redundant coverage to Brights Grove. If standby coverage is required in Petrolia or Sarnia East, then this station would be well positioned to do so.

RECOMMENDATION # 3 - ESTABLISH NEW STATION IN CAMLACHIE**GRAND BEND / PINERY / PORT FRANKS**

The Grand Bend station has the lowest utilization of Lambton EMS's resources. Unit hour utilization sits around 7% with slow growth of call volume. It is not frequently used to provide Code 8 coverage for other areas because it is distant from standby posts in Forest, Petrolia and Sarnia. It is also situated directly on the border of Middlesex County, Huron County and Lake Huron, providing limited coverage within the area of Lambton County.

Ideally, station locations provide opportunities to respond in all directions, Grand Bend's Lambton County coverage only extends to the southwest. When it does respond outside of the Village of Grand Bend, to cover the Pinery, Port Franks and Thedford, response times are prolonged with 90th percentile response times well beyond 20 minutes. This is especially pronounced with calls to the Pinery Provincial Park where the response time to the gates of the park is around 10 minutes but then requires an additional 15 minutes to arrive on scene inside the park.

Relocation of the Grand Bend station closer to the Pinery gates would allow for 10-minute, 90th percentile response times to Grand Bend, Port Franks, and Thedford, in addition to reducing response times into the park by over 10 minutes. This would

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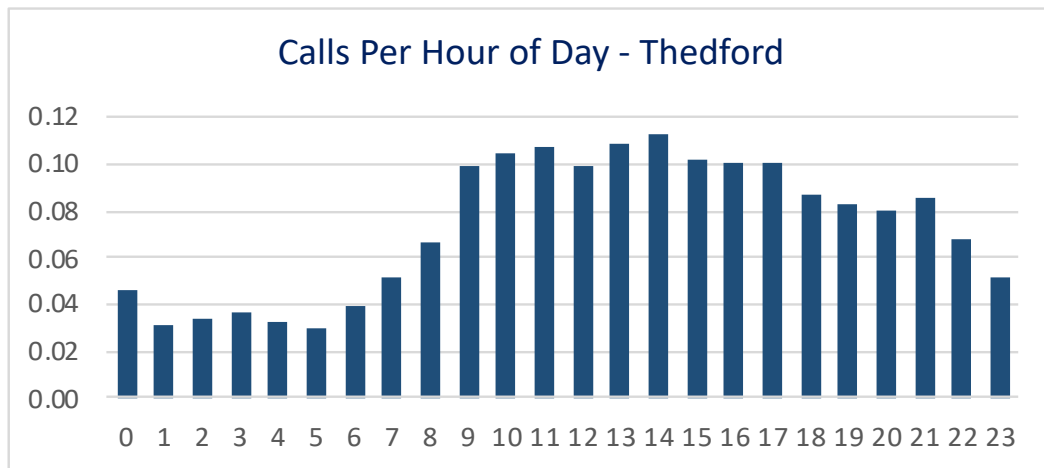
increase utilization and provide the opportunity to relocate resource hours from the Thedford station.

Given the seasonal nature of calls in the Village of Grand Bend, additional capacity can be provided through a seasonal upstaff directly in the Village. This is suggested to be staffed from 10:00 am to 10:00 pm, Friday to Sunday through July and August, covering the hours of greatest demand.

RECOMMENDATION # 4 - RELOCATE GRAND BEND STATION CLOSER TO PINERY PROVINCIAL PARK

THEDFORD / FOREST

Thedford station has a lower unit hour utilization than the average, around 12%, indicating it is an under-utilized resource. As such, it is often sent on Code 8 assignments to Forest. While 15% of Thedford’s calls are in Thedford, more than 25% of their calls are in Forest or Kettle Point. Thedford also has very low nighttime utilization, averaging just over one call every 2 days, between the hours of 9:00 pm and 9:00 am. With Grand Bend relocated towards the Pinery, Thedford can be effectively be provided with adequate response coverage from the new station.



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The resources allocated to Thedford can be safely relocated to Forest to provide additional daytime coverage, reducing the need for standby coverage in the area and improving response to the region. Nighttime hours can be reallocated where needed with three recommended options for consideration:

- Placement in Sarnia as an additional daytime ambulance for peak demand
- Converting a daytime ambulance in Sarnia to 24-hour service
- New placement in Inwood area as a daytime ambulance to provide improved coverage to the southeast

The decision on which of these options would be preferred would need to be evaluated in 2026 by examining the impact of service enhancements in 2024 and 2025 on response times, unit hour utilization and Code 8 assignments.

RECOMMENDATION # 5 - RELOCATE THEDFORD DAYTIME COVERAGE TO FOREST, RELOCATE NIGHTTIME COVERAGE WHERE MOST REQUIRED

KETTLE AND STONY POINT

These communities have a higher proportional call volume than their proportion of Lambton County's population. 90th percentile response times are between 10 to 20 minutes and are serviced primarily out of Forest station. When that station is on another call and no standby has been assigned, the response will come from Thedford, Grand Bend, Petrolia or Brights Grove, making for even longer response times. Having additional daytime capacity in Forest will reduce the frequency that responses to Kettle and Stony Point come from these more distant stations.

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Past discussions have occurred with leadership in Kettle and Stony Point to explore the opportunity for an Indigenous-led ambulance resource. It is recommended that Lambton EMS re-engage in these discussions to determine if this is viable and if there are any opportunities for collaboration and support. This would provide additional capacity in the area and help to reduce response times. Similar discussions could also be explored with Walpole Island.

RECOMMENDATION # 6 - EXPLORE OPPORTUNITIES TO COLLABORATE AND SUPPORT ESTABLISHMENT OF FIRST NATIONS AMBULANCE SERVICES AT KETTLE AND STONY POINT AND WALPOLE ISLAND

WATFORD / WARWICK

The 90th percentile response times in Warwick have been increasing over the past five years, ranging from 10 to 20 minutes. This appears to be driven by the high number of Code 8 assignments from the station in Watford. Given there is already an ambulance posted in this area, though it is assigned elsewhere more than 50% of the time, the recommended strategy to address response issues in the region is to ensure there are adequate resources elsewhere in the county to reduce the need for the Watford ambulance to be assigned on Code 8 standbys. Updates to the deployment plan and implementation of the suggested enhancements are anticipated to improve that unit's availability and will reduce response times as a result.

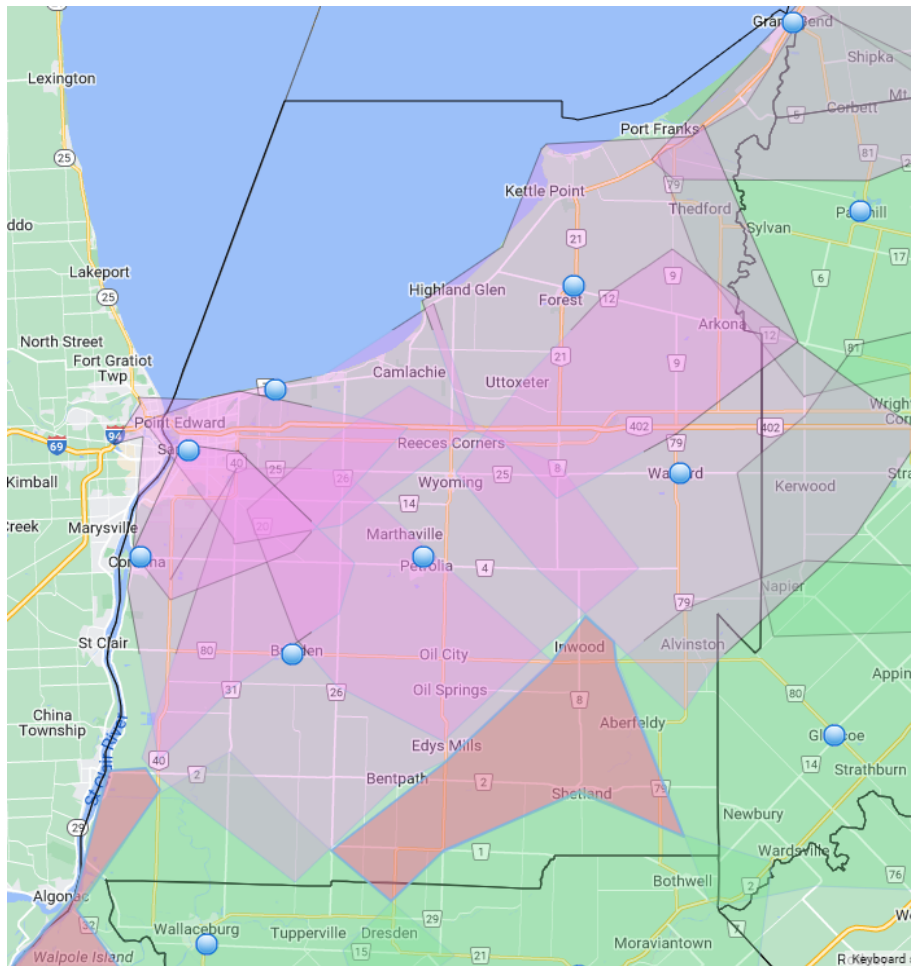
OIL SPRINGS / INWOOD / ALVINSTON

These communities in the southwest of the county are primarily served by Watford and Bridgen. Supplemental coverage may also be sent from Strathroy, Glencoe, Thamesville and Wallaceburg. Similar to Warwick, these communities are experiencing prolonged response times, in part, due to frequent Code 8 assignments for the Watford and Bridgen

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crews. However, there is also a sizable area (noted in red) where no Lambton or neighbouring service's ambulances can reach within 15 minutes. While call volumes and population density in this area is quite low, this is an area for consideration for future placement of resources. Deployment plan updates and implementation of enhancements should also provide some improvement to response times in the interim.

Lambton County 15 minute response coverage overlay



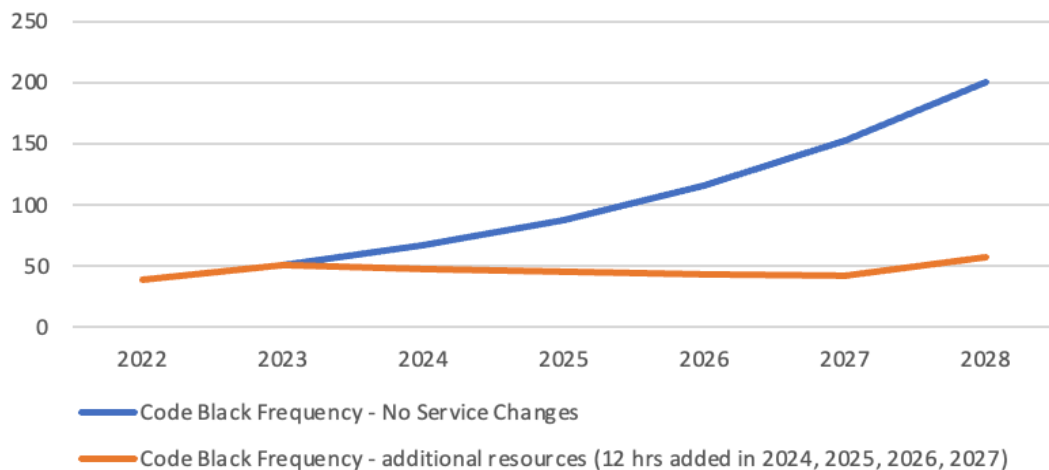
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CODE BLACK

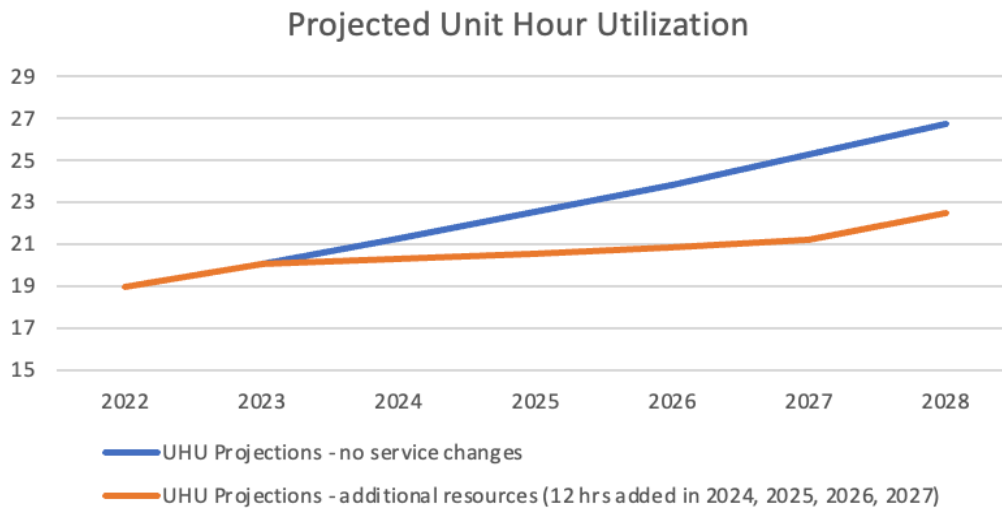
There are occasions when all ambulances in Lambton are assigned on calls and there are no available ambulances left in the county. These circumstances are referred to as Code Black. In 2022, there were 36 instances when this occurred. Compared to other Ontario ambulance services in our region, this is rather uncommon but is still a circumstance to avoid. Factors such as call volume, demand surges, hospital offload delays and the number of staffed ambulances all have impact into whether an ambulance is available when 911 is called.

