



AGENDA
COMMITTEE of the WHOLE - 9:00 a.m.

Wednesday, January 17, 2024
Council Chambers, Wyoming

Page

1. **Call to Order - Committee of the Whole**

Committee Members: J. Agar, G. Atkinson, D. Boushy, M. Bradley, A. Broad, T. Case, D. Cook, B. Dennis, D. Ferguson, B. Hand, B. Loosley, R. McRoberts, S. Miller, D. Sageman, I. Veen, B. White, and Warden K. Marriott.

2. **Disclosures of Pecuniary Interest**

If any.

3. **Appointments**

A) **Nominations**

- a) Nominate a Chair.
- b) Nominate a Vice Chair.

B) **Audit Committee**

Appoint 4 members (formerly 4 members from Committee A.M.) plus the Warden to the Audit Committee (1 year term).

C) **County of Lambton Agricultural Advisory Committee**

Appoint 1 member (formerly 1 member from Committee A.M.) to the County of Lambton Agricultural Advisory Committee (1 year term).

D) **Woodlands Hearings Board**

Appoint 1 member (formerly the Chair, Committee A.M.) plus the Warden and Deputy Warden, to the Woodlands Hearings Board (1 year term).

E) **Emergency Services Committee**

Appoint 8 members (formerly Committee A.M. members) to the Emergency Services Committee.

F) **County of Lambton Accessibility Advisory Committee**

Agenda: Committee of the Whole - January 17, 2024

Appoint 1 member (formerly 1 member from Committee P.M.) to the County of Lambton Accessibility Advisory Committee.

4. **INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION**

A) **Information Reports**

- 7 - 9 a) Information Report dated January 17, 2024 Regarding Emergency Management Coordinator Activities.

B) **Reports Requiring a Motion**

- 10 - 21 a) Report dated January 17, 2024 Regarding County of Lambton Agricultural Advisory Committee Revitalization.
- 22 - 81 b) Report dated January 17, 2024 Regarding Updates to Emergency Response Plan and Program By-Laws.

C) **Other Business**

5. **PUBLIC HEALTH SERVICES DIVISION - Emergency Medical Services Department**

A) **Information Reports**

- 82 - 83 a) Information Report dated January 17, 2024 Regarding Emergency Medical Services Master Plan Consultation Follow Up.
- 84 - 87 b) Information Report dated January 17, 2024 Regarding Emergency Medical Services Operational Update - Q4 2023.

B) **Other Business**

6. **CULTURAL SERVICES DIVISION**

A) **Correspondence to Receive and File**

- 88 a) LHM 02-07-24 A letter dated December 5, 2023 from The Honourable Neil Lumsden, Minister of Tourism, Culture and Sport to the Lambton Heritage Museum, announcing approval of grant funds under the Community Museum Operating Grant and Pay Equity program for the 2023-24 fiscal year. Such funding supports Ontario's cultural heritage and strengthens the capacity of organizations in the heritage sector.
- 89 b) OMC 02-08-24 A letter dated December 5, 2023 from The Honourable Neil Lumsden Minister of Tourism, Culture and Sport to the Oil Museum of Canada, announcing approval of grant funds under the Community Museum Operating Grant and Pay Equity program for the 2023-24 fiscal year. Such funding supports Ontario's cultural heritage and strengthens the capacity of organizations in the

heritage sector.

B) Information Reports

- 90 - 111 a) Information Report dated January 17, 2024 Regarding Cultural Services Division 2023 Annual Report.
- 112 - 117 b) Information Report dated January 17, 2024 Regarding 2024 Exhibition Schedules.
- 118 - 119 c) Information Report dated January 17, 2024 Regarding Enhanced Online Access to Museum Collections.

C) Reports Requiring a Motion

- 120 - 122 a) Report dated January 17, 2024 Regarding Consolidation of Sombra and Port Lambton Libraries.
- 123 - 126 b) Report dated January 17, 2024 Regarding Judith & Norman Alix Art Gallery Hours of Operation.
- 127 - 133 c) Report dated January 17, 2024 Regarding Museums & Archives Collections Management, October & November 2023.

D) Other Business

7. LONG-TERM CARE DIVISION

A) Information Reports

- 134 - 136 a) Information Report dated January 17, 2024 Regarding Adult Day Program Enhanced Funding.

B) Other Business

8. CORPORATE SERVICES DIVISION

A) Correspondence to Receive and File

- 137 - 138 a) CS 02-05-24 An email from Jaclyn Grossi, Deputy Town Clerk, The Corporation of the Town of Aurora dated December 19, 2023, advising that on December 12, 2023, Council of the Town of Aurora passed the following motion regarding community safety and inciteful speech (please see attachment for full motion):

NOW THEREFORE BE IT RESOLVED that the Council of the Township of AsphodelNorwood directs staff to send a letter to the MPP for Northumberland-Peterborough South calling for action to reduce insurance costs;

- 139 - 142 b) CS 02-06-24 An email from Jaclyn Grossi, Deputy Town Clerk, The Corporation of the Town of Aurora dated December 19, 2023 regarding Community Safety and Inciteful Speech which was considered by the Council of theTown of Aurora at its

meeting held on December 12, 2023, and in this regard, Council adopted the following motion (please see attachment for full motion):

1. Now Therefore Be It Hereby Resolved That the Town of Aurora acknowledges that residents in the community have expressed feelings of uncertainty and safety concerns, due to the recent global unrest, and condemns all acts of terror and violence resulting in loss of life or injury; and

2. Be It Further Resolved That the Town of Aurora call on all levels of government to acknowledge this uncertainty and safety concerns in Canada and look to strengthening their available tools to deny inciteful speech that encourages violent extremists the ability to publicly manipulate, advocate, and incite violence or physical harm to another human being, whether it be online or in person; and

3. Be It Further Resolved That Council encourages our community and diverse local leaders of faith to bring the community together to promote peace, healing and understanding during this difficult time.

B) Reports Requiring a Motion

143 - 144

a) Report dated January 17, 2024 Regarding Deputy Clerk Appointment.

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b) Report dated January 17, 2024 Regarding 2024 Services and Fees Schedule.

C) Other Business

9. FINANCE , FACILITIES AND COURT SERVICES DIVISION

A) Other Business

10. SOCIAL SERVICES DIVISION

A) Correspondence to Receive and File

175 - 176

a) SS 02-01-24 A letter dated November 16, 2023 from Owen Jaggard, Deputy Clerk, Town of Aylmer advising that on November 15, 2023, the Council of the Town of Aylmer endorsed the following motion regarding Provincial Consideration for Amendments to the Residential Tenancies Act (please see attachment for full motion):

Now Therefore Be It Resolved that the Council of the Town of

177 - 181

Aylmer requests provincial consideration for amendments to the Residential Tenancies Act, 2006, to ensure that all tenants benefit from protections intended to preserve affordability.

- b) SS 02-04-24 An email from Jaclyn Grossi, Deputy Town Clerk, The Corporation of Town of Aurora dated December 19, 2023, advising that on December 12, 2023, Council of the Town of Aurora passed the following motion (please see attachment for full motion):

1. Now Therefore Be It Hereby Resolved That the Town of Aurora acknowledge that homelessness in Ontario is a social, economic and health crisis, including people with substance use disorders; and

2. Be It Further Resolved That the Town of Aurora commits to ending homelessness in the community in collaboration with the Region, and both the Provincial and Federal governments; and

3. Be It Further Resolved That the Town of Aurora call on the Region, the Province and Federal governments to increase action and supports on the following:

a. Commit to ending homelessness in Ontario; and

b. Work with the Association of Municipalities of Ontario (AMO) and a broad range of community, health, and economic partners to develop, resource, and implement an action plan to achieve this goal; and

c. Provide a long-term financial commitment to assist in the creation of more affordable and supportive housing for people in need, in York Region, including people with substance use disorders; and

d. Increase investments in evidence informed substance use prevention and mental health promotion initiatives that provide foundational support for the health, safety and well-being of individuals, families, and neighbourhoods, beginning from early childhood.

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- c) SS 02-09-24 An email from Catalina Blumenberg, Clerk, The Corporation of the County of Prince Edward, dated November 17, 2023 advising the Council of the County of Prince Edward passed the following motion (please see attachment for full motion):

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of Prince Edward County join other municipalities across Ontario, including Belleville, Napanee to urge the Federal and Provincial governments to establish a Guaranteed Livable Income program.

B) Information Reports

- 184 - 186 a) Information Report dated January 17, 2024 Regarding Maxwell Park Place Affordable Housing Development Update #6.
- 187 - 195 b) Information Report dated January 17, 2024 Regarding Homelessness Prevention Services.
- 196 - 198 c) Information Report dated January 17, 2024 Regarding Children's Services Child Care Expansion Request for Proposal Update.
- 199 - 201 d) Information Report dated January 17, 2024 Regarding Affordable Housing Initiative - Seed Funding Update.

C) Other Business

11. CAO

A) Report Requiring a Motion

- 202 - 203 a) Report dated January 17, 2024 Regarding May 2024 Committee of the Whole Meeting.

B) Other Business

12. IN-CAMERA

Recommendation

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

- a) to receive a report and provide instructions, regarding labour relations specifically regarding collective bargaining with CUPE Local 2557, pursuant to ss. 239(2)(d) of *the Municipal Act, 2001*.

13. ADJOURNMENT

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PLANNING AND DEVELOPMENT SERVICES
PREPARED BY:	Jay vanKlinken, Emergency Management Coordinator
REVIEWED BY:	Kenneth Melanson, RPP, Manager Jason Cole, P. Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
INFORMATION ITEM:	Emergency Management Coordinator Activities Report

BACKGROUND

The following is a summary of some recent activities related to Emergency Management.

DISCUSSION

Drinking Water Exercises

In 2023, Community Emergency Management Coordinators (CEMCs) worked with Lambton Public Health, the Lambton Area Water Supply System (LAWSS), and the Ontario Clean Water Agency (OCWA) to develop a multi-municipal emergency exercise related to the temporary loss of municipal drinking water. The exercise jointly tested emergency functions such as coordination, emergency public information, public safety, and resource management. Local CEMCs are working together to compile exercise learnings and recommendations, to be incorporated into their municipality’s respective emergency management programs.

Community Emergency Preparedness Grant

Last fall, the Treasury Board Secretariat announced \$5 million in funding through the new *Community Emergency Preparedness Grant*. Funding was made available to municipalities in Ontario with populations under 100,000, as well as to First Nation communities, and non-governmental organizations with an emergency preparedness mandate. Based on the criteria, the County of Lambton (the County) was not eligible to apply. The County CEMC provided insight and advice, as requested, to several local entities on their respective applications.

Legacy Oil and Gas Wells

In November, the County learned its funding application to the Ministry of Natural Resources and Forestry's (MNR) *Legacy Oil and Gas Wells Municipal Transfer Payment (Pilot) Program* was approved. Funds will be used to purchase temporary deployable emergency shelters and to secure and provide H2S Alive™ training – or comparable – to municipal personnel and first responders. The County CEMC is also participating in the MNR's municipal working group to strengthen the program in years two and three of the three-year program.

FINANCIAL IMPLICATIONS

All items are included in the department's 2023 budget or provided for through provincial funding.

CONSULTATIONS

Consultations have occurred as follows:

- **Drinking Water Exercise:** Community Emergency Management Coordinators, Lambton Public Health, Lambton Area Water Supply System, Ontario Clean Water Agency, Emergency Management Ontario
- **Community Emergency Preparedness Grant:** Emergency Management Ontario, Community Emergency Management Coordinators
- **Legacy Oil and Gas Wells:** Ministry of Natural Resources and Forestry, Emergency Management Ontario, local fire chiefs, Community Emergency Management Coordinators, Procurement & Project Management 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:

- Prioritizing and valuing the receipt of perspectives and feedback from all stakeholders.

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

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved senior government supports, funding, grants, and other resources.
- Actively pursuing joint opportunities with community partners that contribute to the long-term growth and well-being of the Lambton community.

Emergency Management Coordinator Activities Report (page 3)

January 17, 2024

CONCLUSION

The County's Emergency Management Program works with internal and external stakeholders to pursue opportunities that will buttress the County's ability to prevent, mitigate, prepare for, respond to, and recover from local emergencies.

 <p>INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
PREPARED BY:	Jason Cole, P. Eng., General Manager
REVIEWED BY:	Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
SUBJECT:	County of Lambton Agricultural Advisory Committee Revitalization

BACKGROUND

The County of Lambton Agricultural Advisory Committee (CLAAC) was established to provide advice to The Corporation of the County of Lambton (County) on agricultural and rural matters. The CLAAC began meeting in 2009 and was active for several years initially, but eventually slowed and ceased regular meetings in 2016.

The Committee was comprised of 14 voting members, appointed mainly from identified local agricultural commodity groups or organizations, a member of County Council, and two ex-officio members from County Planning staff and the Ministry of Agriculture and Food. The term of the last assembled membership has expired under the adopted Terms of Reference for the Committee.

DISCUSSION

In November 2023, the County put a call out to the agricultural organizations that provided membership for the CLAAC, asking for representation to attend a meeting to consider revitalizing the Committee. A group of 13 representatives (including the appointed member from County Council and the Warden) met on December 14, 2023, to participate in a facilitated review of the CLAAC's purpose and last standing Terms of Reference.

In general, the meeting attendees indicated a strong desire to revitalize the CLAAC. A summary of the meeting proceedings and a revised draft Terms of Reference (prepared based on the comments received at the meeting) are attached as Appendix A and Appendix B respectively to this report.

FINANCIAL IMPLICATIONS

The cost to facilitate the CLAAC is primarily associated with personnel and facility resources dedicated to recruit, organize and facilitate the CLAAC and its meetings. It is anticipated that these costs can be managed within the existing Planning & Development Services Department budget as part of the proposed 2024 County of Lambton Budget.

CONSULTATIONS

The Planning & Development Services Department, Bryan Boyle & Associates, and representation from the organizations identified in the previous CLAAC Terms of Reference were consulted as part of 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:

- 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 CLAAC was established to provide advice to the County on agricultural and rural matters. The Committee was active for several years, but eventually slowed and ceased regular meetings.

Based on a facilitated discussion to consider revitalizing the CLAAC, there is a strong desire from the agricultural community to reinstate the Committee and meet regularly in the future. It is recommended that a new CLAAC membership be established that can adopt a Terms of Reference and report back to County Council.

RECOMMENDATIONS

- a) That Council approve the revitalization of the County of Lambton Agricultural Advisory Committee (the “Committee”) based on the draft Terms of Reference, dated December 14, 2023, attached hereto as Appendix “B”.**
- b) That the Committee, County of Lambton staff and associated resources finalize the Committee’s Terms of Reference, with the Committee reporting back the finalized Terms of Reference for Council’s review and approval.**

Appendix A

**County of Lambton
Agricultural Advisory Committee**

**Revitalization Meeting
December 14, 2023**



BRYAN BOYLE & ASSOCIATES
FACILITATING YOUR FUTURE

County of Lambton Agricultural Advisory Committee (CLAAC)
Revitalization Meeting on December 14, 2023
Facilitated by Bryan Boyle

Purpose of Meeting

To review key areas of focus of the former Terms of Reference and solicit input regarding if, or how, the County of Lambton Agricultural Advisory Committee should be revitalized.

Introductions

Each participant shared their name, location, organization that they represent, and one of their interests or activities completely unrelated to farming or their member organization and how it helps them be more effective in their role as a participant on the County of Lambton Agricultural Advisory Committee.

First Impressions

Participants were asked to share the first one or two words that come to mind when they hear, "County of Lambton Agricultural Advisory Committee".

Interaction with County Council

- Sounding board to Lambton County Council
- Makes recommendations to County Council
- Agricultural awareness to County Council
- County-wide input from many
- Rural and agricultural input
- Provides direction and support
- Consultative and advisory

Addressing Agricultural Issues

- Addressing day-to-day issues
- Input and advice on agriculture
- Agricultural issues

Potential Issues to Address

- Drainage
- Maintaining growth
- Land preservation
- Woodlot



- Minor variance and bylaws
- Ensuring economic benefit

Interface with Current Agencies

- Committee of Adjustment
- Review of Complaints on Normal Farm Practices

Background and Approach for the Meeting

The County of Lambton Agricultural Advisory Committee was created in 2009 and was active until 2016. There has been interest expressed in revitalizing this committee if it could have a meaningful role within our Lambton County community.

In this meeting the County of Lambton Agricultural Advisory Committee was approached in a four-step process.

- 1) An evaluation of the Terms of Reference that existed for the 2009-2016 County of Lambton Agricultural Advisory Committee to see which parts of those terms may still be relevant
- 2) Identifying potential additions to these Terms of Reference that could add value to a County of Lambton Agricultural Advisory Committee from this point forward
- 3) Assessment by all individuals in this group of the relevance and potential of revitalizing a County of Lambton Agricultural Advisory Committee
- 4) Next steps, if any, that are required

Evaluation of the Current Terms of Reference

Each point within the current Terms of Reference was evaluated, scored, and edited by small discussion groups. This input was shared and discussed with the entire group. An opportunity was provided for other groups to add value to each discussion point.

The results of the participants' input are recorded in the updated CLAAC Terms of Reference that is attached with this meeting report.

Perspectives on Revitalization of CLAAC

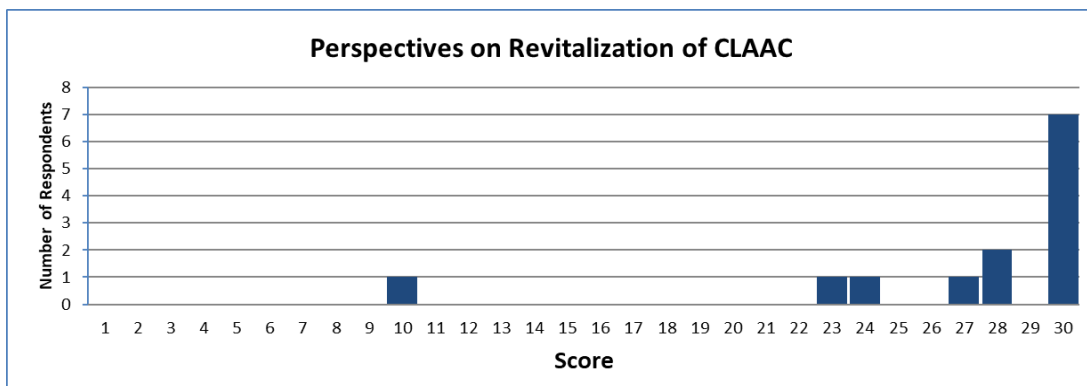
On a scale numbered from 1 to 30, participants chose the number that they feel most accurately describes the current potential to revitalize the CLAAC.