Projections based on population growth and call volume increases over the next 5 years indicate that without the addition of any new resources, there will be 200 Code Black occurrences by 2028. Code Blacks are also a late indicator of diminished overall system capacity. Prior to a Code Black occurring, there will have been significant Code 8 assignments to crews as fewer and fewer ambulances are available. Lower priority calls will have been deferred upwards of 30 minutes in order to prioritize response to life threatening emergencies.

Projected Code Black Occurrences



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Likewise, without additional resources, county-wide Unit Hour Utilization is projected to increase by 42% over the next 5 years.

In order to maintain Code Black frequency at current levels and to slow the increase in Unit Hour Utilization, it is recommended that 12 hours of service be added in each of the next four years. These represent the timeframe in which 4 stations will approach the recommended maximum 35% Unit Hour Utilization threshold, as shown in the earlier section of this report 'Unit Hour Utilization by Station'.

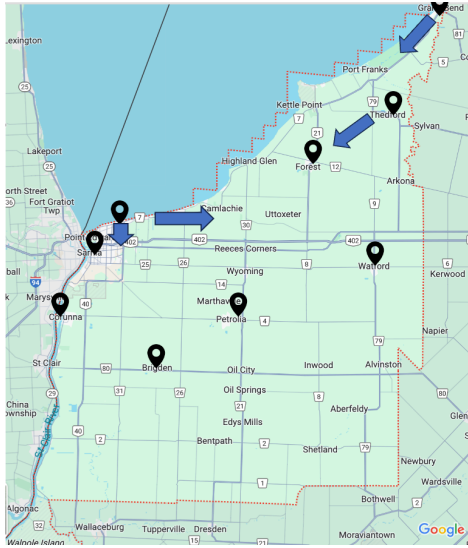
This will require an enhancement of 3 additional 12-hour daytime ambulances along with the reallocation of 12 hours of service from the Thedford station. These strategic enhancements will service peak demand, avoid the need for underutilized additional nighttime service, and improve the utilization of current resources.

Three options are presented below on timing and placement of the additional resources. Considering 64% of calls for service occur in Sarnia, yet only 37% of ambulance resources are currently stationed there, in each proposed option, a minimum of 3 of the 4 new ambulances are recommended be placed in the city. This will bring the number of peak daytime ambulances in Sarnia to 7 from the current 4 and will help to reduce the draw of ambulances from other parts of the county into the city to provide Code 8 standby coverage.

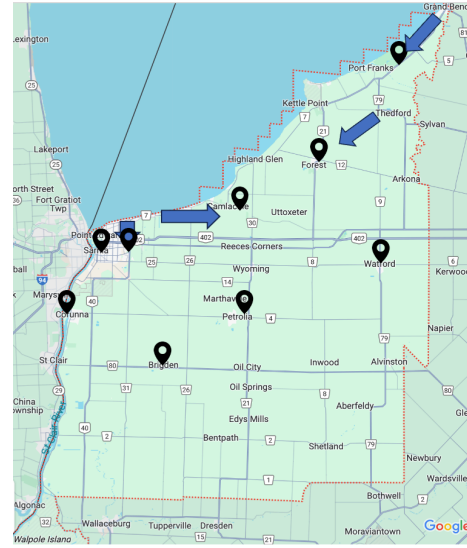
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RECOMMENDATION # 7 - INCREASE AMBULANCE SERVICE BY 36 HOURS (3 ADDITIONAL 12-HOUR AMBULANCES FOR PEAK HOURS)

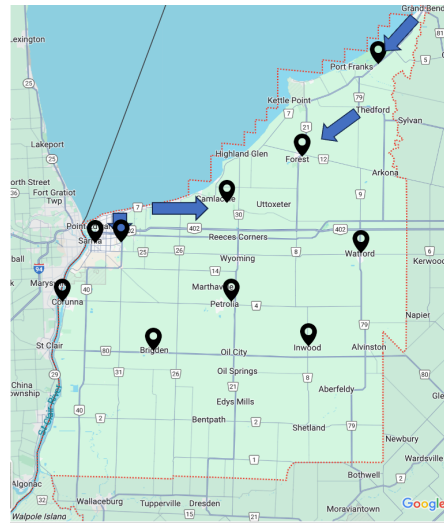
PROPOSED STATION RELOCATIONS



Current



Future - Options 1 & 2



Future - Option 3

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Current Staffed Shifts (252 hours of service / day)

	Sarnia	Brights	Corunna	Brigden	Petrolia	Watford	Forest	Thedford	Grand Bend	Total
24 hr	2	1	1	1	1	1	1	1	1	10
12 hr	1									1

Proposed Staffed Shifts

Option 1 - Thedford night hours into 4th Sarnia day ambulance

(288 hours of service / day)

	Sarnia	Sarnia East	Corunna	Brigden	Petrolia	Watford	Forest	Camlachie	Grand Bend	Total
24 hr	1	1	1	1	1	1	1	1	1	9
12 hr	2	3					1			6

Option 2 - Thedford night hours to convert Sarnia 12-hr ambulance into 24-hr ambulance

(288 hours of service / day)

	Sarnia	Sarnia East	Corunna	Brigden	Petrolia	Watford	Forest	Camlachie	Grand Bend	Total
24 hr	1	2	1	1	1	1	1	1	1	10
12 hr	2	1					1			4

Option 3 - Thedford night hours into Inwood day ambulance

(288 hours of service / day)

	Sarnia	Sarnia East	Corunna	Brigden	Petrolia	Watford	Forest	Camlachie	Grand Bend	Inwood	Total
24 hr	1	1	1	1	1	1	1	1	1		9
12 hr	2	2					1			1	6

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Proposed timeline of service enhancements and station relocations

2024	2025	2026	2027	2028
Construction of Headquarters in Sarnia East	Begin construction of Camlachie Station	Begin construction of Pinery Station	Relocate Grand Bend station to Pinery	End state
Add 12 hours of additional service in Sarnia area (to start in Corunna until Headquarters is completed). (0800 hrs - 2000 hrs)	Move 0800-2000 from Corunna to Headquarters	Add additional 12 hours of service to Sarnia East	Relocate Thedford crew to Forest - to become 12 hr day crew (0900 hrs to 2100 hrs)	Evaluate impact of changes (response times, unit hour utilization, Code 8 assignments)
	Close Brights Grove and relocate to Headquarters until completion of Camlachie	Relocate 24 hr ambulance to Camlachie station from Headquarters	Reallocate hours from Thedford nights where needed (either Sarnia day, Sarnia night, Inwood day)	
	Add 12 hours of additional service to Sarnia Downtown (0900 hrs - 2100 hrs)	Relocate 24 hr ambulance to Headquarters from Sarnia Downtown.		

FURTHER STRATEGIES FOR ADDRESSING WORKLOAD INEQUITIES

As noted in the section Unit Hour Utilization by Station, busyness is quite variable between Lambton EMS’s stations. Crews working in Sarnia have an average utilization over 24 hours of 35%, indicating very busy day shifts and steady night shifts. Comparatively, utilization in Grand Bend is under 8%, with few additional taskings for standby coverage in other areas. During the staff town hall, paramedics identified that the additional workload of moving between stations on standby coverage should be considered when evaluating the overall workload of staff. As such, both time-on-task (Code 1-4 calls) and standbys (Code 8 calls) are presented for each station within in this report.

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Emergency coverage for the County of Lambton is maintained by positioning ambulances in areas where the probability of a 911 call is likely to occur and with the intent of minimizing the distance that needs to be travelled. When an ambulance in the fleet is tasked to a call, the remaining ambulances may be repositioned in order to reduce response times using available resources. These movements are called 'standbys' or 'Code 8's'. Code 8 movements account for approximately one third of all fleet activity at Lambton EMS.

In order to address the relative inequity of call distribution and to improve the efficiency of resource utilization, several strategies can be employed.

- 1) Reduce unnecessary Code 8 assignments while more equitably distributing Code 8 assignments between stations. – RECOMMENDED
- 2) Work with Wallaceburg Central Ambulance Communications Centre (CACC) to monitor crew workload and assign lower priority calls and standbys to those crews with greater availability. – RECOMMENDED
- 3) Rotate crews between assignments. Several EMS agencies such as Niagara Region and London-Middlesex create pairs of stations where crews work shifts between two stations where one is busy and the other is quieter. – NOT RECOMMENDED
- 4) Centrally deploy crews from one location and provide assignments to stations across the county, in rotation, when crews report for duty. – NOT RECOMMENDED
- 5) Reallocate and augment current resources across the county to obtain a more balanced utilization profile and reduced workload variance between stations. - RECOMMENDED

In the short term, Options 1&2 are feasible and updates to the service's deployment plan and will have immediate impact. A deeper look at Code 8's is provided in the next section.

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In the longer term, Option 5 – the reallocation and augmentation of resources, as proposed above, will be key to ensure an efficient delivery of service while avoiding placing an unbalanced and excessive burden on some crews while having a light workload for others.

Rotation of crew between station pairs (Option 3) becomes challenging as the stations in Lambton County are spread out over a large geography. The busiest stations for calls are Corunna, Sarnia and Brights Grove. The stations with the lowest call volumes are Grand Bend, Thedford and Watford. If these stations were paired with each other, staff would have significant commutes to one of the stations in the pair and the move would likely not be supported by employees.

Central deployment (Option 4) is also challenging due to geography. The most reasonable location to establish a facility capable of housing such an operation would be in or around Sarnia, where most activity occurs. However, the drive from Sarnia to the various stations would range from 15 minutes to upwards of an hour. This would result in no coverage at the remote post locations for up to 2 hours each shift change, making central deployment in this manner somewhat less feasible.

RECOMMENDATION # 8 - REDUCE UNNECESSARY CODE 8 ASSIGNMENTS WHILE MORE EQUITABLY DISTRIBUTING CODE 8 ASSIGNMENTS BETWEEN STATIONS.

RECOMMENDATION # 9 - WORK WITH WALLACEBURG CENTRAL AMBULANCE COMMUNICATIONS CENTRE (CACC) TO MONITOR CREW WORKLOAD AND ASSIGN LOWER PRIORITY CALLS AND STANDBYS TO THOSE CREWS WITH GREATER AVAILABILITY.

RECOMMENDATION # 10 - REALLOCATE AND AUGMENT CURRENT RESOURCES ACROSS THE COUNTY TO OBTAIN A MORE BALANCED UTILIZATION PROFILE AND REDUCED WORKLOAD VARIANCE BETWEEN STATIONS

LAMBTON EMS MASTER PLAN 2024-2028**A DEEPER LOOK AT CODE 8'S**

Code 8s are most frequently assigned to provide coverage to Sarnia, Petrolia and Forest, as these three locations account for higher population densities and call volumes. These locations are also staging points for providing balanced coverage to the county's geography when available resources are limited.