#30 = "Top of our Game": A well-coordinated, community-oriented County of Lambton Agricultural Advisory Committee could be very relevant and meaningful and could be



of substantial value to the agricultural community, Lambton County Council, and the general Sarnia-Lambton community. It is worthy of all Lambton agricultural and rural organizations’ support, and action should be taken immediately to revitalize this Committee.

#1 = “Served its Purpose”: A County of Lambton Agricultural Advisory Committee is no longer relevant nor meaningful and it would be of very limited value to the agricultural community, Lambton County Council, or the general Sarnia-Lambton community. It is not worthy of Lambton agricultural and rural organizations’ support, and no action should be taken at this time to revitalize this Committee.



Average = 26.92

Potential Next Steps

- Bryan Boyle will create a report from this meeting including all the proposed edits to the terms of reference based on participants’ input.
- The meeting report will be circulated to all participants.
- Jason Cole will create a report for Lambton County Committee of the Whole and Council based on Bryan’s report of this December 14, 2023 meeting.
- Jason’s report will be presented to Lambton County Committee of the Whole Council at the earliest opportunity in 2024.
- All Lambton organizations represented at the December 14, 2023 meeting will be invited to attend a CLAAC organizational meeting in the first quarter of 2024.



Governance

Several administrative and governance details will need to be developed for CLAAC in 2024. At this meeting a survey of potential meeting frequency was taken.

Potential Meeting Frequency	
Times per Year	Participant Votes
2	4
3	4
4	3
5	0
6	1
Average = 3.2	

Summary

The CLAAC revitalization meeting was a productive activity. The participants were very engaged and committed to the process. The participants took an important step by providing valuable input to help revitalize the CLAAC so it could be of substantial value to the agricultural community, Lambton County Council, and the general Sarnia-Lambton community.



Appendix B

**DRAFT TERMS OF REFERENCE FOR THE
COUNTY OF LAMBTON AGRICULTURAL ADVISORY COMMITTEE**

Revised December 14, 2023

Goal

To provide advice and direction to The Corporation of the County of Lambton (County) on agricultural, environmental, and rural matters.

Mandate

The County of Lambton Agricultural Advisory Committee (CLAAC) is a voluntary, non-political Advisory Committee established by County Council in accordance with these Terms of Reference. Committee members are guided by these Terms of Reference.

The Terms of Reference provide for a balance between activities referred from the County Planning and Development Services Department and County Council, and the ability for the CLAAC to be proactive and advise on matters identified on its own initiative. The CLAAC will generally report to County Council through the County Planning and Development Services Department. The County Planning and Development Services Department will also report back to CLAAC on agricultural issues being considered by County Council and progress on CLAAC recommendations.

Scope of Activities

The scope of the CLAAC may include activities such as:

- Providing advice on issues and concerns of the agricultural community in the County of Lambton.
- Providing advice on the implementation, interpretation, and impact of Provincial and Federal legislation, policies, and guidelines related to the agricultural industry.
- Providing advice on agricultural and rural policy directions proposed or pursued by the County. This may include providing advice on County-initiated official plan amendments related to agricultural matters; on County agricultural matters through a comprehensive official plan review; or, other policy directions pursued by the County.
- Providing advice on the identification and implementation of programs which encourage public awareness and education of agricultural and related rural issues.
- Providing assistance with the mediation of complaints related to agricultural issues that could have implications across the County.

- Providing advice on matters as they arise, at the request of the County.

Composition

The CLAAC will be composed of 15 voting members and 1 ex-officio staff member.

The voting membership will include one individual appointed from each of the following:

- Lambton Cattlemen's Association
- Lambton Dairy Producers
- Lambton Pork Producers
- The "Feathers" Livestock Industry
- A Specialty Livestock Operation
- Grain Farmers of Lambton
- Lambton Soil and Crop Improvement Association
- The Vegetable Grower's Association
- A Specialty Crop Producer
- Lambton Federation of Agriculture
- Lambton 328 Farmer's Union
- Lambton Christian Farmers
- A Producer with Conservation Interests
- Non-Farm Rural Resident
- County Council

The Manager of Planning and Development Services (or designate) will be an ex-officio, non-voting advisory member of the CLAAC and shall serve as Secretary.

Selection of Voting Members

The County will request each of the respective organizations to nominate one of their members as a member on the CLAAC, subject to the following exceptions:

- The "Feathers" industry member shall be agreed upon and nominated jointly by the recognized local chicken and turkey producer organizations.
- The "Producer with Conservation Interests" member shall be agreed upon and nominated jointly by the Rural Lambton Stewardship Network, Woodlot Owner's Association, and Lambton Wildlife.
- The County will solicit letters of interest from individuals wishing to fill the positions of "Non-Farm Rural Resident", "Specialty Crop Producer", and "Specialty Livestock Producer", and County staff will recommend members to the CLAAC from those letters received.

The Specialty Livestock and Specialty Crop members may be from any type of operation not specifically represented on the CLAAC (e.g., sheep, horses, goats, sugar beets, horticulture, greenhouses, etc). The County will, at a minimum, solicit the

organizations representing the larger "specialty" industries in the County for letters of interest from their members, but will consider letters of interest from any "specialty" industry. The type of "specialty" industries represented may vary from term to term.

All voting members must be residents of the County and have knowledge of agricultural, environmental, and rural issues.

In their capacity as CLAAC members, all members are intended to sit primarily as private individuals with a variety of knowledge and perspectives and not as advocates for any particular operation or organization.

The respective organizations with a designated or jointly designated position on the CLAAC are permitted and encouraged to formally nominate an alternate member to the CLAAC. Alternates shall meet the same membership requirements as other members. Only one member of each organization is encouraged to attend each CLAAC meeting but when both a primary member and his or her alternate attend a meeting, the alternate may only participate in the discussion at the discretion of the Chair. Alternates may only vote in the absence of the primary appointed representative.

Officers

A Chair and a Vice-Chair will be elected annually by the membership of the CLAAC. The Manager of Planning and Development Services (or designate) shall serve as Secretary.

Length of Terms

The County Councilor position terms shall last one year at a time without limit on the number of consecutive terms.

Membership terms for all other voting members shall be a maximum of three years with a maximum of two consecutive terms permitted. Terms shall be staggered such that approximately one-third of the members are replaced each year.

Support

The County Planning and Development Services Department will provide administrative, procedural, and technical support to the CLAAC.

Meetings

The CLAAC will generally meet at the County Administration Building. The CLAAC will generally meet on a set schedule, although special meetings may be held at the call of the Chair. Meetings may also be cancelled at the discretion of the Chair.

Unless otherwise determined, all meetings will be open to the public. Agendas will be posted publicly on the County of Lambton's website: www.lambtononline.ca. CLACC will follow the County's Procedural By-law for its processes subject to anything to the contrary stipulated in these Terms of Reference.

Delegations

Any person wishing to appear before the CLAAC as a delegation must submit a request to the staff liaison in the Planning and Development Services Department and the Chair of the CLAAC, advising of the topic or item to which they wish to speak. All requests for delegations must be received at least one week prior to the meeting to ensure that the delegation is included on the agenda.

Agendas

The CLAAC agendas will be prepared by the staff liaison and the CLAAC Chair or Vice Chair with input from other CLAAC members.

Minutes

Minutes from each CLAAC meeting will be forwarded to County Council in County Council's meeting agenda and package. The minutes of each CLAAC meeting will be amended as necessary and approved at the following meeting by its members. The unapproved minutes will be forwarded to the next regularly scheduled County Council meeting. When approved, any amendments will be forwarded to County Council.

Committee Resolutions

The CLAAC will seek to achieve consensus on decisions. Recommendations are adopted by CLAAC if supported by a majority of members present. Only resolutions as they appear in the adopted minutes may be considered to officially represent the position of the CLAAC.

Annual Review

An annual review of the CLAAC will be completed by staff and submitted to County Council, including a report on and review of the year's activities to examine the effectiveness of the Committee and to ensure continued improvements. The Manager of Planning and Development Services (or designate) will take the lead in coordinating this annual review process.

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PLANNING AND DEVELOPMENT SERVICES
PREPARED BY:	Jay vanKlinken, Emergency Management Coordinator
REVIEWED BY:	Kenneth Melanson, RPP, Manager Jason Cole, P. Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
SUBJECT:	Updates to Emergency Response Plan and Program By-Laws

BACKGROUND

The *Emergency Management and Civil Protection Act (EMCPA)* and *Ontario Regulation 380/04 (O.Reg. 380/04)* provide standards for municipal emergency management programs. Under the legislation, the County is required to formulate an Emergency Management Program Committee and an Emergency Response Plan (Plan), among other matters.

The Plan directs the corporation’s response to an emergency. The Plan also details items such as the provision of necessary services and the way County personnel will respond during an emergency.

The Program Committee is responsible for making recommendations to Council and for conducting an annual review of the County’s Emergency Management Program.

DISCUSSION

The County’s respective By-Laws establishing an Emergency Management Program (By-Law 31 of 2014), Emergency Management Program Committee (By-Law 28 of 2017), and Emergency Response Plan (By-Law 23 of 2022) all require minor updates.

It is recommended that the three existing By-Laws be consolidated into one and reflect the following changes:

Emergency Management Program By-Law

It is recommended that one By-Law be presented to County Council for its consideration, which encapsulates approval of Lambton County’s Emergency

Management Program, Emergency Management Program Committee, and Lambton's Emergency Response Plan.

Emergency Management Program Committee By-Law

The title of the Corporate Cultural Officer requires updating to "General Manager, Cultural Services". No other updates are recommended.

Emergency Response Plan

Emergency Management Program Committees are required, by legislation, to conduct annual reviews of their municipality's emergency management program. During the County's 2023 year-end review, as well as during its annual emergency exercise, several housekeeping changes were identified as being necessary. They include adding the Deputy Chief Administrative Officer (CAO) to the County Emergency Control Group, removing *erosion* from the County's *Community Risk Profile*, and capturing name changes for Sarnia-Lambton Alerts (formerly MyCNN) and Lambton BASES (formerly Community Awareness/Emergency Response or 'CAER'). A number of housekeeping edits were also made. The draft and red-lined Emergency Response Plan is included as 'Appendix A' to this report.

FINANCIAL IMPLICATIONS

No unbudgeted financial implications.

CONSULTATIONS

The County's Emergency Management Program Committee, County Emergency Control Group, local Community Emergency Management Coordinators, and County Solicitor/Clerk were consulted.

STRATEGIC PLAN

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.

CONCLUSION

The updates recommended in this report reflect organizational changes within the County of Lambton, local community, and Emergency Management Ontario.

Updates to Emergency Response Plan and Program By-Laws (page 3)

January 17, 2024

RECOMMENDATION

That a By-Law to adopt the County of Lambton's Emergency Management Program, along with Schedule "A" (the revised Emergency Response Plan), be presented to County Council for its consideration and approval.

Appendix A

Emergency Response Plan
County of Lambton



Schedule "A" to By-Law No. ~~23-XX~~ of ~~2022~~2024
Enacted on ~~November 2, 2022~~Insert Date

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ACRONYMS

ARES: Amateur Radio Emergency Service
 BASES: Bluewater Association for Safety, Environment, & Sustainability
 CACC: Central Ambulance Communications Centre
 CAER: Community Awareness/Emergency Response
 CBRNE: Chemical/Biological/Radioactive/Nuclear/Explosive
 CECG: County Emergency Control Group
 CEMC: Community/County Emergency Management Coordinator
 EIO: Emergency Information Officer
 EMCPA: Emergency Management and Civil Protection Act
 EMO: Emergency Management Ontario
 EMPC: Emergency Management Program Committee
 EMS: Emergency Medical Services
 EOC: Emergency Operations Centre
 ERP: Emergency Response Plan
 ERT: Emergency Response Team
 HAZMAT: Hazardous Materials
 HIRA: Hazard Identification & Risk Assessment
 HUSAR: Heavy Urban Search And Rescue
 HVAC: Heating, Ventilation, and Air Conditioning
 IC: Incident Commander
 IMS: Incident Management System
 MCEG: Municipal Emergency Control Group
 MyCNN: My Community Notification Network
 PEOC: Provincial Emergency Operations Centre
 RFA: Request for Assistance
 SAR: Search And Rescue
 SDS: Safety Data Sheet
 SORT: Support Operations Response Team
 USAR: Urban Search And Rescue

REVISION HISTORY

Date	Revisions	Author
Nov. 2/22	Emergency Response Plan Approved by Lambton County Council	Emergency Management Coordinator

PART 1 - INTRODUCTION

Emergency Management in Ontario

As the coordinator of emergency management programs in the province, Emergency Management Ontario (EMO) refers to emergency management as “organized activities undertaken to prevent, mitigate, prepare for, respond to and recover from actual or potential emergencies.”

Individuals

Individuals and families are responsible for their own safety, preparedness, and well-being. In the event of a large-scale emergency, entire neighbourhoods may temporarily be isolated from local emergency service providers and utilities. Individuals and families should be prepared to take care of themselves for at least 72 hours in the event of an emergency.

Municipalities

Each municipality must develop and implement an emergency management program to protect the lives and property of its citizens. All levels of local government (both single-tier and two-tier) must complete the mandatory annual program required by the *Emergency Management and Civil Protection Act* (EMCPA).

Provincial Government

Emergency Management Ontario (EMO) coordinates emergency management programs in the province and ensures the implementation in all municipalities and provincial ministries. A municipality or ministry may reach out to EMO for advice on their program at any time. In emergencies where the local capacity is overwhelmed by the emergency, it may be advised that the municipality declare an emergency to receive more support and resources.

During large-scale emergencies, the premier and cabinet may declare a provincial emergency and make special emergency orders to protect public safety.

Federal Government

If an emergency requires support or resources beyond what a municipality or the province can provide, the province can make a formal request through the provincial emergency operations centre (PEOC) for assistance from the federal government. The federal government intervenes only when requested to do so by provincial emergency management organizations or when an emergency impacts on areas of federal jurisdiction.

Hazard Identification and Risk Assessment

The purpose of hazard identification and risk assessment (HIRA) is to assess the potential risk of hazards with the capacity to cause a disaster. HIRAs help to establish a focus for emergency management programs, allocate resources, and plan appropriately.

Municipalities in Ontario must identify local hazards and inform residents about those hazards and their inherent risks.

The County has identified a number of potential hazards that could impact local residents and property. Hazard identification is based on the probability of an event occurring, and the anticipated consequences of that event occurring.

Training

As required under the EMCPA, the County will provide training to employees and stakeholders to ensure their readiness to respond to an emergency. Training may cover topics such as individual roles of personnel involved in the response, the procedures and responsibilities of municipalities and other organizations, and the hazards and potential consequences that may be prevalent in the community, ~~among other matters.~~

Exercises

An exercise is a simulated emergency in which participants carry out actions, functions and responsibilities that would be expected of them in a real emergency. Exercises can be used to validate plans and procedures and to practice prevention, mitigation, preparedness, response and recovery capabilities. Exercises can also help with:

- training personnel and clarifying roles and responsibilities, as supported by plans and procedures
- improving inter-agency coordination and communications
- identifying gaps in resources and training, and identifying areas for improvement
- improving individual and organizational performance through practice
- demonstrating provincial, community, and organizational resolve to prepare for emergencies as part of due diligence

The County will regularly simulate its response to an emergency and will also, when requested, participate in exercises conducted by local municipalities.

Public Education

As a legislative requirement of the EMCPA, municipalities must provide emergency management public education through programming such as Emergency Preparedness Week.

The County's emergency management public education program is based on the hazards it has identified and provides specific information to residents about how they can prepare for emergencies, and how to respond if an emergency occurs.

Local Emergency Management Activities

The County recognizes the importance of developing relationships and working with local and neighbouring municipalities, including municipalities in Michigan, senior government ministries and other emergency response organizations. The County ~~recognizes the values in~~ participating in organizations involved in emergency management and response such as Lambton BASES (~~Bluewater Association for Safety, Environment, and Sustainability~~), ~~which includes Community Awareness/Emergency Response (CAER).~~

~~The County~~and will provide representation on local emergency management and response organizations as deemed appropriate.

PART 2 - COUNTY OF LAMBTON EMERGENCY MANAGEMENT

Overview

The initial role of the County in emergency management was detailed in the Final Report of the Sarnia/Clearwater/Lambton Implementation Committee to the Minister of Municipal Affairs, dated May 3, 1990. The report states:

"The primary responsibility for emergency planning and emergency response will remain at the local level and the County will prepare a County Emergency Plan which will set out basic standards and procedures which should be included in local emergency plans. The County will serve to coordinate and integrate local plans and will encourage lower tier municipalities to adopt an emergency plan.

The County will also prepare an operational plan for the County of Lambton which will set out how the various departments of the County will fit into local emergency plans, with available resources.

There should be a continuation of County support of existing emergency coordination agencies such as [...] CAER." [\[now Lambton BASES\]](#)

This Emergency Response Plan (ERP) has been prepared under Section 3(1) of the Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9. and replaces the previous Emergency Response Plan adopted by County Council on November ~~6, 2019~~, [2022](#).

County Approach

The County of Lambton Emergency Response Plan was developed in accordance with the EMCPA and sets out how the County, as a municipality identified in the legislation, will respond in the event of an emergency. The Emergency Response Plan also describes the County's relationship with local municipalities during emergencies.

As required by legislation, copies of this Emergency Response Plan are available to the public upon request and can also be found on the County's website.

Format

The County of Lambton Emergency Response Plan generally follows the format recommended by Emergency Management Ontario.

Maintenance

As required under the EMCPA, this Plan will be reviewed on a yearly basis. Any major revisions to the Plan will be circulated to local municipalities and stakeholders for review and comments prior to approval. Once updated, approved Plans will be forwarded to local Community Emergency Management Coordinators (CEMCs).

This Emergency Response Plan may be amended to reflect minor changes in names or titles, or to make other administrative adjustments without the need for a replacement by-law. Such changes will be noted under the Plan's "Revision History" heading.

Personnel who become aware of changes required to the Plan should contact the County Emergency Management Coordinator.

Local Emergency Management Programs

The County of Lambton (the "County") recognizes and agrees with the concept of emergency management authority being vested with local municipalities. Every municipality in the County has developed an emergency management program that includes an Emergency Response Plan.

Local Emergency Response Plans

The EMCPA states that local emergency response plans must be consistent with the upper-tier plan in a two-tier system. The County of Lambton is specifically named in the Act as an upper-tier municipality for the purposes of the Act. Therefore, local emergency response plans are to be consistent with the County Plan-plan where there is reference to County services and responsibilities.