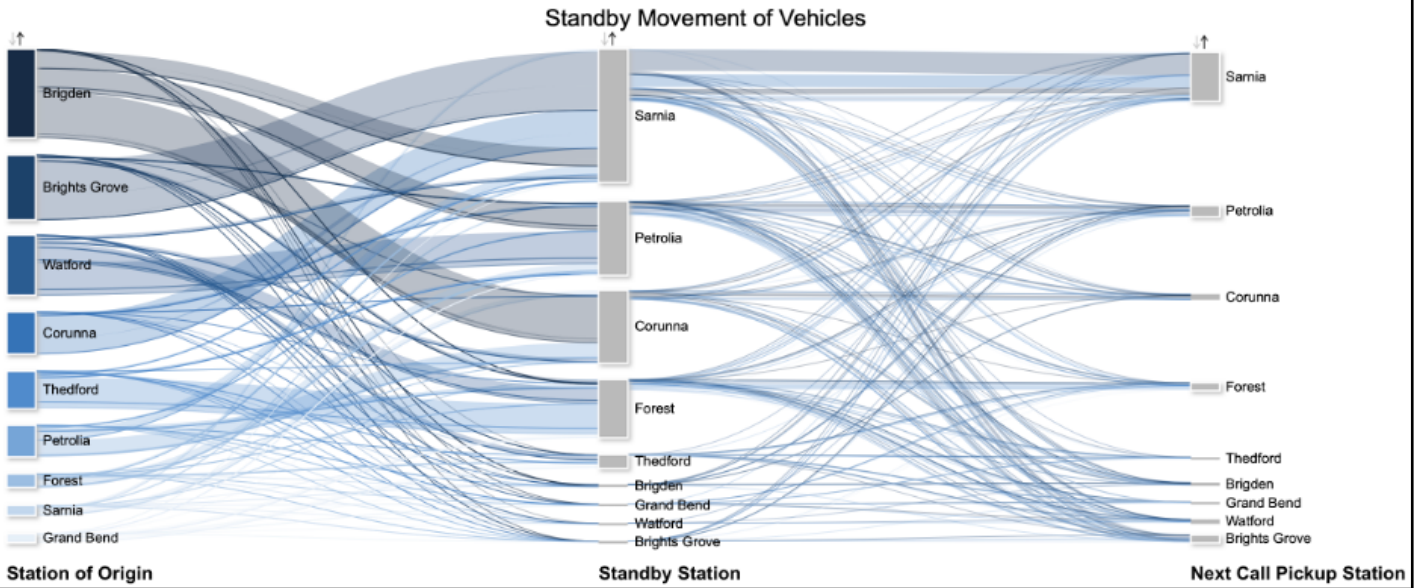
An analysis of Code 8 movements was conducted as part of the EMS Master Plan to look for opportunities to improve ambulance availability and reduce response times with existing resources, while concurrently reducing crew workload and vehicle mileage.

Over the 5-year period from 2017 to 2022, there were 63,698 Code 8 assignments that could be analyzed, after cleaning the data. Of those, 23,870 involved ambulances from across the county being sent to Sarnia to provide additional coverage. This represented over one third of all Code 8's and illustrates the magnet effect that 911 demand in Sarnia has on the remainder of the county's ambulance resources.

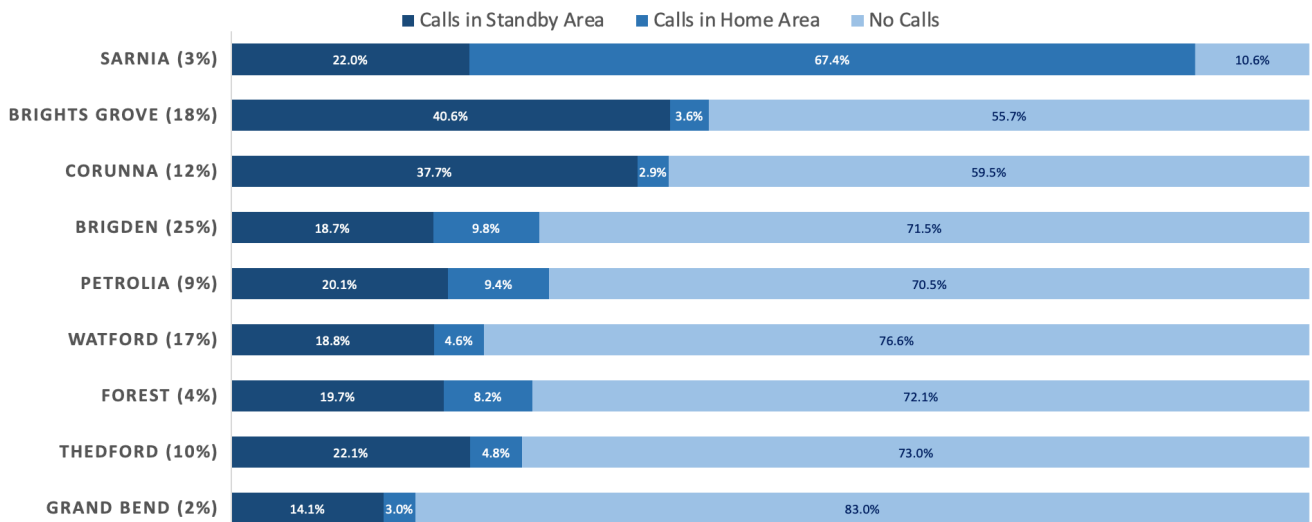
Code 8 assignments were examined to determine the number of times each station sent an ambulance to another station to provide coverage, along with the distance travelled and the time spent on standby. Further analysis was conducted to determine whether an ambulance was subsequently tasked on a 911 call while assigned to a standby and if that call occurred in the area of the standby or in the area from which the ambulance originated. This analysis illustrated the relative efficacy of each standby movement to help determine opportunities for changes in practice.

The Sankey diagram below identifies the flow of ambulances from their home stations to the stations they were assigned on a Code 8 standby. From there, the diagram shows whether the ambulance on standby was assigned on an emergency call and, if so, what station's area the call was in.

LAMBTON EMS MASTER PLAN 2024-2028



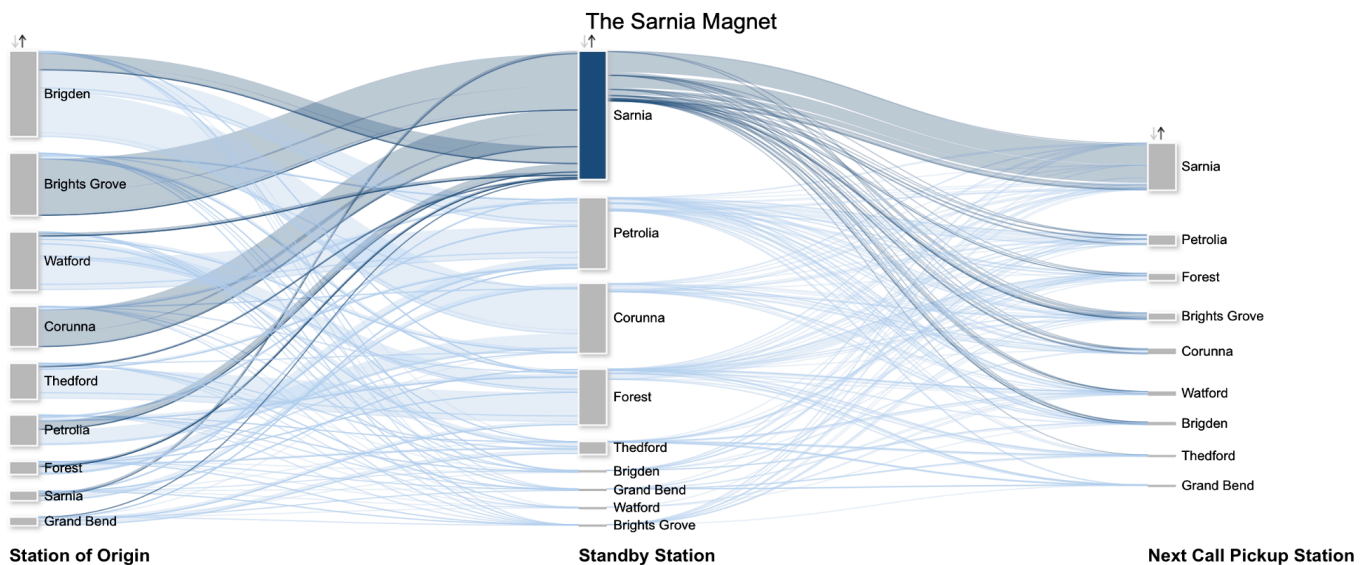
FREQUENCY AND LOCATION OF CALLS WHILE ON STANDBY (BY STATION OF ORIGIN, N=63,698)



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This figure displays the ratio of calls that occur in the area in which a station is sent on standby compared to the calls that occur back in the station of origin's area while on standby elsewhere. This can be used as a measure of effectiveness of the standby movement. The higher the ratio of calls in the standby area versus calls to the home area represents a higher efficacy of the standby movement.

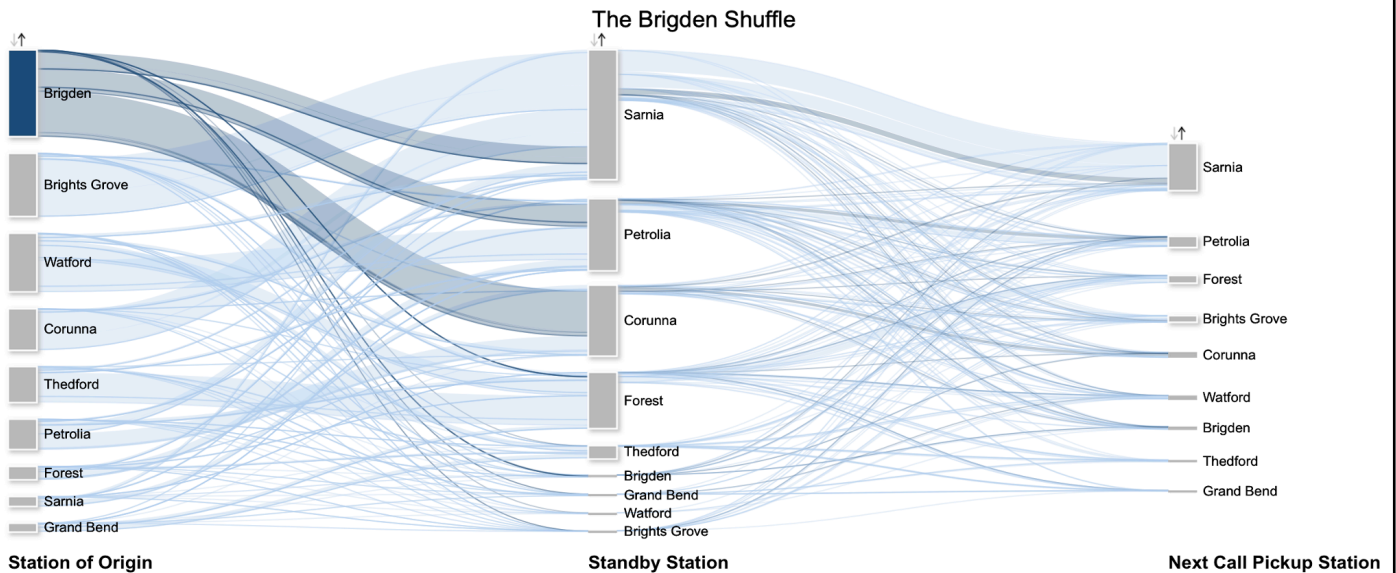
In the graph, it is evident that Sarnia has a very high ratio of home area calls to standby area calls demonstrating low efficacy of any standbys originating from Sarnia. Conversely, standbys performed by Brights Grove and Corunna have a very high efficacy as the ratio of calls in the areas they are sent to versus calls in their home area is over ten-to-one. This is mostly attributable to the fact that these stations most often provided coverage in Sarnia, where the highest volume of calls occur.



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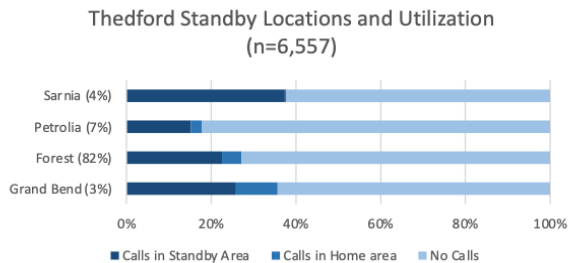
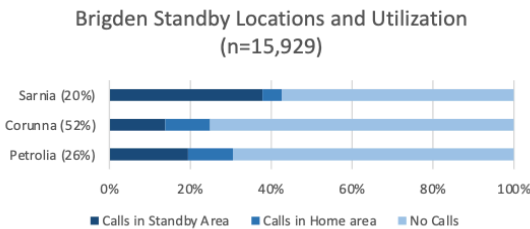
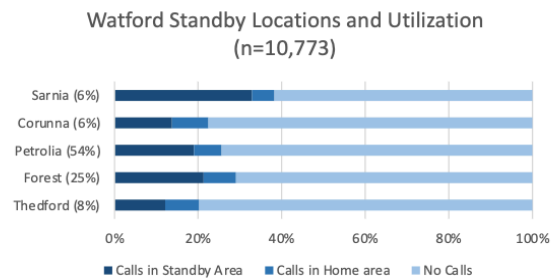
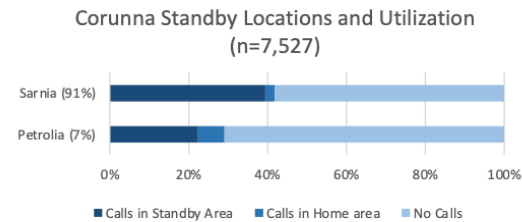
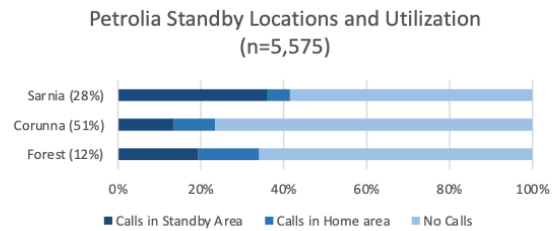
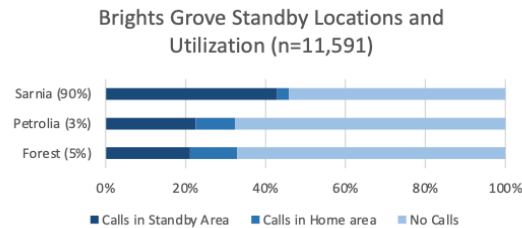
Several trends arose through the deeper analysis:

- Brigden, Brights Grove, and Watford had the highest number of Code 8 assignments, accounting for 60% of all standby movements in the fleet.
- The high rate of Code 8 assignments for Brigden and Watford are likely accountable for the high 90th percentile response times for the Dawn-Euphemia and Brooke-Alvinston regions.
- While Brigden most frequently covered Corunna’s area when that station was assigned to another call, this movement left the area to the south and east of Brigden uncovered and with lengthy response times should a call occur in that area.
- Brigden is the most frequently assigned unit on Code 8’s however there is relatively low yield for these standbys. The crew is often returned to Brigden base without being reassigned on a 911 call. Crews refer to this as ‘The Brigden Shuffle’.