Local municipalities are encouraged to circulate draft pPlans to the County Emergency Management Coordinator so they may be reviewed for consistency with the County Emergency Response Plan. Once approved by municipal council, pPlans should be forwarded to the County.

Coordination of Emergency Shelters

In the County, the coordination of reception centres and emergency shelters is the responsibility of each municipality. Municipalities have options in fulfilling this responsibility such as utilizing municipal staff or entering into agreements with third party organizations (i.e., local service clubs, relief agencies, etc.).

Municipalities are required to inform the County Emergency Management Coordinator (CEMC) of arrangements that have been made.

The County Social Services Division has a role to provide emergency financial assistance to residents affected by a disaster. Therefore, municipalities may request that Social Services attend their emergency shelters to establish temporary, on-site offices to process applications for emergency financial assistance.

County Representation on Municipal Emergency Control Groups

Local Emergency Response Plans often include representatives from County departments acting in various capacities in support of Municipal Emergency Control Groups (MECG). Depending on the nature of the emergency, such as when County resources are being deployed in the emergency response, it could be beneficial to have County representation at a municipal Emergency Operations Centre (EOC). Therefore, municipalities may request that County representatives, if available, attend their EOC.

The County may also be able to provide support personnel (i.e., County Emergency Management Coordinator, Emergency Information Officer, scribes, etc.) to assist at local EOCs, under the direction of the affected municipality.

Such requests to the County may be made at any time during an emergency, and the municipality retains full control and coordination of local response activities.

PART 3 - AUTHORITY

This Emergency Response Plan prescribes how County personnel and other stakeholders will respond to an incident or emergency that impacts or threatens the public, property, or the continuity of essential services.

The Plan also provides authority for the County to provide or receive assistance from a local municipality, where available. An emergency declaration is not required for either party to provide or receive assistance, nor does the receiving municipality give up authority when receiving assistance. The County may also request assistance from the Province of Ontario, without loss of control or authority.

The following are just a few of the important measures enabled under the legislation and developed more fully in this Plan:

- Making financial expenditures in preparation for or response to an incident or emergency.
- Authorizing County personnel to take appropriate action before a formal declaration of an emergency is made.
- Issuing emergency orders within the authority of the *Municipal Act*.
- Designating County personnel to exercise powers and perform duties as members of the County Emergency Control Group.
- Designating persons to be responsible for reviewing the Emergency Response Plan and for training personnel and stakeholders about their roles during an incident or emergency.
- Activating the County of Lambton Emergency Response Plan before, during or following an incident or emergency.
- Obtaining and distributing materials, equipment, and supplies during a declared emergency.
- Providing and requesting assistance to and from local municipalities during an incident or emergency.
- Coordinating with local municipalities during an incident or emergency affecting more than one municipality and involving the County.
- Integrating local Municipal Emergency Control Groups with the County Emergency Control Group in the event of an incident or emergency involving the County.
- Procedures for municipalities and stakeholders to notify the County and to request assistance.
- Such other matters as are considered necessary or advisable for the implementation of the Emergency Response Plan during an emergency.

Emergency Management Legislation

The Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9 provides the legislative authority for the passing of the By-law formulating this Emergency Response Plan, which will govern the provision of necessary services in the event of an emergency.

Authority to Prepare an Emergency Response Plan

Under Section 3.(1) of the Emergency Management and Civil Protection Act:

"Every municipality shall formulate an emergency plan governing the provision of necessary services during an emergency and the procedures under and the manner in which employees of the municipality and other persons will respond to the emergency and the council of the municipality shall by by-law adopt the emergency plan."

The EMCPA further states in Section 4.(1) that:

"The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect the property and the health, safety and welfare of the inhabitants of the emergency area."

Definitions

Incident: An occurrence or event that requires an emergency response to protect people, property, the environment, the economy and/or services.

Emergency: A situation or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise (*Emergency Management and Civil Protection Act*).

Aim

The aim of this Plan is to make provisions for the extraordinary arrangements and measures that may have to be taken to respond to emergencies or to provide assistance to local and neighbouring municipalities and counties, including those in the United States. Such assistance may be provided by the County without declaring an emergency, and regardless of whether a declaration of emergency has been made by the requesting municipality.

The Plan provides for and enables a controlled and coordinated County response to emergencies and meets the legislated requirements of the *Emergency Management and Civil Protection Act*.

The County of Lambton Emergency Response Plan reflects the approach recommended by Emergency Management Ontario and incorporates supporting documents as Appendices listed in the table of contents.

PART 4 – PROCEDURES

Actions Taken Prior to a Declaration of Emergency

When an emergency exists but has not yet been declared to exist, County employees may take such action(s) under this Emergency Response Plan as may be required to protect lives and property in the County.

Declaring and Terminating an Emergency

Under the Emergency Management and Civil Protection Act (EMCPA), the Head of Council of a municipality, the Lieutenant Governor in Council, and the Premier all have the authority to declare an emergency. An emergency declaration may extend to all or any part of the geographical area under the jurisdiction of the municipality.

The Premier, Head of Council and municipal council all have authority to terminate an emergency declaration.

Therefore, under the Act, the Warden has the authority to declare and terminate a County emergency. Similarly, the mayors in Lambton County all have authority to declare and terminate local emergencies within their respective municipalities.

When appropriate, the Warden may declare a state of emergency to exist in the following instances:

- A local municipality requests County assistance.
- More than one municipality is threatened or impacted by a disaster. It should be noted that the County would not automatically declare an emergency in such an event. If local and County resources were not being taxed, or County coordination with external agencies was not required, there may not be need for a County declaration of emergency.
- County resources are overwhelmed in responding to a disaster.

Section 9 of the EMCPA states that:

“an emergency plan [...] shall (c) in the case of a municipality, designate one or more members of council who may exercise the powers and perform the duties of the head of council under this Act or the emergency plan during the absence of the head of council or during his or her inability to act.

For the purposes of this Emergency Response Plan, the Deputy County Warden is designated to exercise the powers and perform the duties of the Head of Council during the absence of the Head of Council or during his or her inability to act.

A decision by the Warden to declare (or terminate) a County emergency should be made in consultation with the County Emergency Control Group, affected municipalities and other stakeholders knowledgeable about the situation.

Appendix 3 of this Emergency Response Plan contains a checklist for guidance in declaring an emergency and will be referred to by the County Warden and Emergency Control Group when considering such a decision.

Upon declaring an emergency, the County will notify:

- The Province (through the Provincial Emergency Operations Centre)
- County Council
- Local and neighbouring municipalities
- The public
- Local Members of Provincial Parliament
- Local Members of Parliament

A County emergency may be declared terminated at any time by:

- The Warden or alternate
- County Council
- The Premier of Ontario

Upon terminating an emergency, the County will notify:

- The Province (through the Provincial Emergency Operations Centre)
- County Council
- Local and neighbouring municipalities
- The public
- Local Members of Provincial Parliament
- Local Members of Parliament

Emergency Orders

Under Section 4.(1) of the Emergency Management and Civil Protection Act:

“The head of council of a municipality may declare that an emergency exists in the municipality or in any part thereof and may take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan of the municipality and to protect property and the health, safety and welfare of the inhabitants of the emergency area.”

In a declared County emergency where a pressing or urgent decision is required in the interest of public health and safety or the protection of property, and when the decision cannot wait until the next County Council meeting, the Warden (or alternate) is authorized to make a timely and lawful decision by way of issuing an Emergency Order. The Emergency Order will detail a temporary regulation, instruction, obligation, prohibition, enforcement action, or penalty, ~~for example a temporary curfew or closure.~~

Considerations for the use of an Emergency Order will include but are not limited to: if the order is the only means by which the County can achieve its objective, the resources required to enforce or carry out the order, and the safety of the personnel assigned to enforce or carry out the order.

Suspension of County Procurement Policy

The County Procurement Policy applies to purchasing goods and services. During an emergency response equipment, supplies and services could be required immediately, without adequate time to follow the formal Procurement Policy.

Therefore, to provide effective and timely emergency response and assistance, this Plan authorizes the suspension of the County's Procurement Policy at the discretion of individual County Emergency Control Group (CECG) members receiving requests for assistance, and at the discretion of the CECG as a whole, when the group is assembled.

County Coordination

As stated previously, the County of Lambton recognizes and agrees with the concept of emergency management authority being vested with local municipalities.

In situations where more than one municipality is impacted by an event, the emergency response may be coordinated between several local Municipal Emergency Control Groups or by one, large, joint (Community) Emergency Control Group. Depending on the nature of the emergency, the scope of services required, and the number of municipalities impacted the County might offer to lead or coordinate the emergency response. Considerations such as the hazards that would prompt the County to offer itself as a lead organization are developed further in the County's *Community Risk Profile* (Appendix #2).

The *Community Risk Profile* also identifies, on a hazard-by-hazard basis, which personnel the County Emergency Control Group may require to attend the Emergency Operations Centre to direct and support the response.

The largest emergencies could affect multiple municipalities, challenge the individual response capabilities of each municipality, call for considerable coordination of resources, and likely require liaising with the provincial and federal governments. In these scenarios, the County may support local municipalities by opening its Emergency Operations Centre to personnel responding at the local level, support and process formal Requests for Assistance (RFA) and engage with community stakeholders on all fronts to help mitigate the impacts of the emergency.

Providing Assistance

When requested by a local or neighbouring municipality, the County may provide assistance in terms of staff and resources, if able. In the event of a multi-municipal emergency, the acquisition and allocation of outside resources may need to be coordinated to ensure that resources are distributed to areas on a priority basis. The County may therefore be called upon to coordinate the response in collaboration with impacted municipalities. Under the Emergency Management and Civil Protection Act, in a declared provincial emergency, the Premier can order municipalities to provide resources and assistance to other jurisdictions.

Many local municipalities list the same County departments or program areas to serve with their Municipal Emergency Control Groups (i.e., Lambton Public Health, Social Services, Emergency Medical Services, etc.). In a multi-municipal emergency, it will not likely be possible for these departments to provide representation at every operational Emergency Operations Centre (EOC). Therefore, it is expected that these departments will be represented at the County EOC to coordinate their department's response. The County will in turn liaise with municipal and Provincial EOCs.

Informal Assistance

Local municipalities may request assistance from the County when additional personnel or equipment are required to respond to a local incident. Such a response will typically be managed by the municipality, using local resources.

Assistance may be requested from the County by directly contacting any member of the County Emergency Control Group (CECG). The requesting municipality does not need to have formally declared an emergency to request informal assistance from the County. Further, it is not likely that the County would need to assemble the Emergency Control Group or declare an emergency to respond, particularly if the request is minor, limited to a few personnel or pieces of equipment.

For example, if a municipality requires barricades or heavy equipment to deal with an incident, the local municipality may contact the General Manager of Infrastructure & Development Services directly, or request assistance through the County Emergency Management Coordinator, who would then make the appropriate contacts to fulfill the request. The General Manager is authorized under this Emergency Response Plan to provide the requested assistance.

The County department lending assistance should ensure that the Warden, County CAO and County Emergency Management Coordinator are informed of the situation. Although the CECG might not be required to assemble, members might be placed on "standby" if there is potential for the situation to escalate.

Formal Assistance

When a local municipality declares an emergency, it may submit a formal Request for Assistance (RFA) to the County through any member of the County Emergency Control Group or EOC Personnel.

The municipal request may be for personnel and/or equipment.

Since such a response could involve more than one County Department and unbudgeted expenditures, it may be necessary to activate the County Emergency Operations Centre and assemble the County Emergency Control Group (CECG) to monitor the situation and coordinate the deployment of County staff and resources. The CECG member receiving the formal Request for Assistance will contact the County Emergency Management Coordinator who will inform the remainder of the CECG.

The Warden would not necessarily need to declare a County emergency unless the County response met the guidelines for declaration set out in Appendix 3 of this Plan.

The County should be notified when a local municipality makes a formal declaration of emergency, even if County assistance is not being sought. Notification may be made through the County Emergency Management Coordinator who will in turn advise the Warden, CAO and other members of the CECG, as appropriate.

County Request for Municipal Assistance

Local municipalities have significant personnel and equipment resources that may be useful during a County-declared emergency. For instance, local municipalities are responsible for managing emergency shelters. In a large-scale County emergency for example, municipalities may be requested to open emergency shelters to accommodate residents from other communities, or travelers in need of lodging.

Mutual Assistance During an Incident or Declared Emergency

As set out above, local municipalities may request assistance from the County at any time without giving up control of the local response. The County may also request resources and/or assistance from local municipalities and local municipalities may request assistance from one another.

This section sets out the relationship between any parties requesting assistance and the party or parties providing assistance. The County is understood to be a "municipality" in this section.

Inter-Municipal Mutual Assistance

Local municipalities may reference this Section of the County of Lambton Emergency Response Plan when providing assistance to other municipalities during an incident or declared emergency.

Mutual Assistance Limitations

The municipality being requested to provide assistance may - at its discretion - provide the requested assistance in its entirety, or any part thereof.

Nothing requires or obligates a municipality to provide assistance. Municipalities shall have the right to refuse to provide assistance at any time and for any reason.

No liability shall arise against a municipality if it fails to provide assistance.

Nothing shall prevent the municipality providing assistance from withdrawing any or all assistance at any time. An attempt should be made to provide reasonable notice, but it is recognized that advance notice may not be possible in all circumstances.

Any existing mutual assistance agreements supersede the provisions of this Part.

Supervision of Personnel Providing Assistance

The municipality providing assistance will assign its personnel to the municipality requesting assistance. Unless indicated otherwise, the municipality receiving assistance will direct and assign tasks to the responding personnel. The lending municipality shall however, have the right to assign its own supervisory personnel to supervise the work of its own personnel and equipment.

Employment Relationship

Unless agreed to otherwise, the municipality receiving assistance will assume direction over equipment and personnel assigned to it. Notwithstanding the sharing of resources, staff will not be considered employees of the assisted municipality.

Indemnity

The assisted municipality shall indemnify and save harmless the assisting municipality or municipalities from all claims, costs, actions or other proceedings for providing assistance under this Plan, save and except claims, costs, actions or proceedings arising out of the willful misconduct, gross negligence or recklessness of the municipality providing assistance.

Reimbursement for Providing Assistance

Any costs incurred in connection with the provision of assistance shall be borne by the municipality providing assistance unless:

- an alternate arrangement is reached prior to the provision of assistance.
- Provincial or Federal funding becomes available to offset costs.

Public Safety

The local municipality has authority and responsibility to alert the public of an existing or impending emergency.

When an emergency situation warrants public alerting for the safety or evacuation of persons in an emergency area, the local municipality or the County may issue such advisories.

Shelter-in-Place Advisories

Shelter-in-Place advisories are issued by municipalities when it is deemed to be safer for individuals to remain where they are rather than evacuating.

Shelter-in-place advisories will be disseminated to the public using public ~~notification alerting~~ systems (i.e., ~~MyCNSarnia-Lambton Alerts~~, Alert Ready, etc.), community sirens (where available), the news media, ~~and~~ official websites ~~and~~ official social media channels, and other emergency information tools available.

Shelter-in-place advisories will identify the geographic boundaries of the impacted area and will provide public safety instructions to residents (i.e., go inside and remain inside, turn-off HVAC systems, monitor local radio and/or government channels for updates).

Evacuation Advisories

When individuals are advised to evacuate, notification will be issued by local municipalities through the use of public ~~notification alerting~~ systems (i.e., ~~MyCNSarnia-Lambton Alerts~~, Alert Ready, etc.), community sirens (where available), vehicle loud hailers, door-to-door notification, the news media, ~~and~~ official websites ~~and~~ official social media channels, and other emergency information tools available.

Evacuations will be conducted by the respective municipality through the respective fire department, police service, or Municipal Emergency Control Group.

| In these situations, the local municipality (or nearby municipality) should be prepared to open reception centres or emergency shelters to provide support and the necessities of life to displaced residents.

| Similar to shelter-in-place advisories, evacuation advisories will include the geographic boundaries of the evacuation zone, the location of nearby reception centres or emergency shelters, evacuation routes, and any other pertinent public safety instructions or information.

PART 5 – COUNTY EMERGENCY CONTROL GROUP

Personnel

The County Emergency Control Group (CECG) will direct the County’s response to an incident or emergency. The CECG is comprised of individuals who have the authority to direct staff and/or make decisions on behalf of the corporation.

The County Emergency Control Group may function with only a limited number of personnel, depending on the incident or emergency. Though it is possible not every member of the CECG will be required in the Emergency Operations Centre (EOC), all CECG members will be notified and kept apprised of developments.

The CECG includes the following positions:

- Head of Council (Warden, Deputy Warden)
- Chief Administrative Officer (EOC Chair)
- Deputy Chief Administrative Officer*
- General Manager, Corporate Services/County Solicitor/County Clerk[±]
- General Manager, Infrastructure & Development Services*
- General Manager, Public Health Services
- General Manager, Social Services
- Manager, Emergency Medical Services
- Medical Officer of Health

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**Denotes alternate EOC Chair*

Emergency Operations Centre Staff

Depending on the scenario, additional staff will be required to direct or support the County’s response to an incident or emergency.

The following positions (or their alternates) may be required to attend the EOC to provide advice to the CECG, coordinate the deployment of resources (i.e., staff, equipment, etc.), and liaise with other program areas or stakeholders involved in the response:

- General Manager, Cultural Services
- General Manager, Finance, Facilities, and Court Services
- General Manager, Long-Term Care
- Corporate Manager, Information Technology
- Emergency Management Coordinator
- Communications & Marketing Coordinator (Emergency Information Officer)
- Scribes

The personnel the County anticipates being required to attend the Emergency Operations Centre (EOC), on a hazard-by-hazard basis, can be found in the County’s [Community Risk Profile \(Appendix #2\)](#).

External Support & Advisors

If deemed necessary, and depending on the nature of the incident, representation from external agencies may be required in the EOC for their knowledge and expertise.

Those agencies include:

- Local municipalities
- Emergency Management Ontario
- Ontario Provincial Police (Lambton)
- Sarnia Police Services
- County Fire Coordinator
- Bluewater Power
- Hydro One
- Lambton ARES (amateur radio operators)
- St. Clair Region Conservation Authority
- Ausable-Bayfield Conservation Authority
- Non-Governmental Organizations
- Various federal or provincial ministries
- Others as identified

Staff Rotation

A personnel rotation will be established if an emergency is expected to last **greater longer** than 12 hours in total duration.

If a staff rotation is anticipated, each County Emergency Control Group member, as well as other personnel providing support in the EOC, is responsible for arranging their own relief by contacting a designated alternate.

Personnel rotations should include provisions for briefing alternates (i.e., through the use of the Incident Briefing Form).