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- While Brights Grove is usually the first unit assigned to provide standby coverage for Sarnia, it would be more effective to send Corunna first as this would maintain a better balance or resources in the west.



By examining the ratio of Calls in Standby Area to Calls in Home Area, it is possible to identify specific station and standby movements that provide the higher and lower yields. As can be seen above, most Code 8s sent to Sarnia have very high yields as the call volume in Sarnia is markedly higher than the call volume in the areas of the stations being sent to the city.

Looking closer at Brigden, Petrolia and Watford standbys in Corunna, the ratio is almost even, indicating that the movement is essentially a 'coin-flip' as to whether the next call

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for a vehicle sent to Corunna on Code 8 will be in Corunna or in the area from which the ambulance was originally sent. Most of the other Code 8 movements appear to demonstrate that the assignment moved the ambulance closer to the next call, thereby indicating their efficacy through reduced response times.

Given that Corunna's response area can be provided with 15-minute response time coverage, in most circumstances, from Sarnia and Bridgen, but Bridgen's response area largely cannot be effectively covered from any other station within the same timeframe, it is recommended that Corunna no longer be included in the deployment strategy as a Code 8 location. This recommendation has the potential to reduce fleetwide standbys by ~20% and fleet movement by over 100,000 kilometers per year. In effect, this strategy is anticipated to improve response times in the south and southeast regions of the county by keeping ambulances in their response areas (and more specifically, Bridgen) more often, and save approximately \$30,000 to \$50,000 annually in fuel.

Further, as one third of the Code 8 movement of the Lambton EMS fleet is associated with providing coverage to the Sarnia area, recommendations to increase the number of staffed ambulances identified earlier in this report will also help to reduce the need to draw in resources from other parts of the county in response to call demand.

It is recommended that staff update the Lambton EMS Deployment Plan, working with staff from the Wallaceburg Central Ambulance Communications Centre, to make necessary adjustments to optimize resource utilization and assignments reflecting the data presented in this report. The Deployment Plan should be reviewed on an ongoing basis to evaluate the effects of these changes and provide opportunities for adjustments as the needs arise. Monitoring should include station-by-station measurement of Code 8s and their associated impact on lower-tier municipal response times and crew workload. This evaluation should be reported annually to council and included alongside the Response Time Performance Plan.

**RECOMMENDATION # 11 - UPDATE AND MONITOR THE EMS
DEPLOYMENT PLAN TO OPTIMIZE RESOURCE UTILIZATION AND
RESPONSE TIMES**

OUR STATIONS AND OUR FLEET

Lambton EMS operates 11 ambulances out of 9 stations. The fleet consists of 26 vehicles with 15 ambulances, 4 Emergency Response Units (ERU) (Ford F150 pickup trucks), 1 Emergency Support Unit (ESU), 1 Administration vehicle and 5 Community Paramedicine small SUVs. An additional ambulance is currently on order and awaiting delivery as a result of the addition of a new shift in 2022. There are a total of 15 vehicle garage bays to shelter and maintain the fleet. The ERUs, the ESUs and the Community Paramedic vehicles are currently without sheltered parking. Climate controlled sheltered parking is important due to temperature sensitive medications and medical equipment being carried and stored on board the fleet vehicles.

Current Garage Bays

Sarnia	Brights	Corunna	Brigden	Petrolia	Watford	Forest	Theford	Grand Bend	Total
4	1	2	1	2	1	2	1	1	15

The recommendations for relocation of EMS stations identified earlier in this report provide an opportunity to ensure sufficient garage capacity for the fleet’s vehicles. Should the recommendations be adopted, the fleet size will need to grow to 33 vehicles. It is recommended that the proposed new headquarters be built to provide for the bulk of garage space needs for storage and minor maintenance of fleet vehicles. The proposed new Camlachie and Grand Bend stations should be built with 3 or 4 bays each in order to ensure space for future needs.

Proposed Garage Bays

Sarnia	Sarnia East	Corunna	Brigden	Petrolia	Watford	Forest	Camlachie	Grand Bend	Total
4	18	2	1	2	1	2	3	3	36

RECOMMENDATION # 12 - ENSURE SUFFICIENT GARAGE SPACE TO MAINTAIN CLIMATE CONTROL FOR RESPONSE VEHICLES

LAMBTON EMS MASTER PLAN 2024-2028**FLEET VEHICLES**

Ambulances, ERUs and the ESU are required to undergo a high level of preventative maintenance, as prescribed by the Ministry of Health and the Ministry of Transportation. Due to their 24-hour utilization and high mileage, Lambton EMS ambulances and ERUs are replaced every six years and are frequently required to be out of service for both routine maintenance and periodic repairs.

Supply chain interruptions arising through the pandemic have placed additional pressures on the fleet. The typical order-to-delivery time of 12 months for new ambulances has been delayed by the manufacturers to over 2 years. Some ambulances are now approaching 500,000 kilometers in mileage. This has resulted in higher repair and maintenance costs and prolonged repair times for older vehicles in the fleet. To mitigate the impact of these delays, it is recommended that the service begin to order the required ambulances 2 years in advance of their scheduled replacement.

In order to ensure there is a sufficient number of operable vehicles at any given time to cover the scheduled ambulance shifts, Lambton EMS maintains an ambulance fleet size that is 50% larger than the number of scheduled cars at peak. With 11 ambulances at current peak staffing, the current appropriate fleet size is 16 vehicles.

Should the recommendations of this Master Plan be implemented, three ambulances will need to be added for every two additional shifts of staffing. The recommendations in the Master Plan are to add 4 new shifts over the next 5 years and would therefore require expanding the fleet by 6 new ambulances to support these staffing enhancements. The suggested number of ambulances required for the 15 peak-period shifts will be 22.

ELECTRIC VEHICLES?

The Lambton EMS fleet travels hundreds of thousands of kilometres and consumes approximately \$400,000 in fuel each year. It is therefore worthwhile to explore the conversion to electric vehicles, where possible. Technology is rapidly evolving and electric powered ambulances will be introduced to the market shortly. Due to the 24-hour

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operating cycle for ambulances and the need for the EVs to have an opportunity to gain sufficient charge, it may be several years before electric ambulances present as a viable alternative to the gas-powered fleet. However, the supervisor and community paramedic vehicles have sufficient overnight downtime which could be used for recharging that Lambton EMS should consider electrifying these fleets.



Ford F150 Lightning Special Service Vehicle¹⁹

As an example, the current F150 chassis used by the service costs \$65,000, before up-fitting for emergency response. The equivalent F150 Lightning electric vehicle has a cost of \$79,000 before up-fitting. The supervisor vehicles are driven approximately 40,000 km annually and consume 13.2 litres per 100 kilometres driven for an annual fuel cost of \$8500 (at \$1.60/L). The service life of the supervisor vehicles is 6 years providing for a lifetime fuel savings opportunity of \$51,000. Subtracting the purchase price cost difference of \$14,000 provides for a savings of \$37,000 over the lifetime of the vehicle or \$6,200 per year. If all 4 supervisor vehicles were replaced with their equivalent EV, the

¹⁹ <https://images.carexpert.com.au/resize/3000/-/app/uploads/2022/07/2023-Ford-F-150-Lightning-Pro-SSV-2.jpg>

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total savings would be approximately \$25,000 annually. Similar efficiencies could also be realized with the community paramedic fleet.

RECOMMENDATION # 13 - INVESTIGATE FEASIBILITY OF CONVERTING NON-AMBULANCE VEHICLES TO ELECTRIC VEHICLES**STATIONS**

Lambton EMS's stations are all in a reasonably good state of repair and range in age from 7 years (Forest) to 32 years (Sarnia – George St and Corunna). Capital repairs and replacements have been completed as the need has arisen including LED garage lighting, garage doors, and repaving. Stations are also currently being upgraded with backup generators. Other wear-and-tear elements such as paint, flooring, fixtures and furniture will be replaced on a proactive or as-needed basis.

An inventory of each station's building components was completed and reviewed to identify any major capital repairs or replacements anticipated during the 5-year period of this master plan. These can be found in Appendix B. Several stations will require substantial HVAC replacements, repaving and concrete resurfacing within the next five years. The EMS operating and capital budgets will need to be updated to reflect these costs.

FLEET MAINTENANCE & LOGISTICS

Lambton EMS vehicles are serviced at a local automotive dealership, with some minor repairs and maintenance completed in-house by an Operations Supervisor who has extensive experience and familiarity with the fleet. The maintenance of fleet and facilities is coordinated by the Logistics Supervisor, who also is responsible for ordering and maintenance of supplies and equipment for the service. Most fleet and station maintenance are outsourced to local providers. Supplies are distributed to the stations by Operations Supervisors and by injured paramedics working on modified duties during their recovery.

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The current model creates vulnerabilities as there is little depth to the logistics portfolio. Should either of the two supervisors who perform these logistics duties experience an extended absence, there would be a substantial impact on the ability to deliver ambulance services to the community.

Supply chain interruptions have had a disruptive impact on the delivery of paramedic services. Shortages of consumable supplies, automotive parts and medications, recently, have not been uncommon and creative solutions have had to be found in order to ensure these needed supplies are available for crews and patients alike.

Given the mission-critical importance of logistics in supporting the front-line work of emergency response, it is recommended that a separate review of logistics operations be conducted with the goal of identifying best practices, staffing needs, supply management strategies, software / inventory management systems, and an exploration of opportunities for in-house maintenance of fleet vehicles, in collaboration with other County departments.

RECOMMENDATION # 14 - CONDUCT REVIEW OF LOGISTICS OPERATIONS TO ENSURE BEST PRACTICES ARE IDENTIFIED AND ADOPTED



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OUR IDENTITY

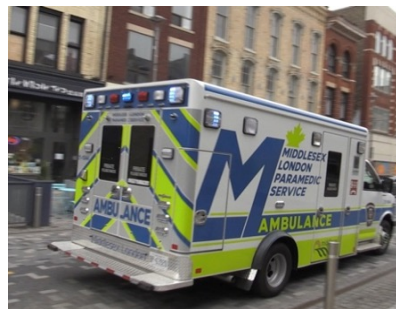


Modernizing the services provided by Lambton Emergency Medical Services could benefit through a modernization of the branding and identity of the service. The implementation of the recommendations from the 2024 – 2029 Master Plan provide an opportunity for renewal and re-engagement with the community and the workforce.

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While the title 'Emergency Medical Services' reflects the emergency work done, with the incorporation of Community Paramedicine into the service offerings of Lambton EMS, the title no longer captures the full scope of upstream healthcare work also being done, beyond emergency response. Other services in the province have adopted the title 'Paramedic Services' to better reflect the breadth of service provided to the community.

The current markings on Lambton EMS ambulances originate from an early Ministry of Health provincial standard, first introduced over 30 years ago. Since the province downloaded responsibility for the delivery of EMS to municipalities almost 25 years ago, most ambulance services in the province have developed their own unique branding to reflect their municipal corporate standard and to improve visibility for improved safety. Likewise, the current Lambton EMS uniform crest was introduced when the service was assumed by Lambton County.



(Lambton County, Oxford County, Middlesex-London, Perth County ambulances, clockwise from top)

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It is recommended that Lambton EMS explore the opportunity to rebrand its name, vehicles and uniform crest to better reflect the work performed by the service and to create a better connection with the corporate identity of the County of Lambton. Such a move appears to be supported by the workforce, with 85% of staff survey results indicating a desire for a branding change of crests and vehicles.

The vehicle livery can be updated as vehicles are added and replaced and would not require repainting the existing fleet. The cost to implement would be marginal and contained within the cost of the vehicle. Uniform rebranding would need to be done through a reissue of uniform shirts and is recommended to be done at one time. As uniforms are issued and replaced on a regular basis, it is not anticipated that this would involve significant new cost.

Additionally, most ambulance services in Ontario have adopted the Paramedic Chiefs of Canada (PCC) standards for rank and insignia²⁰. Lambton EMS does currently employ the national insignia displayed on the uniform epaulettes but has not incorporated the rank titles associated with them. As these titles are widely used by with other ambulance and emergency services, adoption of this nomenclature helps to align with industry peers, better identify responsibilities within the organization for stakeholders, and provide role clarity at emergency scenes.



Current	Manager	Deputy Manager	Supervisors			
Proposed	Chief	Deputy Chief	Commander	Deputy Commander (future use)	Superintendent (future use)	Acting Superintendent (future use)

²⁰ K. Newall - EMS Chiefs of Canada. Rank & Insignia Project Team Report - A report for the Executive of the EMS Chiefs of Canada (EMS Chiefs of Canada, 2008)

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Should Lambton EMS proceed with rebranding, this would be an ideal opportunity to align its nomenclature with the PCC standard. This can be done while maintaining the corporate position names currently in use, while adding the rank as an adjunct to the position name. The move will not impact wage rates for staff but will provide for future opportunities to further stratify the reporting relationships, should that become necessary.

**RECOMMENDATION # 15 - REFRESH LAMBTON EMS BRAND
(NAME, UNIFORM CRESTS AND VEHICLE MARKINGS)**

**RECOMMENDATION # 16 - ADOPT PARAMEDIC CHIEFS OF CANADA
RANKING NOMENCLATURE**



MOVING FORWARD

With these changes, it is highly likely that response times can be improved, resource utilization can become more balanced, ambulances will be able to spend more time in their dedicated service areas, and crew workload will be more equitable. Relocation of ambulances currently in service can help to defer the point in time when UHUs exceed will 35%.

Change management principles will be important, especially for residents and representatives of Brights Grove, Thedford and Grand Bend as the relocations could be perceived as a loss of service to these communities. Emergency Medical Services are provided from a region-wide perspective and operates as a system. These relocations have been chosen to maintain appropriate response times to these communities while providing improved response times to a greater proportion of the county.

Additionally, the paramedic crews who work at lower volume stations may find their workload increasing, however, the workload will be more equitably distributed between stations, as a result. As well, the service realignment will most likely result in a reduction of Code 8 standby assignments, leading to decreased busyness even for those stations with lower call volumes.

Ultimately, these recommendations are ones that can be implemented fully by the County of Lambton. Further work will need to occur to make more significant gains with respect to how 911 calls are processed in order to provide more suitable resources and response to lower acuity health concerns. The ability to schedule a paramedic visit for a low acuity concern or refer those calls to alternate health care providers such as primary care, walk-in clinics or Telehealth will be essential to establishing sustainability of the prehospital care system. Enhanced integration of paramedic services into the health care system can help alleviate many of the pressures currently faced by the system.

SUMMARY OF RECOMMENDATIONS

RECOMMENDATION # 1 – Maintain priority on staff wellbeing. Identify opportunities to support staff. Monitor and report to council and staff.

RECOMMENDATION # 2– Relocate Brights Grove station to a new headquarters to be built in the area of Highways 40 and 402.

RECOMMENDATION # 3 - Establish new station in Camlachie.

RECOMMENDATION # 4 - Relocate Grand Bend station closer to Pinery provincial park.

RECOMMENDATION # 5 - Relocate Thedford daytime coverage to Forest, relocate nighttime coverage where most required.

RECOMMENDATION # 6 - Explore opportunities to collaborate and support establishment of first nations ambulance services at kettle and stony point and Walpole island

RECOMMENDATION # 7 - Increase ambulance service by 36 hours (3 additional 12-hour ambulances for peak hours).

RECOMMENDATION # 8 - Reduce unnecessary Code 8 assignments while more equitably distributing Code 8 assignments between stations.

RECOMMENDATION # 9 - Work with Wallaceburg Central Ambulance Communications Centre (CACC) to monitor crew workload and assign lower priority calls and standbys to those crews with greater availability.

RECOMMENDATION # 10 - Reallocate and augment current resources across the county to obtain a more balanced utilization profile and reduced workload variance between stations.

RECOMMENDATION # 11 - Update and monitor the EMS deployment plan to optimize resource utilization and response times.

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RECOMMENDATION # 12 - Ensure sufficient garage space to maintain climate control for response vehicles.

RECOMMENDATION # 13 - Investigate feasibility of converting non-ambulance vehicles to electric vehicles.

RECOMMENDATION # 14 - Conduct a review of logistics operations to ensure best practices are identified and adopted.

RECOMMENDATION # 15 - Refresh Lambton EMS brand (name, uniform crests and vehicle markings).

RECOMMENDATION # 16 - Adopt Paramedic Chiefs of Canada ranking nomenclature.

APPENDIX A - STATION PROFILES

STATION 1 - SARNIA

Number of 24 hr Crew	2.5	Number of Garage Bays	4
Number of 911 Calls / Year	8687	Total Number of Calls / Year	9146
Unit Hour Utilization	31%	Percent of time on Code 8	2%
Average C-4 Response Time	5.33 mins	90 th Percentile Response Time	8.0 mins
Average Annual Call Growth	4.3%	Station Condition	B

STATION 2 - SARNIA EAST, BRIGHTS GROVE

Number of 24 hr Crew	1	Number of Garage Bays	1
Number of 911 Calls / Year	2492	Total Number of Calls / Year	4907
Unit Hour Utilization	24%	Percent of time on Code 8	21%
Average C-4 Response Time	7.51 mins	90 th Percentile Response Time	12.00 mins
Average Annual Call Growth	4.1%	Station Condition	B

STATION 3 - CORUNNA

Number of 24 hr Crew	1	Number of Garage Bays	2
Number of 911 Calls / Year	2322	Total Number of Calls / Year	4061
Unit Hour Utilization	21.8%	Percent of time on Code 8	13%
Average C-4 Response Time	6.64 mins	90 th Percentile Response Time	13.0 mins
Average Annual Call Growth	16.4%	Station Condition	B

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STATION 4 - BRIGDEN

Number of 24 hr Crew	1	Number of Garage Bays	1
Number of 911 Calls / Year	1100	Total Number of Calls / Year	4397
Unit Hour Utilization	11.6%	Percent of time on Code 8	45%
Average C-4 Response Time	8.67 mins	90 th Percentile Response Time	16.0 mins
Average Annual Call Growth	4.7%	Station Condition	B

STATION 5 - PETROLIA

Number of 24 hr Crew	1	Number of Garage Bays	2
Number of 911 Calls / Year	1695	Total Number of Calls / Year	3044
Unit Hour Utilization	16.7%	Percent of time on Code 8	13%
Average C-4 Response Time	7.82 mins	90 th Percentile Response Time	15.0 mins
Average Annual Call Growth	3.5%	Station Condition	B

STATION 6 - WATFORD

Number of 24 hr Crew	1	Number of Garage Bays	1
Number of 911 Calls / Year	1121	Total Number of Calls / Year	3615
Unit Hour Utilization	11.7%	Percent of time on Code 8	40%
Average C-4 Response Time	9.48 mins	90 th Percentile Response Time	18.0 mins
Average Annual Call Growth	7.0%	Station Condition	B

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STATION 7 - FOREST

Number of 24 hr Crew	1	Number of Garage Bays	2
Number of 911 Calls / Year	1449	Total Number of Calls / Year	2042
Unit Hour Utilization	17.5%	Percent of time on Code 8	7%
Average C-4 Response Time	9.7 mins	90 th Percentile Response Time	16.0 mins
Average Annual Call Growth	3.2%	Station Condition	A

STATION 8 - THEDFORD

Number of 24 hr Crew	1	Number of Garage Bays	1
Number of 911 Calls / Year	1146	Total Number of Calls / Year	2539
Unit Hour Utilization	12.8%	Percent of time on Code 8	27%
Average C-4 Response Time	10.49 mins	90 th Percentile Response Time	18.0 mins
Average Annual Call Growth	10.2%	Station Condition	D

STATION 9 - GRAND BEND

Number of 24 hr Crew	1	Number of Garage Bays	2
Number of 911 Calls / Year	1199	Total Number of Calls / Year	1639
Unit Hour Utilization	7.9%	Percent of time on Code 8	7%
Average C-4 Response Time	8.15 mins	90 th Percentile Response Time	15.0 mins
Average Annual Call Growth	13.7%	Station Condition	B

APPENDIX B - MAJOR CAPITAL NEEDS BY STATION AND REMAINING USEFUL LIFE (YEARS)

STATION 1 (SARNIA - GEORGE ST.)

Heating/cooling units below windows	0
Baseboard Heaters	0
Exhaust System (gas monitor)	3
Exterior Windows (16"x16" - 4 glass blocks)	5
Domestic Hot Water Heater	5
Flooring - Concrete coating	6

STATION 2 (BRIGHTS GROVE)

Furnace	1
Radiant heat	1
Heat Recovery Unit	1
Exhaust Fan	1
Split System Air Conditioning	1
Asphalt	3
Fencing - Wood	4
Plumbing & Fixtures	5
Flooring - Concrete coating	6

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STATION 3 (CORUNNA)

Furnace	1
Radiant heat	1
Heat Recovery Unit	1
Exhaust Fan	1
Split System Air Conditioning	1
Asphalt	3
Fencing - Wood	4
Plumbing & Fixtures	5
Flooring - Concrete coating	6

STATION 4 (BRIGDEN)

Radiant heat	3
Exhaust Fan	3
Exhaust System (gas monitor)	3
Plumbing & Fixtures	5
Flooring - Concrete coating	6
Domestic Hot Water Heater	6
Furnace	6
Split System Air Conditioning	6
Interior Lighting	6
Asphalt	6
Fencing - Chain Link	6

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STATION 5 (PETROLIA)

Asphalt Roadway	1
Asphalt Parking Lot	1
Radiant heat	3
Exhaust Fan	3
Exhaust System (gas monitor)	3
Interior Lighting	5
Outdoor Lighting - Circular soffit mounted	5
Fencing - Chain Link	5
Flooring - Concrete coating	6
Ceilings - Rectangular ceiling tile	6

STATION 6 (WATFORD)

Outdoor Illuminated Signage	3
Radiant heat	4
Exhaust Fan	4
Exhaust System (gas monitor)	4
Flooring - Concrete coating	6


STATION 7 (FOREST) – NONE REQUIRED

STATION 8 (THEDFORD) – LEASED, NONE REQUIRED

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STATION 9 (GRAND BEND)

Radiant heat	3
Exhaust Fan	3
Exhaust System (gas monitor)	3
Asphalt Parking	4
Site Furniture	4
Plumbing & Fixtures	5
Flooring - Concrete coating	6
Ceilings - Acoustical tile	6
Domestic Hot Water Heater	6
Split System Air Conditioning	6
Interior Lighting	6
Outdoor Lighting - Other	6
Fencing - Chain Link	6

 <p style="text-align: center;">CULTURAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LIBRARIES
PREPARED BY:	Darlene Coke, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
INFORMATION ITEM:	Libraries Third Quarter 2023 Statistics/Activity

BACKGROUND

Lambton County Library provides services to the public through 25 libraries and a mobile library service. In-library services include books, audio books, magazines, audio-visual materials, story hours, guest speakers, reference services and Internet access. The Sarnia Library is also home to the Sarnia Library Theatre which is available for rent and has hosted many community events, concerts, celebrations, film screenings and more.

In recent years, Lambton County Library has built an expanding eLibrary which provides access to electronic books, magazines, newspapers, digital media such as music and movies, and educational courses from any device connected to the Internet, along with a library card. In 2016, Lambton introduced a Makerspace to the Sarnia Library and in 2017 rolled out a Mobile Makerspace to the remaining 24 branch libraries. Makerspaces offer opportunities for innovation and creation through the use of technology such as 3D printers which are not typically available in most households.

Statistics on the usage of various programs and services are maintained throughout the year and reported to Lambton County Council quarterly. Detailed third quarter 2023 statistics for the Libraries Department are attached.

DISCUSSION

For most categories, it appears that library usage for 2023 is going to surpass both last year's levels and the decreased levels experienced during the global pandemic in the years 2020 to 2021. This data brings reassurance that library usage is continuing to slowly rebound each year following the pandemic which changed individuals' routines. However, usage this year remains lower than pre-pandemic levels in 2018 and 2019. It is interesting to note that electronic usage continues to increase year after year and is on track to surpass last year's levels as well.