Activation of the Emergency Operations Centre during regular business hours should take into consideration time already worked that day.

It is recommended staff work no longer than 12 consecutive hours.

Assembling the Emergency Control Group

Any member of the County Emergency Control Group who considers that an emergency exists or is impending may advise the remaining required personnel to assemble. A "state of emergency" does not need to be declared for the County Emergency Control Group (CECG) to assemble.

The group may elect to assemble by videoconference or teleconference to share information and gain situational awareness. For incidents that are expected to last over multiple operational periods, it is recommended the CECG assemble at the Emergency Operations Centre.

In addition to CECG members, required EOC staff have been identified on a “per-hazard” basis in the County’s [Community Risk Profile \(Appendix #2\)](#).

The individual initiating the assembly of the group may do so by contacting the Emergency Management Coordinator, who will begin the notification process, or by contacting the required CECG members directly.

The initial notification will include the time, date, and Emergency Operations Centre (EOC) location for the group’s initial meeting, along with a brief description of the incident.

External agencies, such as those involved in first response (i.e., police, fire, the province, stakeholders, or local municipalities), can request the County Emergency Control Group assemble by contacting the Emergency Management Coordinator or any CECG member.

Stand-By

The CECG can be placed on “stand-by” in anticipation of an event (i.e., severe weather) or if an incident has the potential to escalate (i.e., utility outage, civil disorder, etc.). CECG members and the appropriate EOC staff will be advised to “stand-by” and be ready to report to the EOC over the next 24 hours.

CECG members who will not be available to report to the Emergency Operations Centre for a period of 72 hours or more should communicate their upcoming absence, as well as the coverage arrangements they have made, to the Chief Administrative Officer and Emergency Management Coordinator in advance.

Coverage should be provided by an alternate member or employee with the necessary training and designated authority to act in the CECG member’s absence.

Notification Procedures

In normal circumstances, CECG members and EOC staff will be contacted by public [notification-alerting](#) software, which reaches recipients by any combination of phone call, text message, and email.

If the software is not available, the CECG member triggering the assembly process should contact the Emergency Management Coordinator to begin the notification process, or contact the remaining required personnel directly, by phone.

If communications are lost, CECG and EOC staff members may be reached through door-to-door methods.

If communications are down, an emergency is self-evident, and if it is safe to do so, CECG and EOC staff members should automatically report to the primary EOC location to assess the situation and determine the degree of involvement required by the County to respond.

Emergency Operations Centre

The County Emergency Operations Centre (EOC) is where the County Emergency Control Group will meet to manage and coordinate the County's response to an emergency.

A "state of emergency" does need not be declared for the EOC to be activated.

Access to the EOC should be limited to members of the CECG, EOC staff, and identified external support or advisors. The EOC Chair should confirm with the County Emergency Management Coordinator (CEMC) that any necessary security arrangements are in place when the EOC is activated.

If the primary County EOC cannot be used, the County will activate one of its alternate sites and notify personnel accordingly.

If alternate EOC sites are not available, the County will make arrangements to use a municipal EOC or stakeholder meeting space that is not impacted by the event or is being used in the response.

Activation

The County Emergency Operations Centre can be operated at either the "monitoring" or "activated" levels.

The decision to move the Emergency Operations Centre to the "monitoring" or "activated" levels will be made by the Chief Administrative Officer in consultation with the Emergency Management Coordinator and members of the County Emergency Control Group.

When the Emergency Operations Centre is moved to the "activated" level, the County is considered to have activated its Emergency Response Plan.

Monitoring

The monitoring level may be applied when one or more of the following criteria is identified:

- Relevant Hazard Plans are reviewed in relation to an anticipated or developing event (i.e., infectious disease outbreak).
- Contingency planning is required in preparation for an anticipated or developing event.
- County resources require pre-positioning to effectively respond to an anticipated or developing event.
- There is a heightened potential for a coordinated emergency response across multiple County divisions.
- There is a heightened potential for a coordinated emergency response among multiple local municipalities and/or among stakeholders (i.e., police).
- The County receives an informal request for assistance from a local municipality or stakeholder (i.e., a piece of equipment, staffing resource, etc.).
- A "State of Emergency" is declared by a single local municipality.

When the Emergency Operations Centre is moved to the “monitoring” level, the following activities may be undertaken by the County:

- The Emergency Operations Centre is physically opened to County Emergency Control Group members, EOC staff and external advisors as appropriate. Sign-in/sign-out procedures are employed.
- EOC personnel requirements are reviewed, modified where needed, and confirmed by the Chief Administrative Officer.
- Briefings are coordinated between response agencies and stakeholders.
- Operational periods are established by the EOC Chair.
- Incident Action Plans are developed, as needed.
- Emergency Information Plan strategies are reviewed and discussed.

Activated

The “activated” level may be applied when one or more of the following criteria is identified:

- Hazard or contingency plans are activated in response to an event.
- An incident or emergency directly threatens or impacts County facilities or infrastructure.
- Deployment of County resources (i.e., personnel, equipment, etc.) from multiple divisions is required in support of an emergency response.
- The County receives a formal Request for Assistance (RFA) from a local municipality or stakeholder.
- The County is requested to assume the lead coordination role in response to a local emergency, by either the local municipality or the province.
- A “State of Emergency” is declared by two or more local municipalities.

When the Emergency Operations Centre is progressed to the “activated” level, the following activities may be undertaken by the County, in addition to or replacement of activities identified at the “monitoring” level:

- County Emergency Response Plan is automatically activated by the County Emergency Control Group.
- Coordinated deployment of resources (i.e., personnel, equipment, etc.) across multiple divisions
- County liaisons are deployed to lower tier EOC(s), as required.
- Lower tier liaisons are deployed to the County EOC, as required.
- Communication links are established between active EOCs.
- A joint (Community) Emergency Control Group is formed, to coordinate the response to an event.
- Emergency Information Plan, and associated strategies, are activated.
- EOC operating hours and after-hours contacts shared with affected stakeholders.
- Head of Council considers declaring a “state of emergency” under the Emergency Management and Civil Protection Act, in consultation with the County Emergency Control Group and other stakeholders.

- EOC Staffing strategies are employed (i.e., briefings, use of alternate members, shift rotations, etc.)

Notification Procedures

When the Emergency Operations Centre is activated to one of the two levels identified above, notification and subsequent updates will be provided on a regular basis to all County Emergency Control Group and EOC staff members, County Councillors, local municipalities, the Provincial Emergency Operations Centre, and other stakeholders as identified.

Activating the Emergency Response Plan

As detailed above, the County Emergency Response Plan is automatically activated by the County Emergency Control Group when the Emergency Operations Centre is moved to the level of "activated".

The Emergency Response Plan can also be activated at the discretion of the Chief Administrative Officer or the County Emergency Control Group, as a whole.

As mentioned earlier (Part 3), when an emergency exists but has not yet been declared to exist, County employees may take such action(s) under this Emergency Response Plan as may be required to protect lives and property in the County.

Notification Procedures

When the County Emergency Response Plan is activated, notification will be provided to CECG members, EOC staff, County Councillors, local municipalities, the Provincial Emergency Operations Centre, and other stakeholders as identified.

Operational Periods

It is important that personnel in the EOC meet regularly, even while dealing with their individual responsibilities. This is best accomplished by establishing *Operational Periods* that set a schedule for various activities that need to be carried out between meetings.

Simply, an Operational Period is a scheduled cycle of reporting, planning, and acting.

1. **Reporting:** What has happened since the last meeting? What is required? What are our priorities?
2. **Plan:** What are our objectives? How will we accomplish them? Who is assigned to each objective? What is their deadline? What are our key messages?
3. **Act:** Implement Plan. Record assignments. Log key developments. Brief stakeholders.

Members of the CECG will gather at regular intervals to inform each other of actions taken and issues encountered. As EOC Chair, the Chief Administrative Officer (CAO) will establish the frequency of meetings and agenda items. Meetings will be kept as brief as possible thus allowing members to carry out their individual responsibilities.

Regular meetings of the CECG might take place hourly during the preliminary stages of an emergency and then less frequently (perhaps once or twice a day) in an on-going emergency.

When the meeting ends, each member of the Emergency Control Group and EOC staff carries out their assigned tasks and objectives and gathers information for the next scheduled meeting.

To preserve a record of EOC actions and decisions, individual and group logs must be kept. Information relevant to the entire group will be shared on a key events board in the EOC.

EOC Scribes will take minutes for every meeting of the CECG. Notes will be developed into reports for each meeting.

Common Operating Pictures

County staff and agencies responding to the Emergency Operations Centre will provide situational reports to allow personnel to begin to develop an overall, County-level common operating picture. The common operating picture is the collective understanding of the situation shared by all responding and participating agencies and individuals. The common operating picture can also be shared with or used to help brief stakeholders of updates.

Once a corresponding, County-level action plan has been developed, staff in the EOC will assist in disseminating and advancing the plan, on behalf of the County.

Documentation

It is especially important that, from the time the decision is made to assemble the County Emergency Control Group and move the Emergency Operations Centre to either "monitoring" or "activated", that each participating staff member begins to document their actions taken, decisions made, observations, and conversations along with the corresponding times and dates of each.

These logs will help the County review its response to the event and improve related plans and procedures, after the incident has concluded.

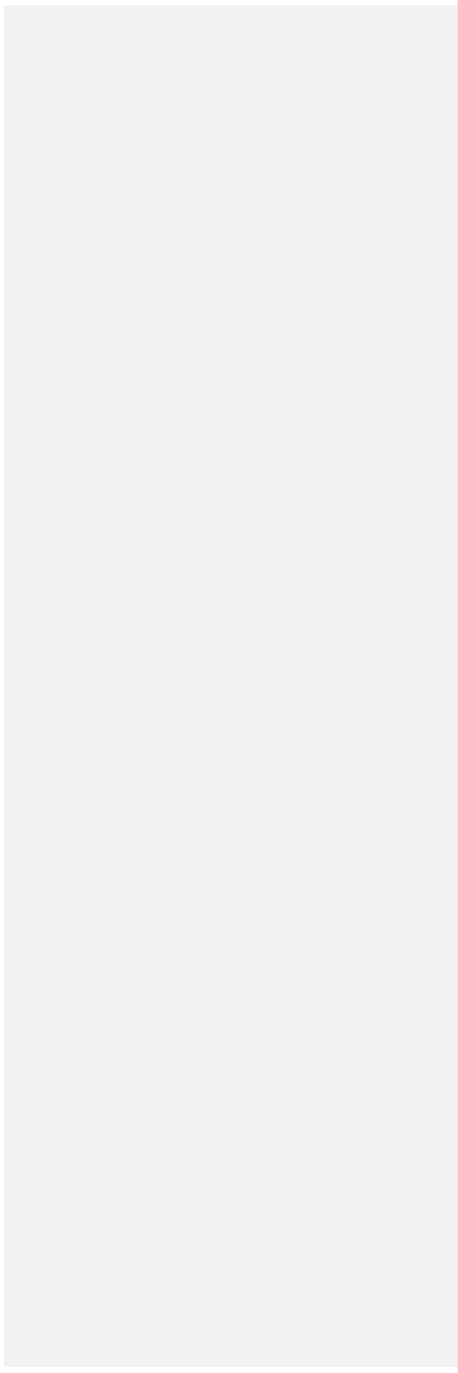
Sole-purpose notebooks should be used.

Emergency Information

The management of information is an essential part of emergency operations that includes collecting, collating, evaluating, and disseminating official information and instructions to the public and other stakeholders during an emergency.

Information may be communicated through methods such as public ~~notification alerting~~ systems (i.e., [MyCNN Sarnia-Lambton Alerts](#)), social media, official websites, news releases, and the news media.

In addition to providing the most current information, it may be necessary to provide advice about actions to be taken by residents to ensure their safety and to protect property. Providing timely, accurate information counteracts the spread of rumors and incorrect information, which can hinder emergency response efforts and endanger the public.



PART 6 – ROLES & RESPONSIBILITIES

The County Emergency Control Group (CECG) is responsible for managing the County response to an emergency and for arranging assistance to any requesting municipalities.

The CECG is also responsible for contingency planning, continuity of County operations and services, providing information to the public and supporting the emergency scene. The CECG does not direct activities at the emergency scene.

The specific responsibilities of certain CECG members are provided in this section, but in general, the County Emergency Control Group will:

- Determine the location of the EOC.
- Identify the personnel (internal and external) required in the EOC and staff accordingly.
- Activate the County Emergency Response Plan, if required.
- Advise the Warden whether an emergency should be declared.
- Notify the Province of declared or impending emergencies.
- Ensure that an Incident Commander is appointed at the emergency scene.
- Provide support to the Incident Commander and responders at the emergency scene by obtaining any requested personnel, equipment and other resources.
- Direct County resources.
- Ensure that critical County operations are maintained or quickly restored.
- Ensure alternates are kept apprised of the situation, and for emergencies that continue over a long period of time, ensure that replacements are briefed at the beginning of every shift.
- Ensure that pertinent information regarding the emergency is quickly disseminated to the media, local municipalities, stakeholders and the public.
- Authorize expenditures to deal with the emergency.
- Work with service providers to restore utilities and services.
- Liaise with other municipalities and levels of government.
- Recommend the termination of the declaration of emergency, when appropriate.
- Develop and implement a recovery strategy.
- Maintain individual logs outlining all decisions made and actions taken.
- Participate in post-emergency debriefings.

Responsibilities of Control Group Members

This section outlines specific responsibilities of individual CECG members. Personnel substituting for CECG members should have the necessary training and authority to act and make decisions in the absence of the noted member.

Warden

- Work with the CECG and EOC staff to make decisions and provide overall leadership in responding to an emergency.
- Declare an emergency within the designated area(s).
- Terminate an emergency declaration when appropriate.

- Request assistance from senior levels of government, if required.
- Ensure that County Council is advised of the declaration and termination of an emergency and is kept informed of the situation.
- Liaise with member municipalities and in particular those involved in the emergency.
- In consultation with the EOC Chair, approve major announcements and media releases prepared by the Emergency Information Officer (EIO).
- Act as spokesperson for the County and the County Emergency Control Group.
- Issue emergency orders, where required.

Chief Administrative Officer (EOC Chair)

Responsibilities also assigned to Deputy Chief Administrative Officer in CAO's absence.

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- Chair meetings of the CECG.
- Provide the CECG with information and advice on County policies and procedures.
- Coordinate operations within the EOC, including the scheduling of regular meetings.
- Ensure there is a record of decisions made and actions taken during the emergency.
- With the Warden, approve major announcements and media releases prepared by the Emergency Information Officer.
- Ensure that arrangements have been made to handle public enquiries.
- Enlist additional staff to provide assistance, as required.
- Ensure that all prescribed parties have been notified once the County emergency has been terminated.

General Manager, Corporate Services/County Solicitor/County Clerk/County Solicitor/County Clerk/General Manager, Corporate Services

- Provide the CECG with information and advice on matters of a legal nature, relating to the actions of the County in response to the emergency.
- Advise the Warden and CECG on County policies and procedures.
- Provide the CECG with information and advice on matters relating to collective agreements and staff agreements, and worker health and safety.

General Manager, Infrastructure & Development Services

- Provide the CECG with information and advice on County Public Works operations.
- Establish an ongoing communications link with the senior Public Works official at the emergency scene.
- Liaise with the Public Works departments from the affected and neighbouring municipalities to ensure a coordinated response.
- Obtain required resources from municipalities, private contractors, etc.
- Provide for the repair and maintenance of County infrastructure.
- Liaise with public utilities to disconnect any services that represent a hazard and arrange for the provision of alternate services.
- Provide staff, vehicles and equipment as required by responding emergency services.
- Make recommendations and restrict access to any unsafe County structures.
- Liaise with County and local building officials regarding unsafe buildings and structures.

- Re-establish critical services as quickly as possible to facilitate recovery operations.

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General Manager, Public Health Services

- Provide the CECG with information and advice on matters relating to services provided by Lambton Public Health.
- Liaise with the Warden, County Council, local municipalities, stakeholders and County staff during public health emergencies.
- Represent the Medical Officer of Health (MOH) at the County EOC when the MOH is not available.
- Coordinate the response of Lambton Public Health and allocate resources in consultation with the MOH.
- Work with the MOH to obtain additional resources such as finances, supplies, equipment and/or staff, to respond to public health emergencies.
- Liaise with local emergency shelter managers on matters relating to public health (i.e., safe food preparation, storage and handling) in emergency shelters.

General Manager, Social Services

- Provide the CECG with information and advice on matters relating to the services provided by the Social Services Division.
- Arrange and coordinate the provision of emergency financial assistance to displaced and affected residents.
- Provide staff at local emergency shelters to process applications for temporary financial assistance.
- Coordinate the distribution of any financial aid received from senior levels of government, if required.

Manager, Emergency Medical Services

- Provide the CECG with information and advice on matters relating to Emergency Medical Services.
- Coordinate with the Wallaceburg Central Ambulance and Communications Centre and the EMS Site Coordinator to provide for an emergency medical response at the emergency site and to provide for patient transport from the scene.
- Establish an ongoing communications link with senior EMS personnel on scene and other health care agencies to provide adequate resources and personnel to the emergency site as required.

Medical Officer of Health

- Provide the CECG with information and advice on matters relating to public health.
- Liaise with the Ontario Ministry of Health and Long-Term Care, local health care service providers and other public and private agencies, local municipalities and senior levels of government.
- Assess potential risks to public health and provide authoritative instructions to the public concerning health matters.

- Coordinate the local response to infectious disease-related emergencies or anticipated emergencies such as epidemics, in accordance with Ministry of Health and Long-Term Care policies.
- Coordinate efforts to prevent and control the spread of an infectious disease during an emergency such as arranging mass immunizations when needed.
- Monitor and assess matters relating to public health at local emergency shelters and ensure potential concerns are addressed.
- Work with senior staff of the Public Health Services Division to obtain additional resources such as finances, supplies, equipment and/or staff, to respond to a public health emergency.

Responsibilities of EOC Staff

This section outlines specific responsibilities of individual EOC staff members. Personnel substituting for EOC staff members should have the training and authority to act and make decisions in the absence of the noted employee.

Depending on the nature of the emergency, the following County personnel may be required to attend the EOC in a decision-making, advisory, or support capacity to the County Emergency Control Group.

Corporate Manager, Information Technology

- Provide technical assistance and support in the EOC and County facilities during an emergency.
- Liaise with service providers to ensure that the EOC and County facilities have the required telecommunication and internet services.

General Manager, Cultural Services

- Provide the CECG with information and advice on matters relating to services provided by the Cultural Services Division.
- Advise the CECG with information about resources, facilities, and staff available for use or deployment during the emergency.

General Manager, Finance, Facilities, & Court Services

- Provide the CECG with information and advice on financial matters relating to the emergency.
- Liaise with finance departments of local municipalities involved in the response.
- Assemble and maintain a record of County expenses related to the emergency.
- Ensure the prompt payment and settlement of all legitimate invoices and claims incurred during an emergency.
- As directed by County Council, seek financial assistance from senior levels of government.
- Provide or obtain required services, equipment and supplies.
- Liaise with purchasing agents of neighbouring municipalities, if necessary.
- Maintain a list of vendors who may be required to provide supplies and equipment.

General Manager, Long-Term Care

- Provide the CECG with information and advice on matters relating to services provided by the Long-Term Care Division.
- Implement visitor restriction policies as required by provincial legislation or internal policy.

Emergency Information Officer

- Report to EOC Chair and provide the CECG with information and advice on matters relating to communications.
- Develop media releases, social media messaging, and other communication materials in consultation with members of the CECG, to be approved by the Warden and the EOC Chair.
- Ensure that information released by the County to the media and the public is timely and accurate.
- Ensure that an Emergency Information Centre is established, and assist with establishing an onsite Emergency Information Centre, if requested.
- Disseminate media releases to the Emergency Information Centres, all operational EOCs and other key stakeholders handling inquiries from the media and the public.
- Monitor media reports and social media and ensure that erroneous information is corrected and reported to the CECG.

Emergency Management Coordinator

- Provide the CECG with information and advice on matters relating to the County Emergency Response Plan and emergency management practices in general.
- Serve as the primary County contact for Emergency Management Ontario and the PEOC.
- Activate and setup the EOC.
- Ensure that security and safety protocols are in place for the EOC.
- Ensure that a communication link is established between the CECG and the Incident Commander (IC).
- ~~Supervise the Telecommunications Coordinator.~~
- Ensure that all members of the CECG have the necessary plans, resources, supplies, maps and equipment.
- Ensure that the Province is notified of any declaration and termination of emergency.
- Liaise with local CEMCs and community support agencies, as required.
- Ensure that the operating cycle is met by the CECG and related documentation is maintained and kept for future reference.
- Manage the EOC records and logs for debriefings and post-emergency reporting.

Other Responsibilities

A key function of the EOC is information management. Personal logs, meeting notes and other forms of record keeping are crucial during an emergency response and recovery. Therefore, administrative and/or technical assistance might be required to support the County Emergency Control Group in the EOC.

Scribes may be utilized to help ensure that accurate meeting minutes are taken and other records are kept organized.

Recordkeeping, communications and other EOC functions are highly dependent on computers and other digital assets. Therefore, during an emergency, Information Technology staff will be on standby to provide technical assistance within the EOC.

External Support & Advisors

In addition to support staff, the Emergency Control Group may require special advisors from first response agencies, local municipalities, provincial agencies, federal agencies and representatives from business, industry and non-government organizations.

The following representatives from first response agencies will likely be requested to provide support and advice to the Emergency Control Group.

County Fire Coordinator

- Provide the CECG with information and advice on firefighting and rescue matters.
- Establish an ongoing communications link with the senior fire official at the scene of the emergency.
- Inform the Mutual Aid Fire Coordinators and/or initiating mutual aid arrangements for the provision of additional firefighters and equipment, if needed.
- Liaise with the municipal fire departments involved in the emergency response and arrange for provincial resources, if required.
- Provide assistance to other community departments and agencies and contribute to non-firefighting operations if necessary.

Ontario Provincial Police (Lambton)

- Provide the CECG with information and advice on law enforcement matters.
- Establish a site command post with communications to the EOC, as required.
- Establish an ongoing communications link with the senior police official at the scene of the emergency.
- Ensure the protection of life and property and the provision of law and order within the emergency area.
- Arrange for additional police assistance and liaise with other community, provincial and federal police agencies, if required.
- Provide assistance with media relations, if required.

Other Agencies

In an emergency, many agencies may be required to work together and with the County. Such agencies might include Emergency Management Ontario, local industry, utility companies, volunteer groups, conservation authorities, provincial ministries, and federal ministries. Representatives from these agencies could be asked to attend the County EOC or participate in meetings of the CECG via videoconference, teleconference or through other remote options.

APPENDICES

Appendix #1 – Emergency Management in Ontario

Emergency Management in Ontario

"Emergency management" is defined as "organized activities undertaken to prevent, mitigate, prepare for, respond to and recover from actual or potential emergencies."

Five Components of Emergency Management:

Prevention refers to actions taken to stop an emergency or disaster from occurring. Such actions may include legislative controls, zoning restrictions, improved operating standards/procedures or critical infrastructure management.

Mitigation refers to actions taken reduce the adverse impacts of an emergency or disaster. Such actions may include diversion or containment measures to lessen the impacts of a flood or a spill.

Both Prevention and Mitigation measures can greatly lessen the need for response and recovery activities for certain emergencies. Prevention and Mitigation measures are broadly classified as either structural or non-structural, and include capital improvements, regulations, building codes and public education programs.

Preparedness refers to actions taken prior to an emergency or disaster to ensure an effective response. These actions include the formulation of emergency response plans, business continuity/continuity of operations plans, training, exercises, and public awareness and education.

Response refers to the provision of emergency services and public assistance or intervention during or immediately after an incident in order to protect people, property, the environment, the economy and/or services. This may include the provision of resources such as personnel, services and/or equipment.

Recovery refers to the process of restoring a stricken community to a pre-disaster level of functioning. This may include the provision of financial assistance, repairing buildings and/or restoration of the environment.

Appendix #2 – Community Risk Profile

Introduction

Provincial Regulation requires that every municipality establish and maintain a local Emergency Management Program, which includes developing a "Community Risk Profile". Lambton's Emergency Management Program Committee has conducted a detailed "Hazard Identification/Risk Analysis" (HIRA) to create a Community Risk Profile.

Identifying the Risks

The HIRA process considers the likelihood of an incident occurring and the consequences if it occurs. If an incident occurs frequently, but has little consequences, that hazard would not likely receive a high rating. Conversely, if a particular incident has never occurred, or occurs very infrequently, it might not receive a high rating, even though it could have significant consequences (i.e., meteor strike).

An example of a hazard in Ontario with relatively high frequency and potentially significant consequences is tornadoes. Ontario experiences an average of 13 tornadoes each year. Some of those tornadoes have rated F-4 (under the previous rating system). Therefore, many Ontario communities (Lambton County included) have identified tornadoes as a hazard of significant risk.

Communities use their HIRA results to focus emergency planning efforts, such as developing hazard-specific response plans and public education programs.

Risk Profile

Below are the hazards listed in the County's HIRA. These hazards are not necessarily listed in order of importance, likelihood or consequence.

- Agriculture and Food Emergencies
- Civil Disorder
- Critical Infrastructure Failure
- Cyber Attack
- Energy Emergencies
- ~~Erosion~~
- Hazardous Materials - Fixed Site
- Hazardous Materials - Transportation Incident
- Infectious Disease
- Pipeline
- Severe Winter Weather
- Terrorism and Sabotage
- Tornadoes/Severe Summer Weather/Significant Rainfall Events
- Water Quality

Emergency Management Public Education Program

The County's Emergency Management Public Education Program is based on the developed Community Risk Profile. Information about local hazards and home preparedness are focused on those risks identified in the evaluation process.

Protection of Sensitive Information

The *Emergency Management and Civil Protection Act* specifically outlines provisions for the protection of information, which if disclosed, "could reasonably be expected to prejudice the defence of Canada or of any foreign state allied or associated with Canada or be injurious to the detection, prevention, or suppression of espionage, sabotage or terrorism" [Section 2.1(4)(b), *Emergency Management and Civil Protection Act*]. These provisions are specifically aimed at protecting records related to municipal hazards and risk assessments and identified critical infrastructure.

All information collected or used to create a Community Risk Profile is protected under the provisions of the *Emergency Management and Civil Protection Act*, which subjects information requests to the *Freedom of Information and Protection of Privacy Act* and requires closed Council discussions as provided for under the *Municipal Act*.

Personnel Required in the EOC

The following table presents the hazards that comprise the County's *Community Risk Profile* and the County personnel required to attend the Emergency Operations Centre to direct or support the response to a related incident or emergency.

The EOC Chair may, at his or her discretion, alter the personnel requirements based on response needs of the organization.

Hazard	Personnel Required
Agriculture & Food	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services Medical Officer of Health
Civil Disorder	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services Manager, Emergency Medical Services

Hazard	Personnel Required
Critical Infrastructure Failure	Warden Chief Administrative Officer County Solicitor/Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health
Cyber Attack	Warden Chief Administrative Officer Corporate Manager, Information Technology County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Cultural Services General Manager, Finance, Facilities, & Court Services General Manager, Infrastructure & Development Services General Manager, Long-Term Care General Manager, Public Health Services General Manager, Social Services
Electrical Energy	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health
Erosion	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services Manager, Emergency Medical Services
Hazardous Materials – Fixed Site	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator

Appendices: Emergency Response Plan
 County of Lambton

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Hazard	Personnel Required
Hazardous Materials – Fixed Site	General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health
Hazardous Materials - Transportation	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health
Infectious Disease	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Long-Term Care General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health
Pipeline	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services Manager, Emergency Medical Services Medical Officer of Health
Severe Summer Weather	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health

Hazard	Personnel Required
Terrorism & Sabotage	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health
Water Quality	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health
Winter Weather	Warden Chief Administrative Officer County Solicitor/County Clerk Emergency Information Officer Emergency Management Coordinator General Manager, Infrastructure & Development Services General Manager, Public Health Services General Manager, Social Services Manager, Emergency Medical Services Medical Officer of Health

County Coordination

Given the regional nature of winter weather emergencies and the potential consequences on local road networks spanning multiple municipalities, the County may offer to take a lead coordinating role, in partnership with first responders, in responding to winter weather emergencies where transportation is impacted.

As the local public health unit (Lambton Public Health) is a County department, the County also may offer to assume a lead role in responding to public health emergencies, such as infectious disease outbreaks and water quality events.

Appendix #3 – Guidelines for the Declaration and Termination of an Emergency

Introduction

The attached "Checklist in Consideration of a Declaration of Emergency" is provided to municipalities by the OFMEM to offer general guidance to the Head of Council and the Emergency Control Group in making a decision whether or not to declare an emergency under the Emergency Management and Civil Protection Act.

Every incident must be evaluated separately as there are no strict rules for when to declare an emergency, but there are situations when a declaration would not only be in the best interest of the community and the responders, but the municipality itself, from a liability standpoint. The headings and bullets under each can, at the very least, be used to facilitate discussion when considering declaring an emergency.

Declaration of Emergency

The Province must be advised of all declarations of emergency through the Provincial Emergency Operations Centre.

There are no repercussions for declaring an emergency when the Head of Council and Emergency Control Group are truly of the opinion that a declaration is the appropriate action. An emergency may even be declared to take actions in preparation for a forecasted event (i.e. flooding). If the event does not occur, the emergency can be quickly terminated. An emergency declaration is a significant action, but there should be no hesitation to declare, if the situation warrants.

Multi-municipal Emergencies

The County of Lambton has authority to declare an emergency when multiple local municipalities have been impacted by an incident or emergency, and the County is involved in coordinating the response. Municipalities within the impacted area may also declare emergencies in recognition of local response activities - the declaration of a County emergency does not supersede any local declarations. Municipalities retain authority to manage the local response to the incident.

Termination of Emergency

There are no set guidelines for terminating an emergency, but if the impacts of the emergency, and the reasons for the declaration have been resolved, there may be justification for terminating the emergency. There should be no pressure felt by the Head of Council and Emergency Control Group to terminate an emergency until they are satisfied it is appropriate to do so.

Recovery activities should be completed to the point of making the disaster scene safe, and ensuring that all municipal assets are operational, long-term accommodations arranged (i.e. emergency shelters closed) and all community volunteers have been discharged. Activities such as repairing or rebuilding damaged and destroyed buildings and structures, will be on-going, but the emergency response and recovery should be ended.

A declaration of emergency may give the municipality the authority to restore essential infrastructure to their pre-disaster condition without obtaining approvals under applicable legislation. Therefore, the declaration should not be lifted until such works are substantially completed and operational.

In addition to the Head of Council, the Emergency Management and Civil Protection Act gives the Premier and the municipal council authority to terminate an emergency.

The Provincial Emergency Operations Centre must be notified that a declaration of emergency has been terminated, although it is likely that the PEOC will have been apprised of the local situation prior to the decision to terminate, either by the OFMEM Field Officer or through participation in teleconferences.

Checklist in consideration of a Declaration of Emergency

(Provided by the Office of the Fire Marshal and Emergency Management (OFMEM))

Note: All references in this document refer to the Emergency Management and Civil Protection Act, R.S.O. 1990, Chapter E.9, as amended 2006.

** This checklist is for use by municipal Heads of Council considering the declaration of an emergency within their municipality. This checklist is not intended to provide any sort of legal advice – it is merely a reference tool.*

Under the Emergency Management and Civil Protection Act, only the head of council of a municipality (or their designate) and the Lieutenant Governor in Council or the Premier have the authority to declare an emergency. The Premier, the head of council, as well as a municipal council, have the authority to terminate an emergency declaration [Sections 4 (1), (2), (4)].

An emergency declaration may extend to all, or any part of the geographical area under the jurisdiction of the municipality (Section 4 (1)).

If the decision is made to declare an emergency, the municipality must notify the Province as soon as possible [Section 4 (3)]. Although a verbal declaration of emergency is permitted, all declarations should ultimately be made in writing to ensure proper documentation is maintained. Written declarations should be made on municipal letterhead, using the template provided by the OFMEM.

When considering whether to declare an emergency, a positive response to one or more of the following criteria may indicate that a situation, whether actual or anticipated, warrants the declaration of an emergency:

General and Government

Is the situation an extraordinary event requiring extraordinary measures?

Section 4 (1) permits a head of council to "take such action and make such orders as he or she considers necessary and are not contrary to law" during an emergency.

Does the situation pose a danger of major proportions to life or property?

An emergency is defined under the Emergency Management and Civil Protection Act as "a situation, or an impending situation that constitutes a danger of major proportions that could result in serious harm to persons or substantial damage to property and that is caused by the forces of nature, a disease or other health risk, an accident or an act whether intentional or otherwise" (Section 1, definition of an emergency).

Does the situation pose a threat to the provision of essential services (e.g., energy, potable water, sewage treatment/containment, supply of goods or medical care)?

Some situations may require extraordinary measures be taken or expenditures be made to maintain or restore essential services. A declaration of emergency may allow a head

of council to expend funds outside of his or her spending resolutions and/or the regular approval process of the municipality.

- Does the situation threaten social order and the ability to govern?

Whether due to a loss of infrastructure or social unrest (e.g., a riot), a crisis situation has the potential to threaten a council's ability to govern. In such cases, extraordinary measures may need to be taken. Section 4 (1) provides for extraordinary measures, not contrary to law. Section 55 (1) of the *Police Services Act* provides for the creation of special policing arrangements during an emergency.

- Is the event attracting significant media and/or public interest?

Experience demonstrates that the media and public often view the declaration of an emergency as a decisive action toward addressing a crisis. It must be made clear that an "emergency" is a legal declaration and does not indicate that the municipality has lost control. An emergency declaration provides an opportunity to highlight action being taken under your municipal emergency response plan.

- Has there been a declaration of emergency by another level of government?

A declaration of emergency on the part of another level of government (e.g., lower-tier, upper-tier, provincial, federal) may indicate that you should declare an emergency within your municipality. For example, in the event of a widespread disaster affecting numerous lower-tier municipalities within a county, the county will likely need to enact its emergency response plan and should strongly consider the declaration of an emergency. In some cases, however, a declaration of emergency by a higher level of government may provide sufficient authorities to the lower-tier communities involved (e.g., municipalities operating under the authority of a provincial or federal declaration).

Legal

- Might legal action be taken against municipal employees or councillors related to their actions during the current crisis?

Section 11 (1) states that "no action or other proceeding lies or shall be instituted against a member of council, an employee of a municipality, an employee of a local services board, an employee of a district social services administration board, a minister of the Crown, a Crown employee or any other individual acting pursuant to this *Act* or an order made under this *Act* for any act done in good faith in the exercise or performance or the intended exercise or performance of any power or duty under this *Act* or an order under this *Act* or for neglect or default in the good faith exercise or performance of such a power or duty." Section 11 (3), however, states "subsection (1) does not relieve a municipality of liability for the acts or omissions of a member of council or an employee of the municipality..."

- Are volunteers assisting?

The Workplace Safety and Insurance Act provides that persons who assist in connection with a declared emergency are considered "workers" under the Act and are eligible for benefits if they become injured or ill as a result of the assistance they are providing. This is in addition to workers already covered by the Act.

Operational

- Does the situation require a response that exceeds, or threatens to exceed the capabilities of the municipality for either resources or deployment of personnel?

Section 4 (1) permits the head of council to "take such action and make such orders as he or she considers necessary and are not contrary to law to implement the emergency plan." Section 13 (3) empowers a municipal council to "make an agreement with the council of any other municipality or with any person for the provision of any personnel, service, equipment or material during an emergency."

- Does the situation create sufficient strain on the municipal response capability that areas within the municipality may be impacted by a lack of services, thereby further endangering life and property outside areas directly affected by the current crisis?

Some situations may require the creation of special response agreements between the municipality and other jurisdictions, private industry, non-government organizations, etc. Section 13 (3) states that the "council of a municipality may make an agreement with the council of any other municipality or with any person for the provision of personnel, service, equipment or material during an emergency."

- Is it a consideration that the municipal response may be of such duration that additional personnel and resources may be required to maintain the continuity of operations?

In the event of a large-scale crisis, such as an epidemic or prolonged natural disaster, municipal resources may not be able to sustain an increased operational tempo for more than a few days. This is particularly true if emergency workers are injured or become ill as a result of the crisis. In such a case, the municipality may need to utilize outside emergency response personnel. Section 13 (3) provides for mutual assistance agreements between municipalities.

- Does, or might, the situation require provincial support or resources?

Provincial response (e.g., air quality monitoring, scientific advice, airlift capabilities, material resources, etc.) may involve numerous ministries and personnel. Activation of the municipal emergency response plan, including the opening of the Emergency Operations Centre and meeting of the Emergency Control Group, can greatly facilitate multi-agency and multi-government response.

- Does, or might, the situation require assistance from the federal government (e.g., military equipment)?

Section 13 (2) authorizes the Solicitor General, with the approval of the Lieutenant Governor in Council, to make agreements with the federal government. In Canada, federal emergency assistance is accessed through, and coordinated by, the Province. The declaration of an emergency may assist a municipality in obtaining federal assistance.