Bookings and attendance at events held at Sarnia Library have already exceeded last year's totals.

Lambton County Library engaged in a variety of initiatives during this third quarter including the following:

- Publicly launched a new Connection Cube meeting space at Sarnia Library, funded by Sarnia-Lambton Ontario Health Team, and took steps to actively promote the newly created / renovated private meeting spaces at the following libraries: Alvinston, Corunna, Forest, Thedford and Wyoming. The Social Services Division funded the purchase of iPads for use at each of the meeting rooms to facilitate the ability of people to meet remotely with community, government and health care agencies. In the third quarter of this year, the Connection Cube has been reserved 53 times, for use by 62 people. In Alvinston, Corunna, Forest, Thedford and Wyoming, private meeting rooms were booked on 54 occasions, allowing 118 people to meet over 143 hours.
- The Library's Summer Reading Program concluded in August, where 2,220 children, 100 teens and 461 adults registered to participate in activities, contests and chances to win prizes. Children read 31,438 books, completed 2,703 activities, and earned 2,718 book prizes. Teens read for 50,032 minutes, completed 167 activities, and earned 108 book prizes. Adults read 1,870 books and completed 708 activities. This program is instrumental in helping children retain the literacy skills they have developed throughout the school year while they take a formal break from their studies in formal school settings.
- In September, the library worked with Sarnia-Lambton Local Immigration Partnership (SL-LIP) to promote their Welcome to Lambton app. The app was promoted on kiosks located inside libraries and posters were displayed in all libraries.
- Planning work progressed for Ontario Public Library Week celebrations from October 16 to 20, 2023.
- The Library announced the winners of the Book Cover Design Contest it ran in recognition of the CANSCAIP in the Grove: The Art of Picturebooks exhibit at Gallery in the Grove. Children aged 5 to 12 submitted 72 book cover designs with the winning designs featured in the gallery's exhibit. The remaining book cover designs were displayed at Sarnia Library from September 22 to October 22, 2023.
- The Library planned and hosted four special events to celebrate the provincial initiative – Culture Days – from September 22 to October 19, 2023. The Library's programs included Indigenous Storytimes, Kimchi Tasting with Jiak, Paint Night with Moses Lunham, and The Great War in Colour with Andrew Robertshaw.

- Planning work continued preparing for a new library at Clearwater Arena in Sarnia, along with continued committee meeting participation examining the expansion of the Bright's Grove Library.
- While school was out of session at the Brigden Public School, library staff worked over the summer months to install security gates and a self-service kiosk at the Brigden Library located inside the school. This self-service kiosk will help the library provide students with access to reading and research materials during the hours when the library is not open and will reduce the number of lost / missing books at that specific location.
- In July, the Library hosted a used book sale at the Wyoming Fairground where it sold duplicate, non-circulating or worn items from the library's collection that are no longer needed and to help make space for new materials. At the conclusion of the one-day event, about 350 people visited the sale, spending \$3,101.10 on purchases.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

The Technical Services Supervisor, the Community Library Supervisor and the Facilities Supervisor were consulted in the preparation of this report.

STRATEGIC PLAN

The array of library services offered in Lambton align with the County of Lambton's Mission Statement to provide residents with "an enhanced quality of life through the provision of responsive and efficient services. Such provision is accomplished by working with municipal and community partners."

CONCLUSION

Usage of Lambton County Library is on track to easily surpass 2022 levels, although physical borrowing and program attendance remains lower than pre-pandemic levels. Lambton County Library continues to pursue programming and initiatives to fulfil its mandate of providing free programs to help people learn, develop and grow at all ages and stages of their lives.

Libraries Third quarter 2023 Statistics

	Circulation						
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	1,957	1,909	1,880	0	5,746	7,291	79%
Arkona	1,397	1,117	1,626	0	4,140	3,850	108%
Books by Mail	4	8	5	0	17	0	0%
Brigden	4,411	4,133	2,089	0	10,633	13,557	78%
Bright's Grove	9,649	9,648	11,624	0	30,921	40,651	76%
Camlachie	1,555	1,555	1,728	0	4,838	5,530	87%
Corunna	6,193	5,907	7,538	0	19,638	26,056	75%
Courtright	833	985	1,041	0	2,859	2,910	98%
Florence	892	753	746	0	2,391	3,288	73%
Forest	9,042	8,719	11,291	0	29,052	34,496	84%
Grand Bend	7,234	7,074	6,856	0	21,164	26,063	81%
Headquarters	3,059	1,913	1,204	0	6,176	5,601	110%
Inwood	819	573	884	0	2,276	2,600	88%
Mallroad	23,863	23,338	26,398	0	73,599	92,947	79%
Mobile Library	1,584	1,457	1,913	0	4,954	4,746	104%
Mooretown	1,023	589	409	0	2,021	2,928	69%
Oil Springs	998	809	1,066	0	2,873	3,243	89%
Petrolia	12,002	10,380	12,602	0	34,984	41,690	84%
Pt. Edward	4,181	3,837	5,131	0	13,149	19,188	69%
Pt. Franks	1,440	1,082	1,716	0	4,238	6,749	63%
Pt. Lambton	1,021	805	1,248	0	3,074	2,601	118%
Sarnia	28,630	29,545	34,763	0	92,938	100,903	92%
Shetland	352	263	207	0	822	880	93%
Sombra	1,010	710	1,157	0	2,877	4,868	59%
Theford	1,046	689	984	0	2,719	4,040	67%
Watford	3,801	2,955	3,310	0	10,066	12,708	79%
Wilkesport	431	498	646	0	1,575	2,298	69%
Wyoming	7,421	6,728	7,680	0	21,829	25,574	85%
TOTALS	135,848	127,979	147,742	0	411,569	497,256	83%

Internet / Computer Use							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	255	191	230	0	676	651	104%
Arkona	9	4	4	0	17	40	43%
Books by Mail	0	0	0	0	0	0	0%
Brigden	59	22	47	0	128	255	50%
Bright's Grove	86	164	177	0	427	376	114%
Camlachie	16	11	22	0	49	47	104%
Corunna	286	409	417	0	1,112	1,183	94%
Courtright	11	8	5	0	24	80	30%
Florence	6	8	10	0	24	13	185%
Forest	432	472	537	0	1,441	1,328	109%
Grand Bend	233	214	231	0	678	655	104%
Headquarters	0	0	0	0	0	0	0%
Inwood	24	14	59	0	97	118	82%
Mallroad	874	877	994	0	2,745	2,558	107%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	3	4	5	0	12	28	43%
Oil Springs	11	11	6	0	28	40	70%
Petrolia	558	467	415	0	1,440	1,735	83%
Pt. Edward	40	42	41	0	123	149	83%
Pt. Franks	10	11	15	0	36	42	86%
Pt. Lambton	4	6	10	0	20	25	80%
Sarnia	1,727	2,038	2,155	0	5,920	6,232	95%
Shetland	4	30	23	0	57	13	438%
Sombra	48	44	77	0	169	121	140%
Thedford	13	25	20	0	58	150	39%
Watford	81	80	74	0	235	333	71%
Wilkesport	11	23	46	0	80	46	174%
Wyoming	74	118	98	0	290	291	100%
TOTALS	4,875	5,293	5,718	0	15,886	16,509	96%

Reference Queries							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	3	39	80	0	122	214	57%
Arkona	62	73	141	0	276	175	158%
Books by Mail	0	0	0	0	0	0	0%
Brigden	207	146	105	0	458	670	68%
Bright's Grove	545	395	403	0	1,343	3,592	37%
Camlachie	61	41	53	0	155	335	46%
Corunna	544	380	462	0	1,386	1,984	70%
Courtright	43	37	31	0	111	211	53%
Florence	7	14	6	0	27	11	245%
Forest	493	411	649	0	1,553	2,347	66%
Grand Bend	266	340	449	0	1,055	1,487	71%
Headquarters	0	35	66	0	101	0	0%
Inwood	70	59	87	0	216	295	73%
Mallroad	2,255	2,296	2,306	0	6,857	8,414	81%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	314	223	129	0	666	553	120%
Oil Springs	26	6	5	0	37	82	45%
Petrolia	281	239	244	0	764	911	84%
Pt. Edward	186	183	137	0	506	707	72%
Pt. Franks	60	82	115	0	257	297	87%
Pt. Lambton	127	101	111	0	339	354	96%
Sarnia	403	554	555	0	1,512	2,801	54%
Shetland	2	2	6	0	10	15	67%
Sombra	35	21	29	0	85	343	25%
Theford	103	102	101	0	306	424	72%
Watford	234	94	185	0	513	888	58%
Wilkesport	56	85	75	0	216	341	63%
Wyoming	237	225	225	0	687	1,558	44%
TOTALS	6,620	6,183	6,755	0	19,558	29,009	67%

Volunteer Hours							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	0	0	0	0	0	0	0%
Arkona	0	0	0	0	0	0	0%
Books by Mail	0	0	0	0	0	0	0%
Brigden	0	0	0	0	0	0	0%
Bright's Grove	0	0	0	0	0	0	0%
Camlachie	0	0	0	0	0	0	0%
Corunna	0	0	0	0	0	0	0%
Courtright	0	0	0	0	0	0	0%
Florence	0	0	0	0	0	0	0%
Forest	0	0	0	0	0	0	0%
Grand Bend	0	0	0	0	0	0	0%
Headquarters	0	0	0	0	0	0	0%
Inwood	0	0	0	0	0	0	0%
Mallroad	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	0	0	0	0	0	0	0%
Oil Springs	0	0	0	0	0	0	0%
Petrolia	0	0	0	0	0	0	0%
Pt. Edward	0	0	0	0	0	0	0%
Pt. Franks	0	0	0	0	0	0	0%
Pt. Lambton	0	0	0	0	0	0	0%
Sarnia	0	0	0	0	0	0	0%
Shetland	0	0	0	0	0	0	0%
Sombra	0	0	0	0	0	0	0%
Theford	0	0	0	0	0	0	0%
Watford	0	0	0	0	0	0	0%
Wilkesport	0	0	0	0	0	0	0%
Wyoming	0	0	0	0	0	0	0%
TOTALS	0	0	0	0	0	0	0%

Library Programs (#)							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	75	75	54	0	204	122	167%
Arkona	29	29	21	0	79	33	239%
Brigden	103	92	54	0	249	274	91%
Bright's Grove	53	78	71	0	202	205	99%
Camlachie	25	41	33	0	99	127	78%
Corunna	64	74	62	0	200	271	74%
Courtright	38	31	33	0	102	114	89%
EarlyON Centres	102	87	102	0	291	0	0%
Florence	48	46	37	0	131	95	138%
Forest	102	97	92	0	291	321	91%
Grand Bend	34	51	33	0	118	106	111%
Headquarters	6	8	8	0	22	343	6%
Inwood	49	52	48	0	149	124	120%
Makerspace (Independent)	104	182	157	0	443	0	0%
Mallroad	122	119	132	0	373	344	108%
Mobile Library	48	48	44	0	140	68	206%
Mooretown	46	55	12	0	113	119	95%
Oil Springs	16	31	60	0	107	100	107%
Petrolia	166	169	154	0	489	372	131%
Pt. Edward	47	35	42	0	124	179	69%
Pt. Franks	33	18	16	0	67	108	62%
Pt. Lambton	34	28	31	0	93	110	85%
Sarnia	335	347	342	0	1,024	1,064	96%
Shetland	32	6	7	0	45	70	64%
Sombra	38	35	20	0	93	88	106%
Thedford	28	22	22	0	72	89	81%
Watford	76	53	36	0	165	179	92%
Wilkesport	34	27	30	0	91	94	97%
Wyoming	119	121	97	0	337	258	131%
TOTALS	2,006	2,057	1,850	0	5,913	5,377	110%

Library Programs (attendance)							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	450	547	427	0	1,424	663	215%
Arkona	191	182	216	0	589	100	589%
Brigden	1,585	1,696	534	0	3,815	3,443	111%
Bright's Grove	264	441	472	0	1,177	1,407	84%
Camlachie	51	109	139	0	299	542	55%
Corunna	539	715	545	0	1,799	2,245	80%
Courtright	179	141	162	0	482	355	136%
EarlyON Centres	1,952	1,524	1,593	0	5,069	0	0%
Florence	25	64	68	0	157	66	238%
Forest	721	667	829	0	2,217	2,577	86%
Grand Bend	183	196	270	0	649	381	170%
Headquarters	315	308	181	0	804	1,654	49%
Inwood	148	252	169	0	569	349	163%
Makerspace (Independent)	104	193	158	0	455	0	0%
Mallroad	591	615	616	0	1,822	1,821	100%
Mobile Library	407	394	396	0	1,197	734	163%
Mooretown	687	497	128	0	1,312	1,202	109%
Oil Springs	19	57	311	0	387	328	118%
Petrolia	727	835	893	0	2,455	1,833	134%
Pt. Edward	192	285	342	0	819	719	114%
Pt. Franks	63	57	139	0	259	276	94%
Pt. Lambton	134	79	317	0	530	245	216%
Sarnia	2,384	3,039	2,981	0	8,404	5,876	143%
Shetland	51	14	5	0	70	61	115%
Sombra	152	69	94	0	315	473	67%
Thedford	24	11	93	0	128	440	29%
Watford	456	239	145	0	840	926	91%
Wilkesport	42	32	146	0	220	152	145%
Wyoming	199	533	450	0	1,182	1,048	113%
TOTALS	12,835	13,791	12,819	0	39,445	29,916	132%