Does the situation involve a structural collapse?

Structural collapses involving the entrapment of persons may require the deployment of one or more Heavy Urban Search and Rescue (HUSAR) teams. Ontario has a HUSAR team. This team is specially equipped and trained to rescue persons trapped as a result of a structural collapse. Any municipality in the Province can request a HUSAR deployment to a declared emergency. Requests for HUSAR resources should be made through your local mutual aid fire coordinator. Approval for the dispatch of the HUSAR team comes from the Commissioner of Emergency Management.

Is the situation a large-scale or complex chemical, biological, radiological, or nuclear (CBRN) incident?

Response to CBRN incidents requires specialized resources and training. Ontario has three CBRN teams to respond to incidents throughout the Province. CBRN teams are only dispatched to declared emergencies. Requests for a CBRN deployment should be made through your local mutual aid fire coordinator. Approval for the dispatch of CBRN teams comes from the Commissioner of Emergency Management.

Does the situation require, or have the potential to require the evacuation and/or shelter of people or animals (livestock) from your municipality?

Evacuee and reception centres often use volunteers as staff. As noted above, the declaration of an emergency enacts certain parts of the *Workplace Insurance and Safety Act* related to volunteer workers. Secondly, an evacuation or sheltering of citizens has the potential to generate issues pertaining to liability. Section 11 of the Emergency Management and Civil Protection Act may provide municipal councillors and employees with certain protections against personal liability.

Will your municipality be receiving evacuees from another community?

The issues discussed in the previous bullet may apply equally to municipalities accepting evacuees.

Economic and Financial

Does the situation pose a large-scale disruption to routine patterns of transportation, or re-routing of large numbers of people and vehicles?

The rerouting of people and vehicles poses a potential liability risk. Keeping persons from their homes and delaying commercial traffic are both sensitive issues. Section 11 of the *Act* may provide certain protection from liability. Section 4 (1) allows for extraordinary measures to be taken, providing they are not contrary to law.

- Is an event likely to have a long term negative impact on a community's economic viability/sustainability, including resulting unemployment, lack of available banking services and restorative measures necessary to re-establish commercial activity?

The declaration of an emergency may facilitate the ability of the municipality to respond to economic losses.

- Is it possible that a specific person, corporation, or other party has caused the situation?

Section 12 states that "where money is expended or cost is incurred by a municipality or the Crown in the implementation of an emergency plan or in connection with an emergency, the municipality or the Crown, as the case may be, has a right of action against any person who caused the emergency for the recovery of such money or cost..."

Appendix #4 – Provincial Emergency Response Resources

Introduction

The Government of Ontario, through a variety of partnerships and agreements, maintains a significant response capacity in support of the province’s communities. The province can also access Federal resources such as military personnel and equipment on behalf of municipalities.

Communities requiring assistance can contact the Provincial Emergency Operations Centre (PEOC) at any time for advice related to managing emergencies and to request the resources listed below.

Emergency Medical Assistance Team (EMAT)

The Emergency Medical Assistance Team (EMAT) was established to help safeguard the healthcare system from health emergencies, mass casualties and infectious diseases outbreaks.

The EMAT is a 56-bed mobile field unit that can be deployed by the Ministry of Health and Long-Term Care to any place in Ontario with road access and a large building to house the unit (i.e., arena).

Deployment is based on an established set of criteria, including when a local health facility (such as a hospital) does not have the capacity to respond to a health emergency.

The EMAT is the first mobile medical field unit of its kind in Canada.

Chemical / Biological / Radiological / Nuclear / Explosive (CBRNE) & Heavy Urban Search and Rescue (HUSAR) Teams

On behalf of the Province, the Office of the Fire Marshal and Emergency Management oversees, administers and supports Memorandums of Understanding (MOUs) with nine municipal fire services. These MOUs enable trained responders to be deployed throughout Ontario. When an emergency is being declared or contemplated, these teams can support local responders dealing with large-scale natural or human-caused emergencies that exceed local response capabilities.

- Three specialized expert (technician) Level 3 Chemical / Biological / Radiological / Nuclear / Explosive (CBRNE) Response Teams (located in Toronto, Windsor and Ottawa)
- Six operational support Level 2 teams (located in Peterborough, Cornwall, Sault Ste. Marie, Thunder Bay, North Bay, and Cambridge/Waterloo/Kitchener)
- One heavy urban search and rescue (HUSAR) team based in Toronto to respond anywhere in Ontario.

The Provincial HUSAR and CBRNE teams work and train collaboratively with the OPP's Emergency Response Team (ERT).

The OPP maintains its own USAR (Urban Search and Rescue) CBRNE (Chemical, Biological, Radiological and Nuclear) Response Team or UCRT. As name suggests, this Team also responds to incidents involving Chemical, Biological, Radiological and Nuclear, and Urban Search and Rescue.

In conjunction with their specialized functions, UCRT members can provide assistance to the OPP's Emergency Response Teams.

UCRT maintains a working partnership/relationship with municipal, provincial and federal responders to ensure a seamless response to incidents.

Requesting Provincial Resources

Fire Coordinators for counties/regions/districts may request access to support from the Provincial CBRNE and HUSAR teams by contacting the Provincial Emergency Operations Centre.

OPP resources would typically be requested by the local Detachment Commander.

Appendix #5 – Incident Command

Introduction

The County of Lambton Emergency Response Plan makes reference to "Incident Command" and an "Incident Commander". This Appendix provides some basic information about the concept of incident management and the role of the Incident Commander.

The Incident Management System

The Incident Management System (IMS) is a standardized approach to emergency management encompassing personnel, facilities, equipment, procedures, and communications operating within a common organizational structure. IMS is predicated on the understanding that in any and every incident, there are certain management functions that must be carried out regardless of the number of persons who are available or involved in the emergency response.

~~Although IMS is often employed daily by emergency response agencies, it is not yet commonly used in the Emergency Operations Centre. However, there are elements of IMS (i.e. emergency information, finance, planning) found in the EOC. Therefore, Emergency Control Group members should be aware of the principals of the Incident Management System. The following provides a brief overview of the Incident Management System.~~

Incident Command

There is only one Incident Command entity, per incident, although Command may either be "Single" or "Unified".

Under a "Single Command" model, the Incident Commander is the individual appointed to coordinate operations and oversee the response to an emergency. The initial Incident Commander is usually the ranking Police or Fire Official at the scene, and personnel from these agencies are also the most likely to hold this position over the course of the response. As the emergency evolves and changes however, the Incident Commander may change, depending on which agency has the lead role in the response. The Incident Commander has one of the most significant roles in the overall emergency response.

Unified Command is a command model of IMS that may be used on occasions when incident decision-making is complex, and interdependent, and a single incident command cannot be established. Organizations work together through their designated members of the Unified Command team, to establish a common set of objectives and strategies and a single Incident Action Plan.

Other organizations in support of incident response will have their own internal Command. However, such Command will be in support of Incident Command.

Relationship Between the Incident Commander and County Emergency Control Group

In order to perform their role effectively, the Incident Commander must be neutral - listening to and representing each agency at the scene equally. The Incident Commander is the "eyes and ears" for the Emergency Control Group, and the primary contact at the emergency scene. Theoretically, the only information that comes from the site to the EOC should be communicated by the Incident Commander, possibly through their Liaison Officer.

The Incident Commander and the CECG must always be working towards a common goal, which is doing everything in their power to mitigate the effects of the emergency. Therefore, exchange of information between the EOC and the scene and situational awareness of each group's activities is essential.

Duties of the Incident Commander

The following are among the duties that the Incident Commander may be required to perform:

- Establish an Incident Command Post as soon as possible from which all updates and public information will be disseminated from the emergency site.
- Maintain a thorough knowledge of all available resources at the scene.
- Ensure that the needs of those involved in the emergency response at the site are provided for such as meals, fuel, special equipment, etc.
- Ensure good communication among those on the site and also between the site and external links such as the Emergency Operations Centre.
- Ensure that an Incident Action Plan is developed and approved for each stage of the operation.
- Be aware of the legal authority of the various authorities to undertake actions and avoid jurisdictional disputes.
- Promote cooperation and coordination among all responding agencies.

Appendix #6 – Recovery Guidelines

Introduction

The guidelines set out responsibilities and activities that may be required to bring the impacted communities back to their pre-emergency state.

Recovery activities will primarily be coordinated at the local level and these guidelines may be used to coordinate those activities. The County may be requested to participate or provide staff to assist. In a large-scale emergency, the County may be requested by senior government to coordinate elements of the recovery, such as applying for financial assistance.

These guidelines may be utilized in whole or in part, depending on the scale of the incident. Recovery activities will normally begin once the immediate response to the emergency is completed. The recovery phase of an emergency is often the longest phase, and could last weeks, months or even years.

The following Committees may be established:

- Recovery Committee
- Human Needs Sub-Committee
- Infrastructure Sub-Committee
- Finance Sub-Committee

Recovery Committee

In the preliminary stages, the Municipal Emergency Control Group (or the County Emergency Control Group in a County-declared emergency) may function as the Recovery Committee. Later (after the emergency has been terminated for example), the following will form the Recovery Committee:

- Head of Council
- CAO
- Emergency Management Coordinator
- Incident Commander
- Insurance adjusters
- Chairs of the Human Needs, Infrastructure and Finance Sub-committees

Representatives from other municipal and County departments, the Province of Ontario and other agencies may be added to the Committee as appropriate.

The Recovery Committee will:

1. Ensure the public and elected officials of the community are informed of the status and activities of the recovery process.
2. Ensure that elected officials from neighbouring communities are kept abreast of recovery which may have an impact on those communities, or whose resources may be required.

3. Receive information from, and provide direction to, the Recovery Sub-committees to ensure that necessary services are provided and are being coordinated.
4. Request funding from senior levels of government.
5. Provide recommendations to Council concerning expenditure of funds, new by-laws or changes to existing by-laws and such other matters that may require Council approval.
6. Ensure continuity of mandated services to those residents not affected by the emergency.
7. Decide on the termination of recovery activities and the wind-up of Recovery Committees.
8. Prepare final report on the recovery phase of the emergency for submission to Council.

Human Needs Sub-Committee

The following positions may be included on the Human Needs Sub-Committee:

- Lambton Public Health representative
- Emergency Shelter Coordinator representative
- Lambton Social Services representative
- CAO of the affected municipality(ies)
- Incident Commander

Representatives of other municipal and County departments, the Province of Ontario and other agencies may be added to the Committee as appropriate.

The Human Needs Sub-Committee will:

1. Ensure the continued operation of the evacuation centre(s), including the provision of housing, food, clothing, and personal services (i.e., family reunification).
2. Assist displaced citizens in locating long-term housing and reconnecting utilities.
3. Coordinate storage and distribution of donated materials.
4. Ensure that the needs of "special populations" (i.e., children, elderly, handicapped) are met.
5. Ensure health standards are maintained throughout the community.
6. Provide counselling services as required.
7. Work with affected business / industry to ensure that employment opportunities are restored at the earliest opportunity.
8. Assist affected residents to replace documents that may have been lost in the emergency.
9. Arrange financial assistance to those in need.
10. Ensure that provision is made for the care of pets.
11. Arrange for secure storage of residents' property that has been recovered and cannot immediately be reclaimed.
12. Provide information on sources of assistance for residents whose employment has been affected, or who have been injured and cannot return to their former employment.
13. Coordinate their activities with those of other sub-committees, and report regularly to the Recovery Committee.

14. Ensure that detailed financial records relating to the sub-committee's activities are maintained.
15. Prepare a final report on the sub-committee's activities, together with recommendations for amendments to this Recovery Plan.

Infrastructure Sub-Committee

The following positions may be included on the Infrastructure Sub-Committee, and will meet at the direction of the Chair as required:

- Public Works Manager
- Lambton Public Health representative
- Chief Building Official
- Emergency Management Coordinator
- Incident Commander

Representatives of other municipal or County departments, the Province of Ontario and other agencies may be added to the Committee as appropriate.

The Infrastructure Sub-Committee will:

1. Determine, based on engineering advice, the extent of the damage to homes, municipal and commercial buildings, together with damage to roads, bridges and utilities.
2. Ensure that access to unsafe areas or structures is restricted (in conjunction with the OPP).
3. Maintain liaison with insurance adjusters concerning damaged structures, both private and municipal.
4. Expedite demolition permits as required.
5. Ensure that, when safe to do so, residents are given an opportunity to secure and/or remove personal property from damaged locations.
6. Ensure traffic controls (i.e., signage, lights) are restored.
7. Expedite procedures to establish new housing or rebuild / repair damaged housing or other structures.
8. Ensure appropriate removal of debris (including hazardous and / or organic materials), and arranging for sorting and recycling of as much debris as possible.
9. Ensure that sanitation (drinking water, garbage, vermin control) measures are taken.
10. Recommend, if appropriate, the waiving of tipping fees at waste disposal sites.
11. Ensure the safety of workers in the damaged area, including volunteers.
12. Continue to work with utilities (hydro, gas, phone) to permanently restore services.
13. Coordinate use of volunteer labour to assist residents with clean-up on private property.
14. Coordinate their activities with those of other sub-committees and report regularly to the Recovery Committee.
15. Ensure that detailed financial records relating to the sub-committee's activities are maintained.
16. Prepare a final report on the sub-committee's activities.

Financial Sub-Committee

The following positions may be represented on the Financial Sub-Committee:

- CAO or Treasurer
- Solicitor
- Member of Council
- Social Services Representative
- Incident Commander

Representatives of other municipal and County departments, the Province of Ontario and other agencies may be added to the Committee as appropriate.

The Financial Sub-Committee will:

1. Maintain accurate records of all emergency-related expenses.
2. Formulate recommendations and provide direction to Council regarding the Ministry of Municipal Affairs and Housing's "Municipal Disaster Recovery Assistance Program" and take the lead on overseeing the application.
3. In the event of a human-caused emergency, prepare and submit a claim against the party at fault.
4. Prepare claims for Provincial and/or Federal funding.
5. Analyse the impact of the emergency on the municipality's (or County's) budget.
6. Prepare insurance claims on behalf of the municipality.
7. Coordinate their activities with those of other sub-committees, and report regularly to the Recovery Committee.
8. Prepare a final report on the sub-committee's activities.

Public Information

It is vital that accurate and up-to-date information be provided regularly to residents throughout the recovery phase. During recovery, it is the responsibility of each committee chair to ensure that information flows between the Recovery Committee and its sub-committees to the public.

Disaster Recovery Assistance Programs

The Province of Ontario implemented two financial assistance programs in 2016 to replace the previous Ontario Disaster Relief Assistance Program (ODRAP).

Now, the process for obtaining financial relief is separated into two distinct programs - one for private assistance, and the other for municipal assistance.

Disaster Recovery Assistance for Ontarians

Disaster Recovery Assistance for Ontarians is designed to help individuals, small owner-operated businesses, farmers and not-for-profit organizations cover the costs of cleaning, repairing and replacing essential property, not covered by insurance.

The Ontario Minister of Municipal Affairs and Housing may activate the program in the event of a natural disaster that causes costly and widespread damage to eligible private property. Examples of natural disasters for which the program may be activated are floods, tornadoes, landslides and earthquakes. The program does not apply to non-

natural disasters such as human-caused events, or to events that occur over an extended period of time, such as droughts.

Homeowners and residential tenants, small business owners, farmers, and not-for-profit organizations can apply for assistance under the program if they are located in the defined geographical area for which the program has been activated.

Financial assistance under the program is subject to caps and deductibles.

Municipal Disaster Recovery Assistance

The Municipal Disaster Recovery Assistance program helps municipalities that have incurred extraordinary costs relating to a natural disaster.

Eligible expenses may include capital costs to repair public infrastructure or property to pre-disaster condition, and operating costs over and above regular budgets that are necessary to protect public health, safety or access to essential services.

Costs are not eligible if they are covered by insurance or if they would have been incurred anyway had the natural disaster not occurred (i.e. road maintenance operations).

The Minister of Municipal Affairs and Housing makes the decision to activate the program based on evidence that the event meets the eligibility criteria for Municipal Disaster Recovery Assistance. The Minister considers both the cause and extent of damage, along with the initial claim and supporting documentation provided by the municipality.

If the program is activated, the province and municipality enter into a grant agreement. All payments under the grant agreement are based on eligible costs actually incurred by the municipality as a result of the natural disaster.

In order to be eligible for the program, a municipality must have:

- Experienced a sudden, unexpected and extraordinary natural disaster.
- Incurred costs over and above regular budgets that can be demonstrably linked to the disaster. These costs must equal at least three per cent of the municipality's Own Purpose Taxation levy.
- Passed a resolution of council and submitted an initial Municipal Disaster Recovery Assistance claim (with supporting documentation) within 120 calendar days of the date of the onset of the disaster.

Donations Management and Fundraising

It is expected that local communities would manage fund-raising campaigns either directly or in conjunction with local service clubs, businesses or financial institutions, or by appointing a recognized non-governmental organization. Many residents donating supplies or money wish to ensure that donations raised locally are distributed locally.

In a large-scale disaster however, where there is regional, or even national and international interest in donating to disaster relief, it may be necessary to coordinate such activities with a provincially or nationally organized body that is well-positioned to manage the collection of financial contributions through website campaigns, donation boxes, etc.

Financial donations are often requested over material donations, unless specific items are needed or are in short supply. One of the greatest challenges related to donations management is dealing with un-wanted or un-needed supplies and perishable goods. Disposal or storage of these materials can become a significant burden to the municipality at a time when it is also managing the disaster response and recovery. Therefore, financial contributions are often requested so that the type and quantity of required items can be purchased.

In addition to engaging local media, government websites, social media, etc., 211 Ontario would be utilized early-on following a disaster to help manage calls about public donations. 211 can advise callers where to donate and what specific items are needed by residents in the affected area.

Appendix #7 – Public Alerting

Sarnia-Lambton Alerts is a public alerting system that contacts residents using multiple communications methods such as text message, email, or phone call.

Residents may receive alerts:

- If they have subscribed to Sarnia-Lambton Alerts.
- If their telephone number is listed in a public telephone directory.