Community Programs (#)							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	0	0	0	0	0	0	0%
Arkona	0	0	0	0	0	0	0%
Brigden	0	0	0	0	0	0	0%
Bright's Grove	0	0	0	0	0	0	0%
Camlachie	0	0	0	0	0	0	0%
Corunna	0	0	0	0	0	0	0%
Courtright	0	0	0	0	0	0	0%
EarlyON Centres	0	0	0	0	0	0	0%
Florence	0	0	0	0	0	0	0%
Forest	0	0	0	0	0	0	0%
Grand Bend	0	0	0	0	0	0	0%
Headquarters	0	0	0	0	0	0	0%
Inwood	0	0	0	0	0	0	0%
Makerspace (Independent)	0	0	0	0	0	0	0%
Mallroad	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	0	0	0	0	0	0	0%
Oil Springs	0	0	0	0	0	0	0%
Petrolia	0	0	0	0	0	0	0%
Pt. Edward	0	0	0	0	0	0	0%
Pt. Franks	0	0	0	0	0	0	0%
Pt. Lambton	0	0	0	0	0	0	0%
Sarnia	0	0	0	0	0	0	0%
Shetland	0	0	0	0	0	0	0%
Sombra	0	0	0	0	0	0	0%
Thedford	0	0	0	0	0	0	0%
Watford	0	0	0	0	0	0	0%
Wilkesport	0	0	0	0	0	0	0%
Wyoming	0	0	0	0	0	0	0%
TOTALS	0	0	0	0	0	0	0%

Community Programs (attendance)							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	0	0	0	0	0	0	0%
Arkona	0	0	0	0	0	0	0%
Brigden	0	0	0	0	0	0	0%
Bright's Grove	0	0	0	0	0	0	0%
Camlachie	0	0	0	0	0	0	0%
Corunna	0	0	0	0	0	0	0%
Courtright	0	0	0	0	0	0	0%
EarlyON Centres	0	0	0	0	0	0	0%
Florence	0	0	0	0	0	0	0%
Forest	0	0	0	0	0	0	0%
Grand Bend	0	0	0	0	0	0	0%
Headquarters	0	0	0	0	0	0	0%
Inwood	0	0	0	0	0	0	0%
Makerspace (Independent)	0	0	0	0	0	0	0%
Mallroad	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	0	0	0	0	0	0	0%
Oil Springs	0	0	0	0	0	0	0%
Petrolia	0	0	0	0	0	0	0%
Pt. Edward	0	0	0	0	0	0	0%
Pt. Franks	0	0	0	0	0	0	0%
Pt. Lambton	0	0	0	0	0	0	0%
Sarnia	0	0	0	0	0	0	0%
Shetland	0	0	0	0	0	0	0%
Sombra	0	0	0	0	0	0	0%
Thedford	0	0	0	0	0	0	0%
Watford	0	0	0	0	0	0	0%
Wilkesport	0	0	0	0	0	0	0%
Wyoming	0	0	0	0	0	0	0%
TOTALS	0	0	0	0	0	0	0%

Internet Wireless Usage							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
Daily Clients	154	213	114	0	481	606	79%
Daily Sessions	57	128	82	0	267	344	78%
Total Clients	4,704	3,958	4,189	0	12,851	15,292	84%
Total Sessions	5,146	6,568	7,381	0	19,095	22,045	87%

Electronic Information Sources							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
Electronic Databases	6,223	10,388	5,219	0	21,830	24,568	89%
Early Literacy Stations	2,511	2,047	0	0	4,558	2,857	160%
NextReads	3,877	3,744	3,512	0	11,133	15,055	74%
TOTAL	12,611	16,179	8,731	0	37,521	42,480	88%

e-circulation							
Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %	
113,874	126,763	132,751	0	373,388	431,067	87%	

Inter-library Loans							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
Items Borrowed	455	459	481	0	1,395	1,693	82%
Items Loaned	361	273	375	0	1,009	1,193	85%

Total Number of Volunteers							
Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %	
0	0	0	0	0	0	0%	

Website Visits							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
Library	114,951	106,540	0	0	221,491	418,646	53%
Theatre	387	439	0	0	826	2,609	32%
TOTAL	115,338	106,979	0	0	222,317	421,255	53%
	Q1-2023	Q2-2023	Q3-2023	Q4-2023			
Facebook Friends	3,200	3,302	3,406	0			
Twitter Followers	942	951	970	0			

Sarnia Library Theatre & Meeting Room Rentals							
	Q1-2023	Q2-2023	Q3-2023	Q4-2023	YTD	2022 Total	YTD %
Internal Bookings							
Bookings	4	7	6	0	17	92	18%
Hours	8	18.5	17.25	0	43.8	560	8%
Attendance	27	108	142	0	277	1,059	26%
External Bookings							
Bookings	105	102	53	0	260	156	167%
Hours	303.8	326.25	134.25	0	764.3	563.8	136%
Attendance	5,298	5,760	1,126	0	12,184	10,650	114%
Library Bookings							
Bookings	49	38	40	0	127	88	144%
Hours	158	120.25	120.75	0	399	285.5	140%
Attendance	920	533	727	0	2,180	1,767	123%
Total Bookings	158	147	99	0	404	336	120%
Total Hours	469.8	465	272.25	0	1,207.1	1,409.3	86%
Total Attendance	6,245	6,401	1,995	0	14,641	13,476	109%

 <p style="text-align: center;">CULTURAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY AND ARCHIVES
PREPARED BY:	Laurie Webb, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
INFORMATION ITEM:	Museums, Gallery & Archives Third Quarter 2023 Statistics

BACKGROUND

Lambton Heritage Museum (LHM) and Oil Museum of Canada National Historic Site (OMC) manage collections of over 35,000 artifacts that serve to interpret the settlement and development of the area and celebrate Lambton's oil heritage. Lambton County Archives (LCA) preserves family genealogical records, local newspapers, land records, historic images, maps and community histories. Judith & Norman Alix Art Gallery (JNAAG) collection contains over 1,200 Canadian paintings, drawings, and sculptures that represent significant Canadian art history with many considered national treasures, including over 43 works by the Group of Seven.

The Museums and Archives tell the stories of Lambton County through the preservation and presentation of artifacts, culture and local history. They encourage residents and visitors to experience the unique heritage of Lambton County through participatory museum programs, special events and outreach. Judith & Norman Alix Art Gallery provides a full range of art education and public programs including talks, tours, and special events that seek to inspire creativity and excitement for the visual arts within the community.

Detailed third quarter 2023 statistics for the Museums, Gallery and Archives can be found below.

DISCUSSION

Third quarter saw excellent participation in summer events and programs. This quarter represented the first full quarter since the re-opened permanent exhibit at Lambton Heritage Museum was available for the public to see. There was excellent attendance at the Museum, with visitors curious to see the newly renovated space. Attendance was strong, with the summer tourist season also drawing in tourists to the area.

The North Lambton Quilters' Guild Show attracted many visitors for its opening weekend the first weekend of July. Members of the guild supplemented the regular exhibition with quilting demonstrations, a tearoom selling snacks and sandwiches, and quilting supply vendors setup in our outbuildings.

The Lambton County Human Resources Department hosted the Fall Manager/Supervisor Workshop at Lambton Heritage Museum in September. The event was well attended by 80 employees participating in training in the newly renovated multi-purpose space and touring the exhibition.

The Judith & Norman Alix Art Gallery saw great interest in the feature summer exhibitions *Biskaabiyang/Returning to Ourselves* by Nico Williams, and *Many Lives Mark This Place* by John Hartman. Changeover began in early September to prepare for the next exhibition, *A Family Palette: Frances-Anne Johnston, Franz Johnston, and Franklin Arbuckle*. The gallery also hosted its summer youth art programs which had excellent engagement.

The Oil Museum of Canada hosted its annual Black Gold Fest on Saturday, July 8, 2023. The event was well attended considering the rainy weather, with 330 visitors. The celebration included free admission, family activities, historical demonstrations, and musical entertainment.

The Museum also hosted a star gazing event organized by Lambton County Library as part of their Summer Reading Program in partnership with the Royal Astronomical Society of Canada's Sarnia chapter.

Lambton County Archives continues to partner with community groups to present lectures and workshops, reaching new audiences and increasing engagement with archival services.

Detailed visitation statistics can be found in the charts below.

Site	Regular Admission	Free Admission*	School/Community Group Tours	Special Events	Total
JNAAG	1,047	n/a	4	314	1,356
LHM	1,626	534	180	270	2,610
LCA	93	56	18	n/a	167
OMC	1,071	325	29	402	1,827
TOTAL	3837	915	231	986	5960

**Free Admission can include member visits, the Culture Pass checked out from Lambton County Library or promotional free admission passes.*

In addition to regular visitors outlined above, the Museums, Gallery & Archives offer extensive educational programs to community groups, schools and the general public throughout the year. These can be in the form of in-person programs, both on-site and off-site, as well as virtual programs and online engagement through their social media channels.

The charts below outline the participation and reach in these programs.

In Person Programs:

On-Site Program Participants			
		Participants	Number of Programs
	JNAAG	296	35
	LHM	57	2
	LCA	0	0
	OMC	0	0
Off-Site Outreach			
	JNAAG	0	0
	LHM	0	0
	LCA	84	4
	OMC	159	9
	TOTAL	596	50

Virtual Programs and Social Media Reach:

Virtual Education Programs & Workshops			
	JNAAG	0	
	LHM	0	
	LCA	131	
	OMC	0	
YouTube Views			
	JNAAG	1,168	
	LHM	180	
	LCA	9,995	
	OMC	2,381	
Virtual Exhibit Tours			
	JNAAG	54	
	LHM	16	
	OMC	16	
Facebook Followers			
	JNAAG	5,297	
	LHM	4,429	
	LCA	3,273	
	OMC	1,930	
Instagram Followers			
	JNAAG	1,505	
	OMC	622	
Twitter Followers			
	Heritage Sarnia Lambton	1,211	(LHM, OMC, LCA)
	JNAAG	455	
	TOTAL	32,663	

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

None.


STRATEGIC PLAN

The exhibitions, programs and outreach of the Museums, Gallery and Archives supports the strategic directions and actions outlined in the Cultural Services Strategic Plan:

1. Enhancing access, inclusion & community engagement,
2. Creating & delivering great experiences,
3. Developing partnerships that increase participation in culture,
4. Maximizing the value of collections & spaces,
5. Building cultural capacity & raising Lambton's profile, and
6. Managing resources efficiently & effectively

CONCLUSION

Overall, the Museums, Gallery & Archives have seen strong attendance at each site. Although the number of virtual program offerings is reducing, there is a corresponding uptick in in-person outreach and programs. It is anticipated that tour and program engagement will rise again in the fourth quarter as the school year progresses.

	CULTURAL SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LIBRARIES
PREPARED BY:	Darlene Coke, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
SUBJECT:	Libraries Donations, July 1 to September 30, 2023

BACKGROUND

Lambton County Library receives occasional donations from patrons, individuals, community organizations and local businesses.

DISCUSSION

The following donations were received from the period July 1 to September 30, 2023:

- \$2,000.00 from Robert Trumble, Sarnia for the purchase of library materials or furnishings and equipment.
- A copy of the book, “A Boring Bedtime Story” by Dara Murphy, from Dara Murphy.
- A copy of the book, “The Fibromyalgia TMJ Connection” by Linda Faye Harris, from Linda Harris.
- Two copies of the book, “Valour Remembered: Sarnia – Lambton War Stories” by Tom Slater and Tom St. Amand, from Tom Slater and Tom St. Amand in partnership with the Sarnia Historical Society.
- Sixteen books by Don Gutteridge, from Don Gutteridge.
- Three books about Watord City, North Dakota, from John and Jeannie Minten.
- \$129.20 from donation boxes.

FINANCIAL IMPLICATIONS

Donations are recorded as revenue in the department's budget each year.