Sarnia-Lambton Alerts will typically be used to alert residents of the following incidents:

- Shelter-in-place Advisories
- Evacuation Advisories
- Tornado Warnings issued by Environment & Climate Change Canada
- Drinking Water Advisories

~~Effective public alerting poses a significant challenge for many communities. Large, sparsely populated communities cannot feasibly be served by traditional siren systems. Siren systems are highly effective in alerting people who are outside in close proximity to a siren, but siren systems do not convey information or instructions.~~

~~Communication technology has developed rapidly in recent years, changing the way people receive, gather and share information. My Community Notification Network (MyCNN) is the name of a local alerting system that contacts residents using multiple communications methods such as telephone, cell phone, email and text messaging. MyCNN subscribers can specify how they wish to be notified in their account, whereas non-subscribers may receive a land-line telephone alert, if their number is listed in a public telephone directory. Residents who have not subscribed or are not publicly listed will not receive MyCNN alerts.~~

~~MyCNN will typically be used to alert residents of the following incidents:~~

- ~~Tornado Warnings issued by Environment & Climate Change Canada~~
- ~~Drinking Water Advisories~~
- ~~Shelter-in-place Advisories~~
- ~~Evacuation Advisories~~
- ~~Missing child~~

~~Subscribers to MyCNN Sarnia-Lambton Alerts also have the option to receive alerts for non-emergency notifications about events that affect their communities, homes, workplaces, and schools. Subscribers manage their own accounts and can deactivate their subscription at any time.~~

~~Sarnia-Lambton Alerts is administered by the Lambton BASES organization.~~

~~In order to receive Sarnia-Lambton Alerts notifications, residents are encouraged to visit LambtonBASES.ca and create a personal account.~~

also have the option to receive alerts for non-emergency notifications about events that affect their neighbourhood, their home, workplace, school and more. Subscribers manage their own accounts and can deactivate their subscription at any time.

The local CAER organization funded the purchase of the service developed by Everbridge Inc. and has made the system available to all Lambton County municipalities to use for their local public alerting.

In order to receive MyCNN notifications, residents are encouraged to visit the CAER website (www.LambtonBASES.ca) and create a personal account.

Provincial Notification System

Depending on the nature of the emergency, local officials may also request activation of the provincial emergency notification system.

Alert Ready can broadcast alerts via compatible wireless devices, television, and radio.

Heads of Council, Police Chiefs, Fire Chiefs, and Community Emergency Management Coordinators (and their respective alternates) can request Alert Ready activations on behalf of their communities.

Depending on the nature of the emergency, local officials may also request activation of the provincial emergency notification system. Ontario's system utilizes social media and email to send alerts to followers and subscribers, but also integrates with the national notification system "Alert Ready". Alert Ready can broadcast alerts over local radio and television stations, and send text alerts to compatible, personal wireless devices within a designated alert area.

Appendix #8 – Managing Public Inquiries During Emergencies

Background

Unless a municipality has an equipped call centre staffed by trained personnel, it can be a significant technical and financial challenge to arrange for dedicated telephone lines to receive calls from the public looking for information during a crisis or emergency.

Although arrangements can be made with some Telco providers to establish "hotlines" following an emergency, it can be difficult publicizing that unfamiliar telephone number to the public. Recognizing these challenges, a local partnership was developed with 211 Ontario.

211 Ontario is a telephone and web service that provides information to the public about community and social services in Ontario. The service operates 24 hours a day, every day of the year. Service is available in 175 languages and has been available to Lambton County residents since 2011. In 2012, the seven regional centres across the Province handled approximately 600,000 calls.

In addition to providing assistance to callers looking for information about community and social services, 211 Call Centres have also served as public information centres during emergencies. The ability of 211 to effectively handle questions and assist the public during emergencies has been proven during several major events such as H1N1, the Goderich tornado in 2011 and the Thunder Bay flooding in 2012.

Information During Emergencies

In most instances, the primary source of immediate information to the public will be local radio broadcasts, and increasingly, government web/social media sites and commercial media websites. During large-scale emergencies however, 211 can provide another source of information for residents directly impacted by an emergency and who require information.

211 will provide residents with accurate information and instructions from municipal and emergency officials. Consequently, it is strongly hoped that the public will be less inclined to call 911 for information. 911 is to be used to report emergencies or to request assistance from police, fire or medical services - not to obtain information.

Calling 211

211 is not a public ~~notification-alerting~~ system - -it is a public inquiry service that can provide authorized information from the affected municipality, or from the County during an emergency.

211 is not a news information line. -The service is provided for those who have been directly impacted by a major disaster and who need information about assistance that might be available to them (such as local relief services, the location of the nearest emergency shelters or water distribution centres, etc.).

If 211 is activated during an emergency by a local municipality or the County, residents will be advised through local media and other sources that calling 211 is an additional means available to them to obtain official information and instructions.

When Might 211 be Activated?

- Following a large-scale disaster that requires a community response (i.e. the Highway 402 Snowstorm Emergency, 2011 Central Lambton County tornado, Superstorm Sandy power outages).
- During a large-scale evacuation following a disaster.
- When emergency shelters are opened for residents.
- Following a tornado causing major damage to communities and infrastructure.
- During a drinking water emergency.
- During a widespread power outage in extremely hot or cold temperatures, when emergency shelters, or warming or cooling centres are opened to the public.
- Following an incident or emergency when volunteers or donations are needed.

Promotion of 211

In order to make the public aware that 211 is the number to call for information during emergencies, the County of Lambton will promote the service as part of its on-going emergency management public education program.



PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	EMERGENCY MEDICAL SERVICES
PREPARED BY:	Stephen Turner, Manager
REVIEWED BY:	Andrew Taylor, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
INFORMATION ITEM:	Emergency Medical Services Master Plan Consultation Follow Up

BACKGROUND

At its meeting of November 29, 2023, County Council received a presentation from staff outlining the Emergency Medical Services Master Plan for 2024 – 2028. The following motion was passed:

#5: Bradley/Dennis:

- a) That Council accept the report and the recommendations contained within.*
- b) That the presentation be circulated to each council of the local municipalities within Lambton County requesting their input prior to January 31, 2024.*

Carried.

The purpose of this report is to provide an update for Council on the actions taken to date to satisfy the above motion.

DISCUSSION

Following County Council's meeting, the proposed EMS Master Plan was distributed to all local municipalities for their consideration and input. Each municipality was offered the opportunity to have a presentation for their councils and/or community and to have any questions addressed.

In response to this offer, at the time of writing this report, staff have received formal requests from four (4) lower-tier municipalities to attend their local council meeting, and three (3) have requested presentations. These meetings are scheduled on January 10,

Emergency Medical Services (page 2)
Master Plan Consultation Follow Up

January 17, 2024

15th, and 29th and staff will attend as requested and be available to respond to any questions that may arise.

To further support a fulsome discussion at the local level, staff provided an overview of the proposed EMS Master Plan to all Lambton fire chiefs at their meeting on December 13, 2023.

All formal feedback received from the municipalities will be provided to County Council for consideration and planning.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

The local municipalities of Lambton County were contacted for their input and feedback into the proposed 2024-2028 EMS Master Plan.

STRATEGIC PLAN

EMS operational performance metrics are shared to ensure accountability and to help demonstrate the responsive and efficient provision of services intended to meet the needs for the safety of our residents.

CONCLUSION

Lambton EMS welcomes feedback from local municipalities and view these consultations as an integral and important part of satisfying its efforts to improve local service delivery and meet the growing needs of our communities.

 <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:	January 17, 2024
INFORMATION ITEM:	Emergency Medical Services Operational Update - Q4 2023

BACKGROUND

Lambton Emergency Medical Services (LEMS) provide emergency medical response around the clock to calls for service throughout Lambton County. LEMS staffs 84 full-time paramedics who operate 10 ambulances on a 24-hour basis, and one additional ambulance from 10:00 am until 10:00 pm. An additional 60 part-time paramedics provide support and backfill to ensure this coverage is maintained throughout the year.

The service responds to approximately 21,000 calls to 9-1-1 each year.

Benchmark reporting for the second quarter of 2023 was provided to County Council at its meeting on October 4, 2023, available [here](#).

This report provides the year-end data for 2023 and is intended to provide Council with key performance and demand metrics. These benchmarks include call volumes, demand growth, response times and hospital offload performance.

DISCUSSION

Lambton EMS 911 Call Volume (past 5 years)

2019	2020	2021	2022	2023	Average annual change
17,363	18,043	20,069	21,050	20,638	3.2%

Analysis – Call volume growth (Codes 1-4) in 2023 has slowed and is on par with call volumes seen in 2022.

Code 3, 4 & 8 Calls by Quarter (last 2 years)

	2022		2023			
	Q3	Q4	Q1	Q2	Q3	Q4
Code 3 – Urgent	1,855	1,923	1,766	2,013	2,097	1,938
Code 4 – Emergent	3,664	3,531	3,167	3,176	3,304	2,910
Code 8 – Standby	3,632	3,405	2,815	2,934	2,292	Data not available
Percentage of C3&4 calls requiring standby	65.6%	62.4%	57.1%	56.5%	42.4%	N/A

Analysis – While call volumes have remained steady, the ratio of Code 8 standbys to the number of calls has decreased. This is an important factor in overall workload. The decrease is attributable to the addition of 12 hours of service in Sarnia in July 2023, and to minor changes in deployment of resources through the Wallaceburg Central Ambulance Communications Centre (CACC). As identified in the draft [Lambton EMS Master Plan](#), updates to the service’s deployment plan provide the opportunity to further reduce Code 8 standbys by 15% to 20%.

Offload Delays – Bluewater Health – Sarnia

	2022		2023			
	Q3	Q4	Q1	Q2	Q3	Q4
Offload Delays - Bluewater Hospital (HHH:mm:ss)	143:34:00	251:46:00	197:54:00	105:26:00	179:36:58	257:40:56
% of calls with offload > 30min	13.30%	19.00%	15.20%	11.20%	14.2%	22.4%

Analysis – While the total time spent in offload delay was similar between the fourth quarters of 2022 and 2023, the proportion of calls with offload delays greater than 30 minutes climbed. Nonetheless, Bluewater Health continues to perform well in minimizing the amount of time paramedic crews wait in hospital to transfer care of their patients, as compared to neighbouring jurisdictions. Staff will continue to monitor these trends and work with Bluewater Health to maintain and improve offload delays.

County-wide Response Time Performance by Quarter (last 2 years)

	2022		2023			
	Q3	Q4	Q1	Q2	Q3	Q4
Average Response time (min)	6.66	6.6	6.49	6.57	6.91	6.93
90th Percentile Response time (min)	12.00	12.00	11.00	11.00	13.00	12.00

Analysis – County Council has set the Response Time Performance Plan (RTPP) parameters for Emergency Medical Services and LEMS continues to meet or perform better than the assigned standards. The RTPP is reported annually to the Ministry of Health and Council, separately. While system-wide average and 90th percentile response times continue to be within acceptable limits, there is a fair amount of variance between municipalities within Lambton County, as identified in the proposed LEMS Master Plan.

Staff have identified recommended system improvements to address this variance and have begun to implement operational measures to this end. Future reports will provide information measuring the impacts of these changes.

Glossary:

‘Offload Delays’ is a measure of the time paramedic crews are required to wait in hospital emergency departments beyond 30 minutes to transfer patient care to hospital staff.

‘Code 1’ is a deferrable, non-urgent call for assistance, such as a return transfer between hospitals for a stable patient who has already received treatment at one facility and is being returned to their home facility.

‘Code 2’ is a scheduled transfer of a patient to an appointment at a healthcare facility.

‘Code 3’ is an urgent, but not life-threatening, call for assistance. Paramedics are sent when crews are available and may be pre-empted for life-threatening emergencies. Ambulances do not travel with lights and sirens on Code 3 calls. These could include orthopedic injuries, abdominal pains, general illness and weakness, etc.

‘Code 4’ is an emergent, potentially life-threatening, call for assistance. The closest ambulance is sent immediately and will travel with lights and sirens to the location. These calls include emergencies such as cardiac arrest, unconsciousness, chest pain, shortness of breath, active seizures, motor vehicle collisions and major trauma.

‘Code 8’ is the movement of an ambulance to provide standby coverage in an area outside of their normal station.

Ambulances are relocated frequently, as other ambulances are assigned to 9-1-1 calls, to help ensure the most balanced coverage across Lambton County, at any given time, with the remaining resources available.

'Average response time' is the average time of response by an ambulance to a Code 4 emergency.

'90th percentile response time' is the time in which 90% of Code 4 calls are responded to. This measure is seen as a more reliable measure of response times as it addresses the wide variabilities in responses that can occur.

'Response Time Performance Plan' (RTPP) is the response time parameters set by County Council and reported annually to the Ministry of Health. The RTPP measures response times based on 5 progressive patient acuity levels at the time of paramedic contact and provides a different perspective on performance than the traditional average and 90th percentile response time measures.

FINANCIAL IMPLICATIONS

Funding which supports emergency medical services is provided on a 50:50 cost-shared basis between the Ontario Ministry of Health and the County of Lambton. Any future service augmentations approved by Council may have increased financial impact to the funders.

CONSULTATIONS

Data for this report was obtained from the LEMS Ambulance Call Report Database.

STRATEGIC PLAN

LEMS operational performance metrics are shared to ensure accountability and to help demonstrate responsive and the efficient provision of services to meet the needs for the safety of residents.

CONCLUSION

Lambton Emergency Medical Services continues to provide prompt and professional emergency medical care to those living, working or visiting Lambton County. The proposed 2024-2028 LEMS Master Plan identifies opportunities and strategies to address increasing service demand and to improve system performance, across the county.

LHM 02-07-24

**Ministry of Tourism,
Culture and Sport**

Minister

6th Floor
438 University Avenue
Toronto, ON M7A 2A5
Tel: 416 326-9326

**Ministère du Tourisme, de la
Culture et du Sport**

Ministre

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438, avenue University
Toronto (Ontario) M7A 2A5
Tél : 416 326-9326



December 5, 2023

Mr. Kevin Marriott
Warden
Lambton Heritage Museum
kevin.marriott@county-lambton.on.ca

Dear Mr. Marriott:

**Re: Community Museum Operating Grant / Pay Equity 2023-24
Transfer Payment Case Number 2023-06-1-2275679684**

Your museum has been approved to receive a grant of \$46,758 from the Community Museum Operating Grant program for the 2023-24 fiscal year. You will also receive pay equity funding in the amount of \$1,110.

Museums provide unique educational opportunities for Ontarians and visitors alike to engage with and learn about our province's rich history. This funding assists museums in communities across Ontario with acquiring, conserving, interpreting and exhibiting artifacts of public interest.

Our government is committed to a strong culture sector. Museums are an integral partner in encouraging lifelong learning and building thriving communities. We are pleased to continue to support community museums.

Please contact Shannon Khan, Culture Programs Advisor, for further information about your grant. She can be reached by email at: CMOG-SFMC@ontario.ca.

All the best,

The Honourable Neil Lumsden
Minister of Tourism, Culture and Sport

OMC 02-08-24

**Ministry of Tourism,
Culture and Sport**

Minister

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**Ministère du Tourisme, de la
Culture et du Sport**

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438, avenue University
Toronto (Ontario) M7A 2A5
Tél : 416 326-9326



December 5, 2023

Mr. Kevin Marriott
Warden
Oil Museum of Canada
kevin.marriott@county-lambton.on.ca

Dear Mr. Marriott:

**Re: Community Museum Operating Grant / Pay Equity 2023-24
Transfer Payment Case Number 2023-06-1-2275706174**

Your museum has been approved to receive a grant of \$20,974 from the Community Museum Operating Grant program for the 2023-24 fiscal year. You will also receive pay equity funding in the amount of \$1,100.

Museums provide unique educational opportunities for Ontarians and visitors alike to engage with and learn about our province's rich history. This funding assists museums in communities across Ontario with acquiring, conserving, interpreting and exhibiting artifacts of public interest.

Our government is committed to a strong culture sector. Museums are an integral partner in encouraging lifelong learning and building thriving communities. We are pleased to continue to support community museums.

Please contact Shannon Khan, Culture Programs Advisor, for further information about your grant. She can be reached by email at: CMOG-SFMC@ontario.ca.

All the best,

A handwritten signature in black ink, appearing to read "Neil Lumsden".

The Honourable Neil Lumsden
Minister of Tourism, Culture and Sport

	CULTURAL SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	CULTURAL SERVICES DIVISION
PREPARED BY:	Andrew Meyer, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
INFORMATION ITEM:	Cultural Services Division 2023 Annual Report

BACKGROUND

The Cultural Services Division 2023 Annual Report (attached) evaluates the work accomplished during the past year in the context of the *Cultural Services Division Strategic Plan* (2022 to 2026) that was approved by Council. The following six strategic areas of focus were identified within the plan, informing how the Division will measure its progress each year:

- Enhancing Access, Inclusion & Community Engagement;
- Creating & Delivering Great Experiences;
- Developing Partnerships that Increase Participation in Culture;
- Maximizing the Value of Our Collections & Spaces;
- Building Cultural Capacity & Raising Lambton’s Profile; and
- Managing Our Resources Efficiently & Effectively.

DISCUSSION

The 2023 year represents the first full year of normal operations since the lifting of pandemic restrictions that resulted in temporary closures and disruption to services over the past several years.

The Division worked diligently in 2023 to re-engage with the public and advance the strategic actions associated with each of the six areas of focus outlined above. The Annual Report evaluates the progress of these planning objectives, and the compilation of statistical information and divisional achievements is utilized for the annual reporting obligations of the Libraries Department, and the Museums, Gallery & Archives Department.

Further, the 2023 Annual Report demonstrates the effectiveness of the Division with respect to service delivery and standards compliance in order to satisfy the requirements of Provincial funding partners. The report highlights the Division's ability to innovate and adapt its services to meet the needs and expectations of the communities that we serve.

The 2023 Annual Report also demonstrates the capacity of the Division to successfully implement grant-funded projects and initiatives. The report is used to support applications to funding agencies with the goal of identifying alternative revenue sources to support the implementation of our planning objectives.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

The compilation of the Cultural Services Division Annual Report involved consultation with various levels of staff support across the Division to ensure the document provides a complete overview of cultural services and programs, and accurately reflects the strategic priorities of The County of Lambton.

STRATEGIC PLAN

The development of an annual report document responds to the strategic direction found in the *County of Lambton Strategic Plan, Area of Effort 2 Communications*, related to the development and implementation of an ongoing, comprehensive communications plan that enhances understanding of County decisions and clearly articulates the initiatives undertaken. *The Cultural Services Division Strategic Plan (2022 to 2026)* also identifies that annual reports be provided to council over the course of the five-year plan to ensure continuous engagement and evaluation, with annual updates on the progress of action items provided to council at the close of each budget year in anticipation of the next budget cycle.

CONCLUSION

The 2023 Annual Report outlines several significant achievements in support of the Division's planning objectives. Divisional staff strive to deliver services which are responsive to the needs and expectations of the community. Senior management of the Cultural Services Division is grateful for the ongoing support of County Council and the dedicated efforts of the entire Division's staff team. The Division looks forward to working with members of Council, the community, government agencies, and our local municipal partners in the year ahead to further enhance services to residents.