Libraries Donations, July 1 to September 30, 2023 page 2)

November 15, 2023

CONSULTATIONS

The Executive Assistant / Administrative Services Supervisor assisted in the compilation of the report.

STRATEGIC PLAN

Any monetary donations contribute to the operation of Lambton's library services which support the strategic plan's principles and values including: *A Healthy Community, a Shared Community of Interest and a Learning Organization.*

CONCLUSION

Lambton County Library is fortunate to have the support of many individuals and community organizations which allow the library to enhance its offerings.

RECOMMENDATIONS

That the Libraries Donations, July 1 to September 30, 2023 Report be accepted.

 <p style="text-align: center;">CULTURAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY AND ARCHIVES
PREPARED BY:	Laurie Webb, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
SUBJECT:	Museums, Gallery & Archives Collections Management September 2023

BACKGROUND

The Manager, Museums Gallery & Archives reviews donations to Lambton Heritage Museum, Oil Museum of Canada, Judith & Norman Alix Art Gallery, and Lambton County Archives to ensure they align with the mandate of each facility and serve to enhance the respective collections of each site.

As the governing body of the Museums, Gallery and Archives, Committee A.M. must review all artifact/art donations offered to these facilities and approve their acceptance into the permanent collection, after consideration of the recommendations of the Manager, Museums, Gallery & Archives. The following list of donations is from the month of September 2023.

DISCUSSION

Recommended for Acceptance

The table below lists items recommended for acceptance that have been offered for donation to Lambton Heritage Museum, Oil Museum of Canada, Judith & Norman Alix Art Gallery, and Lambton County Archives in the month of September 2023.

Institution	Details	Donor	City
Lambton County Archives	Local history books pertaining to both Kent County and Lambton County.	Don Kerby	Sarnia
Lambton County Archives	Material pertaining to W. Ray Oliver, Q.C of Sarnia/Petrolia.	Roger Webber	Amherstburg

Lambton County Archives	Personal research and local history material including books by local authors.	Robert McCarthy	Sarnia
Lambton Heritage Museum	Electric shoeshine kit from 1950.	Fred Willert	Denfield
Lambton Heritage Museum	Items collected by former Parkview Public School principal Allan Campbell in the 1990s including principal's coat, hat, school crest, mug, and archival items.	Alan Campbell	Sarnia
Lambton Heritage Museum	Miniature of downtown Sarnia house by maker Jillian Holmes and five dolls from her doll collection (two by Petrolia makers, one by Walpole Island maker, one with accompanying trunk/outfits restored by Jillian, and one antique doll also restored by Jillian).	Jillian Holmes	Sarnia
Lambton Heritage Museum	Original painting of the Oakwood Golf Course, titled "Springtime on the Third" by B.J. Nugent (1984).	The Art Group Strathroy-Caradoc	Strathroy
Lambton Heritage Museum	Shooting jacket of Marie Barnes, c. 1940.	Sue Van Leerzem	Oil Springs
Lambton Heritage Museum	Thirteen ribbons with badges and buttons from Mayflower Rebekah Lodge No. 324, Mooretown.	Florence Hall	Petrolia
Lambton Heritage Museum	Wooden smoke stand from Lawrence Rumford and his son Norm Rumford.	Marian Rumford	Grand Bend
Oil Museum of Canada	Imperial Oil Review 1960 to 1966 editions.	Dorothy Payne	Sarnia
Oil Museum of Canada	Polysphere newsletter, SCITS commencement Program, photos, Bayer ball cap, Polysar t-shirt, name plate, polysar pencil.	Lorrie McIntyre	Toronto
Oil Museum of Canada	Pesha postcard of MCR depot in Oil Springs, 1913.	Patsy Dawson	Wyoming
Judith & Norman Alix Art Gallery	John Hartman Tanya Talaga, Above Thunder Bay oil on linen 121.9 x 137.2 cm (48 x 54 in.)	John Hartman	Tiny

Recommended for Refusal

Many items are offered the Museums, Gallery & Archives for donation. Items are reviewed for fit within the collecting mandate at the respective site, whether they are already represented in the collection and what condition the object is in prior to acceptance into the permanent collection. The list below outlines objects were offered for donation in the month of September 2023 and are recommended for refusal.

Institution	Details	Reason for Refusal	Donor
Lambton County Archives	Local history books and DVDs.	Duplicates of items already in the collection.	Name not given.
Lambton Heritage Museum	Mid-twentieth century vacuum cleaner.	Duplicate of item already in the collection. Referred to Sombra Museum or Moore Museum.	Name not given.
Lambton Heritage Museum	Collection of decorative pigs (stone, ceramic, plastic)	Outside collection mandate. Referred to Huron County Museum.	Name not given.
Lambton Heritage Museum	1938 Marconi radio.	Outside collection mandate. Referred to Moore Museum.	Name not given.
Lambton Heritage Museum	Locally made cedar chest, c. 1960s.	Outside collections mandate, refused due to volume of furniture items in collection.	Name not given.
Lambton Heritage Museum	Wicker baby carriage, c. 1910.	Duplicate of items already in the collection. Referred to Sombra or Moore Museum.	Name not given.
Lambton Heritage Museum	Quilt, highchair, doll crib.	Duplicates of items already in the collection. Referred to Forest Museum.	Sue McKay
Lambton Heritage Museum	Bedframe.	Condition concerns and duplicate of items already in the collection.	Name not given.
Lambton Heritage Museum	Wooden rolling pin and spatulas.	No local provenance. Duplicates of items in the collection.	Lianne Ross

		Referred to Fanshawe Pioneer Village.	
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FINANCIAL IMPLICATIONS

Artifact purchases are made through as specified Reserve Fund for this purpose.

CONSULTATIONS

None.

STRATEGIC PLAN

The ongoing collection and preservation of local heritage artifacts and Canadian art supports the County of Lambton Strategic Plan's Principles and Values of a Healthy Community by "*providing a host of cultural and lifestyle services while understanding and respecting the environment.*"

CONCLUSION

Artifact donations to the Museums, Gallery & Archives demonstrate ongoing public support of the facilities and a keen interest in preserving the local and community history of Lambton County through our various facilities.

RECOMMENDATION

That the Museums, Gallery and Archives Collections Management September 2023 Report be accepted, and items recommended for acceptance be approved for inclusion in the respective permanent collections.

 <p style="text-align: center;">CORPORATE SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Ryan Beauchamp, County Solicitor/Clerk
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 15, 2023
SUBJECT:	Committee Membership Rotations & Appointments and 2024 Meeting Schedule

BACKGROUND

This report serves to remind councillors of the rotation in committee membership that is to take effect commencing January 2024, as well as the appointments each committee will be asked to address at their respective initial 2024 meetings.

Additionally, this report seeks Council's approval to reschedule Committee meetings, specifically the August 21, 2024, Committee A.M. and Committee P.M. meetings to to accommodate those councillors and County staff attending the Association of Municipalities of Ontario Conference.

DISCUSSION

A. Committee Rotation

Councillors currently sit on one (1) of two (2) committees, either Committee A.M. or Committee P.M.

As Council will recall, when the Striking Committee met in December 2022, it assigned each councillor a letter that was then in turn used to assign elected members to either Committee A.M. or Committee P.M. in accordance with Part 24 of the County's Procedural By-Law (No. 33 of 2014), as amended (the "**Procedural By-Law**"). The Procedural By-Law contemplates a rotation in the membership of Committee A.M. and Committee P.M. each year of the term of office.

Effective as of the first committee meetings of 2024, membership in Committee A.M. and Committee P.M. will rotate and councillors will join the committee to which they are assigned in Year 2 as set out in Part 24 of the Procedural By-Law. The table attached as Schedule "A" hereto lists the membership of each Committee for 2024.

If any councillor wishes to change committees to which they are assigned for 2024, they may do so only by reaching an agreement with a councillor within their own Municipal Group defined in Part 5 of the Procedural By-Law. The table attached as Schedule "B" hereto excerpts the Municipal Groups from the Procedural By-Law. If you wish to change committees in January 2024, please make those arrangements with your Council colleague as soon as possible and advise Leah Klompstra (at leah.klompstra@county-lambton.on.ca) by no later than **January 7, 2024**.

B. Committee Appointments

Each member of Committee A.M. and Committee P.M. will be tasked with making the appointments noted below at their first 2024 committee meeting.

Committee A.M.

Committee A.M. members will:

1. appoint a Chair and Vice-Chair, for a one-year term;
2. appoint four (4) members, in addition to the Warden, to the Audit Committee, for a one-year term; and,
3. appoint one (1) member to the County of Lambton Agricultural Advisory Committee, for a one-year term.

As a reminder:

- the Chair, Committee A.M. is a member of the Woodlands Hearings Board, together with the Warden and Deputy Warden; and
- each member of Committee A.M. is also a member of the Emergency Services Committee by virtue of their membership on Committee A.M., together with the Warden.

Committee P.M.

Committee P.M. members will:

1. appoint a Chair and Vice-Chair, for a one-year term; and
2. appoint one (1) member to the County of Lambton Accessibility Advisory Committee, for a one-year term.

C. Council and Committee Meeting Dates

The proposed 2024 Council, Committee A.M. and Committee P.M. meeting schedules are attached hereto as Schedule "C".

Committee Membership Rotations & Appointments
and 2024 Meeting Schedule (page 3)

November 15, 2023

The 2024 Association of Municipalities of Ontario Conference is scheduled for August 18 – 21, 2024, in Ottawa, Ontario. Those dates conflict with the Committee A.M. and P.M. meetings currently scheduled for Wednesday, August 21, 2024. As in the past, the Wednesday, August 21, 2024, Committee A.M. and Committee P.M. meetings are proposed to be moved to Thursday, August 22, 2024, to accommodate those councillors and County staff attending the conference.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

The Chief Administrative Officer and all General Managers were consulted on the subject matter of this report.

STRATEGIC PLAN

Not Applicable.

RECOMMENDATION

That the 2024 Council, Committee A.M. & Committee P.M. meeting schedule attached hereto as Schedule “C”, which has both Committee’s August meetings rescheduled from from August 21, 2024, to August 22, 2024, be approved.

SCHEDULE "A"

COMMITTEE ROTATIONS

<u>COMMITTEE A.M. MEMBERSHIP - 2024 (YEAR 2)</u>			
*shade indicates the member is new to this committee in 2024			
Letter	Councillor	Letter	Councillor
M	Brad Loosley	A	Jeff Agar
N	Bev Hand	B	Al Broad
O	Doug Cook	C	Mike Bradley
P	Gary Atkinson	D	Brian White

<u>COMMITTEE P.M. MEMBERSHIP - 2024 (YEAR 2)</u>			
*shade indicates the member is new to this committee in 2024			
Letter	Councillor	Letter	Councillor
I	Steve Miller	E	Ian Veen
J	David Ferguson	F	Dan Sageman
K	Bill Dennis	G	Todd Case
L	Chrissy McRoberts	H	Dave Boushy

SCHEDULE "B"

MUNICIPAL GROUPS

As per Section 5.1 of the Procedural By-Law, Municipal Groups are established as follows:

GROUP A	GROUP B	GROUP C	GROUP D
<u>SOUTH</u>	<u>NORTHWEST</u>	<u>CENTRAL</u>	<u>NORTH</u>
St. Clair	Sarnia	Petrolia	Lambton Shores
Dawn-Euphemia		Enniskillen	Plympton-Wyoming
Brooke-Alvinston		Point Edward	Warwick
		Oil Springs	

SCHEDULE "C"

COUNCIL AND COMMITTEE MEETING SCHEDULE

MEETING DATES	MEETING TYPE
JANUARY 17, 2024	Committee AM & PM
FEBRUARY 7, 2024	Council
FEBRUARY 21, 2024	Committee AM & PM Special Joint Meeting of Both Committees beginning at 10 a.m.
MARCH 6, 2024	Council Budget Deliberations
MARCH 20, 2024 (IF REQUIRED)	Council Budget Deliberations
APRIL 3, 2024	Council
APRIL 17, 2024	Committee AM & PM
MAY 1, 2024	Council
MAY 15, 2024	Committee
JUNE 5, 2024	Council
JUNE 19, 2024	Committee AM & PM
JULY 3, 2024	Council
AUGUST 22, 2024***	Committee AM & PM
SEPTEMBER 4, 2024	Council
SEPTEMBER 18, 2024	Committee AM & PM
OCTOBER 2, 2024	Council
OCTOBER 16, 2024	Committee AM & PM
NOVEMBER 6, 2024	Council
NOVEMBER 20, 2024	Committee AM & PM
NOVEMBER 27, 2024	Council
DECEMBER 4, 2024	Warden & Deputy Warden Election (Incl. Striking, Committees AM & PM)

** AMO Conference Conflict (August 18-21 Ottawa).