CULTURAL SERVICES

2023 Annual Report



Cultural Services Division

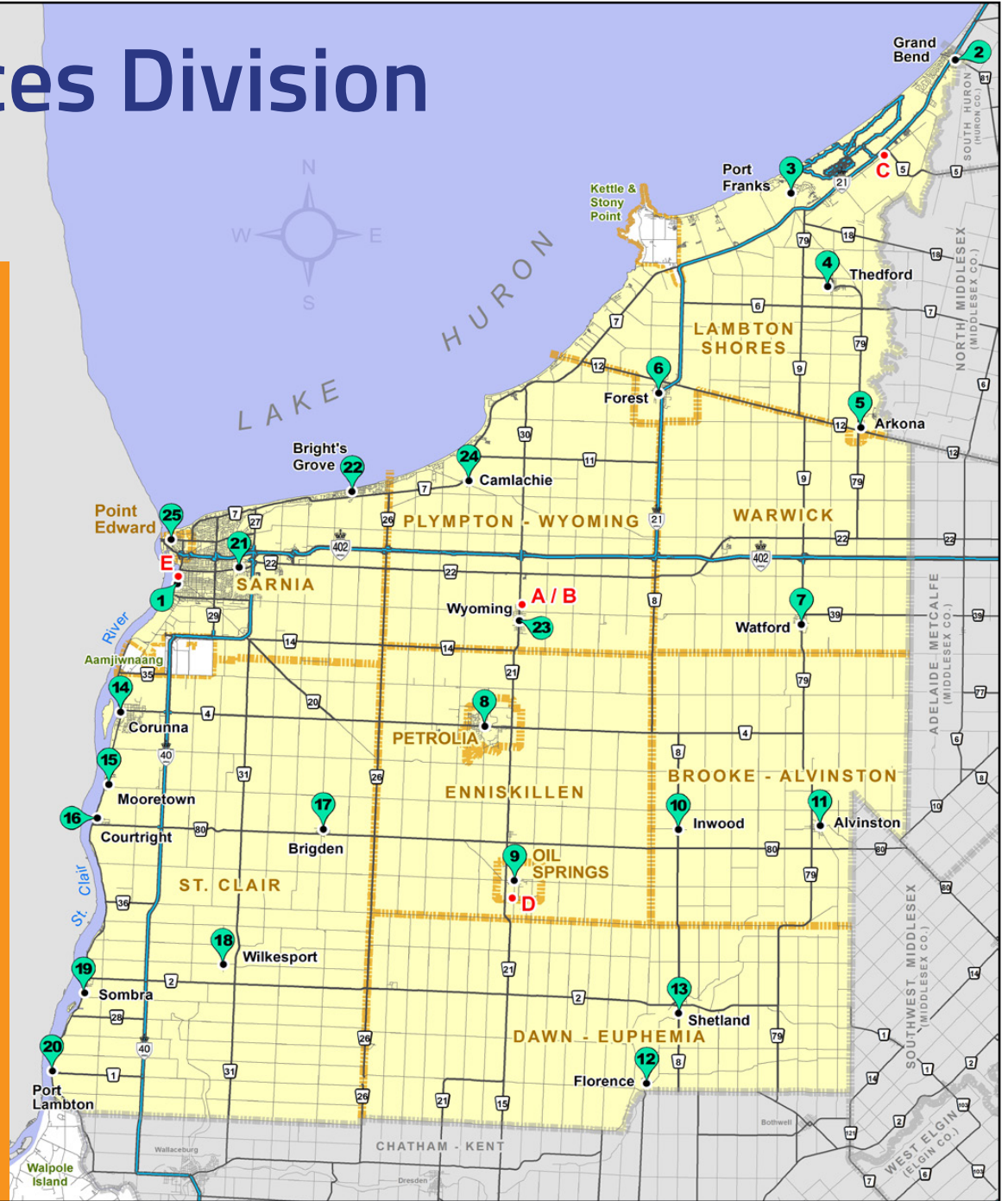
OVERVIEW MAP



Lambton County Archives, 787 Broadway Street, Wyoming

ID	LOCATION	WEBSITE	TELEPHONE	ADDRESS
A	Library Headquarters	www.lclibrary.ca	519-845-3324	787 Broadway Street
B	Lambton County Archives	www.lambtonarchives.ca	519-845-5426	787 Broadway Street
C	Lambton Heritage Museum	www.heritagemuseum.ca	519-243-2600	10035 Museum Road
D	Oil Museum of Canada National Historic Site	www.oilmuseum.ca	519-834-2840	2423 Kelly Road
E	Judith & Norman Alix Art Gallery	www.jnaag.ca	519-336-8127	147 Lochiel Street

REGION	ID	LIBRARY LOCATION	TELEPHONE	ADDRESS	MUNICIPALITY
Region 1	1	Sarnia Library	519-337-3291	124 Christina Street S.	Sarnia
Region 2	2	Grand Bend Library	519-238-2067	15 Gill Road	Lambton Shores
	3	Port Franks Library	519-243-2820	9997 Port Franks Rd.	Lambton Shores
	4	Theford Library	519-296-4459	16 Allen Street	Lambton Shores
	5	Arkona Library	519-828-3406	16 Smith Street	Lambton Shores
	6	Forest Library	519-786-5152	61 King Street West	Lambton Shores
	7	Watford Library	519-876-2204	5317 Nauvoo Road	Warwick
	Region 3	8	Petrolia Library	519-882-0771	4200 Petrolia Line
9		Oil Springs Library	519-834-2670	4596 Oil Springs Line	Oil Springs
10		Inwood Library	519-844-2491	6504 James Street	Brooke-Alvinston
11		Alvinston Library	519-898-2921	3251 River Street	Brooke-Alvinston
12		Florence Library	519-692-3213	6213 Mill Street	Dawn-Euphemia
13		Shetland Library	519-695-3330	1279 Shetland Road	Dawn-Euphemia
Region 4	14	Corunna Library	519-862-1132	417 Lyndoch Street	St. Clair
	15	Mooretown Library	519-867-2823	1166 Emily Street	St. Clair
	16	Courtright Library	519-867-2712	1533 Fourth Street	St. Clair
	17	Brigden Library	519-864-1142	1540 Duncan Street	St. Clair
	18	Wilkesport Library	519-864-4000	1349 Wilkesport Line	St. Clair
	19	Sombra Library	519-892-3711	3536 St. Clair Parkway	St. Clair
	20	Port Lambton Library	519-677-5217	507 Stoddard Street	St. Clair
Region 5	21	Mallroad Library	519-542-2580	1362 Lambton Mall Rd.	Sarnia
	22	Bright's Grove Library	519-869-2351	2618 Hamilton Road	Sarnia
	23	Wyoming Library	519-845-0181	536 Niagara Street	Plympton-Wyoming
	24	Camlachie Library	519-899-2202	6745 Camlachie Road	Plympton-Wyoming
	25	Point Edward Library	519-336-3291	220 Michigan Avenue	Point Edward



Contents



Visitors to Lambton Heritage Museum take in the new Lambton Gallery after extensive renovations to address facility repairs, revitalize the exhibit and enhance accessibility.



Anishinaabe artist Nico Williams provides visitors with a tour of his art installations at the JNAAG as part of the *Biskaabiiyang | Returning to Ourselves* exhibition.



Proud graduates of Lambton County Library's "1000 Books Before Kindergarten Challenge" pose for a photo with their summer reading program prizes.

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COVER IMAGES: Clockwise from top left - 1) A family experiences the camping tent featured in the new Lambton Gallery at Lambton Heritage Museum. 2) Mayor Bev Hand of The Village of Point Edward reads to children at the Point Edward Library during Ontario Public Library Week. 3) Spring blooms at Oil Museum of Canada National Historic Site. 4) 'Planting at Sunset' by Trish Anderson, winning entry of the Forest Agricultural Society Portrait Exhibit, sponsored by the Creative County Grant Program. 5) View of *Many Lives Mark This Place*, an exhibition by Ontario-based painter and printmaker John Hartman featured at the JNAAG.

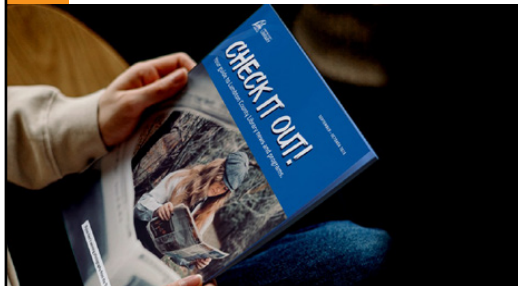
Cultural Services Division Profile



Visitors review artifacts featured as part of the international oil driller display in the Oil Museum of Canada gallery.



Members of the Sarnia Library staff team work hard to provide a welcoming environment for all. Left to right are Charlotte Walicki, Anna Lakey and Christine Hartman-Wilson.



Lambton County Library publishes *Check It Out* magazine every other month, providing patrons with a guide to library news and programs. Printed copies are available at each library location, and the publication can also be viewed online.

The County of Lambton Cultural Services Division's mandate is to provide leadership and support to advance cultural development for economic, social and broader community benefit in Lambton County. In support of this mandate, the Division assumes responsibilities in the areas of cultural planning and policy development, capacity building, program delivery, strategic investment and resource development.

Lambton County Library

Lambton County Library manages a network of 25 libraries, provides courier service to all County Divisions and partner agencies Tourism Sarnia-Lambton and Sarnia-Lambton Economic Partnership, and operates a mobile library outreach service. Services offered to its over 20,760 active cardholders include the ability to borrow books, audio books, magazines, audio-visual materials and more. Patrons can participate in story hours, hear from guest speakers, and access reference service and the Internet through public computer workstations. Library cardholders also have access to a range of convenient eLibrary services available on any device connected to the Internet, 24 hours a day, seven days a week. These services include electronic books, magazines, newspapers, digital media (such as music and movies) and educational courses.

Judith & Norman Alix Art Gallery

Judith & Norman Alix Art Gallery (JNAAG) is a free public art gallery located in downtown Sarnia. With the support of a dedicated staff and volunteer team, the JNAAG engages the community through a wide-range of exhibitions, tours, lectures and programs for all ages. The gallery's collection is comprised of 1,200 primarily Canadian historical and contemporary works of both local and national significance. The JNAAG is a regional gallery with a national mandate, and holds the distinction of Category 'A' designation received from the Department of Canadian Heritage. As such, the gallery meets and maintains a range of strict building, operational and professional standards.



Meagan Sinclair provides a tour of the collections vault for the *Behind the Scenes* social media series promoting the resources of LCA.



Members of the Dominion of Canada Reenactment Corps provide demonstrations at the *Experience the First World War* event at LHM.



The "singing docents" prepare to engage the visiting public in a tour of John Hartman's exhibition *Many Lives Mark This Place* at JNAAG.

Oil Museum of Canada National Historic Site

Oil Museum of Canada (OMC) is a designated National Historic Site, situated on the world's first commercial oil field. The ten-acre site features four historic buildings with reconstructed spring-pole and three-pole derricks dominating the property. A series of jerker lines, pumping stations, storage tanks and oil wagons combine with the material in the museum collection to bring the fascinating story of the oil industry to life. The main exhibition centre, constructed in 1960, houses over 9,000 artifacts that interpret the international influence of Lambton's proud oil heritage.

Lambton County Archives

Lambton County Archives (LCA) serves as an active genealogical and local history resource centre. The archives preserves

significant local material including census records, birth, marriage and death records, local newspapers, corporate records, Land Registry records and a vast historical photograph collection. The archives offers seminars and information sessions to help individuals develop their historical and genealogical research skills, as well as educate Lambton's residents about their past.

Lambton Heritage Museum

Lambton Heritage Museum (LHM) is entrusted with the care of over 25,000 historic artifacts which preserve the history of Lambton County. Situated on 30 acres, the museum maintains six historic buildings, two display buildings and one main exhibition centre. The museum is open year round, and provides picnic grounds and the 1km Woodland Heritage Trail. LHM has evolved from a passive museum site to an active experiential tourism destination.

Sarnia Library Theatre

Sarnia Library is home to the Sarnia Library Theatre, which features special Cultural Services Division programming and also plays host to many events by community organizations and cultural groups. With a capacity of over 300 and projection, sound and lighting equipment, the theatre space is available for rent to accommodate concerts, lectures, celebrations, film screenings and more.

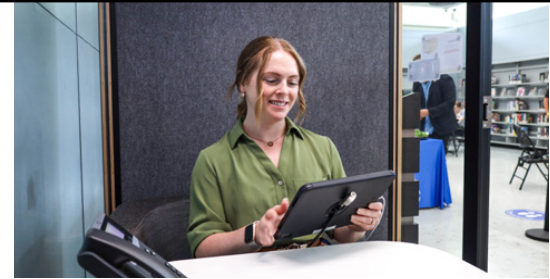
Creative County Grant Program

The Creative County Grant Program invests matching funds (up to 50% of the total cost) in new and innovative projects that build cultural capacity, strengthen the creative community, define Lambton's unique identity and enrich the quality of life of all residents. Projects led by or in partnership with local Indigenous communities are also encouraged.

Below: Lambton County Cultural Services Division staff participate in a Divisional training event in November of 2023.



Enhancing Access, Inclusion & Community Engagement



The Connection Cube private meeting space was launched at Sarnia Library in partnership with the Sarnia-Lambton Ontario Health Team.



Artist Jeff George (second from right) completed two murals at Hillside School, Kettle & Stony Point, with support from Lambton's Creative County Grant Program.



As part of the Division's ongoing commitment to enhancing the County brand and recognizing municipal partners, new signage is installed at various library locations throughout the County.

The Cultural Services Division strives to promote and enhance awareness of cultural opportunities across Lambton County, and provide access to relevant and engaging exhibitions, programming and services for residents at all phases of life.

Lambton County Library Policy Development

Lambton County Library created several new policies in 2023 to set the foundation for improved access and inclusion. Lambton County Council, as the Library Board, approved an Accessibility Policy, Equity, Diversity and Inclusion Policy, and an Indigenous Awareness and Reconciliation Policy. The Accessibility Policy outlines library's commitment to meet the accessibility needs of persons with disabilities and require that the library incorporate concepts of accessibility into the library's collections, physical spaces, programs and service delivery.

The Equity, Diversity and Inclusion Policy ensures the Library operates its services in a manner that allows equitable access, meets the needs of a diverse population and is inclusive to all persons. The Indigenous Awareness and Reconciliation Policy outlines the Library's commitment to

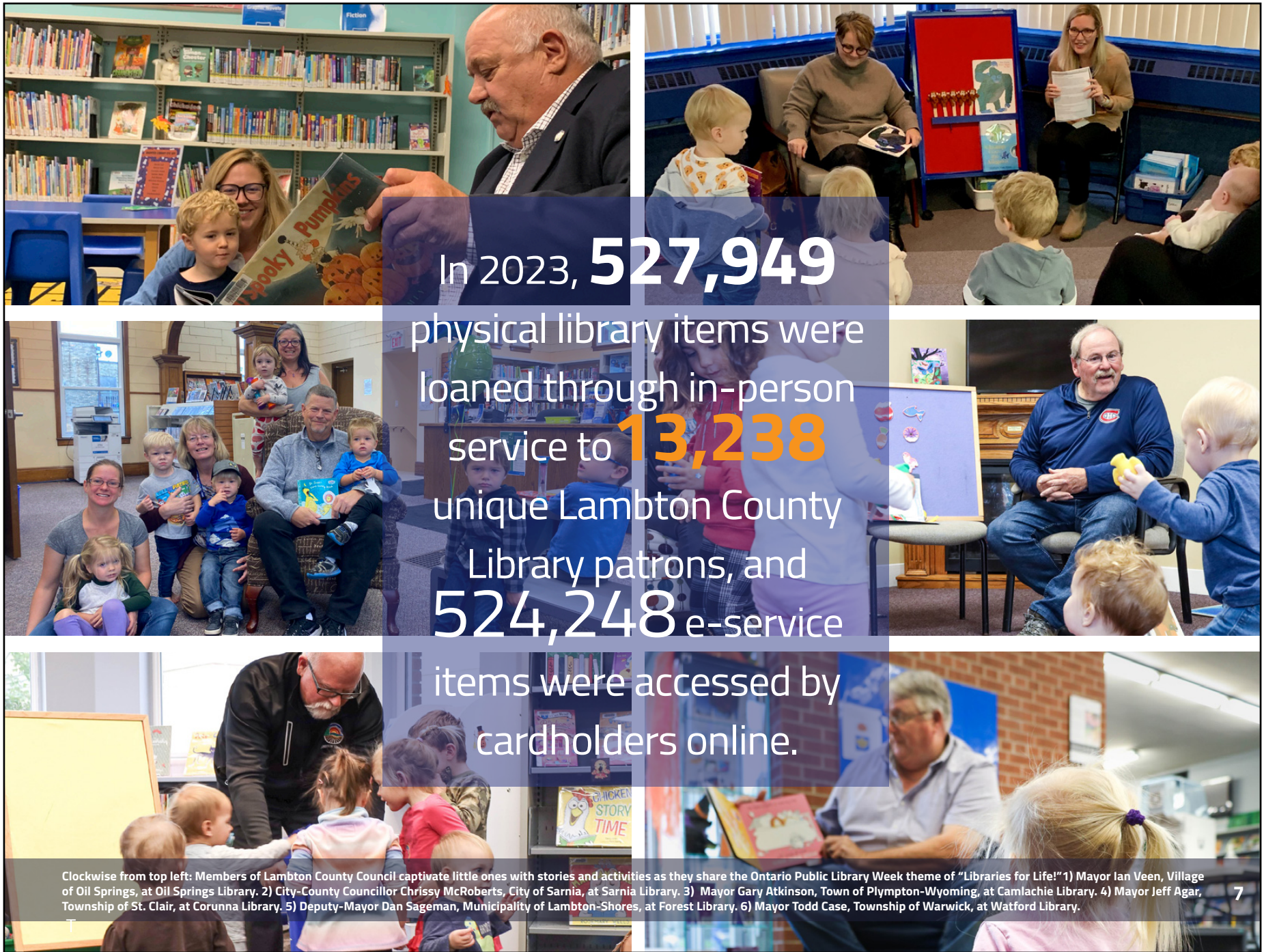
providing welcoming spaces and library services to Indigenous peoples. The policy also points to the Library's existing Collection and Programming Policies that speak to the need for a diverse collection and program calendar that provides a variety of voices and points of view, and meets the needs of all people.

Sarnia Library Connection Cube

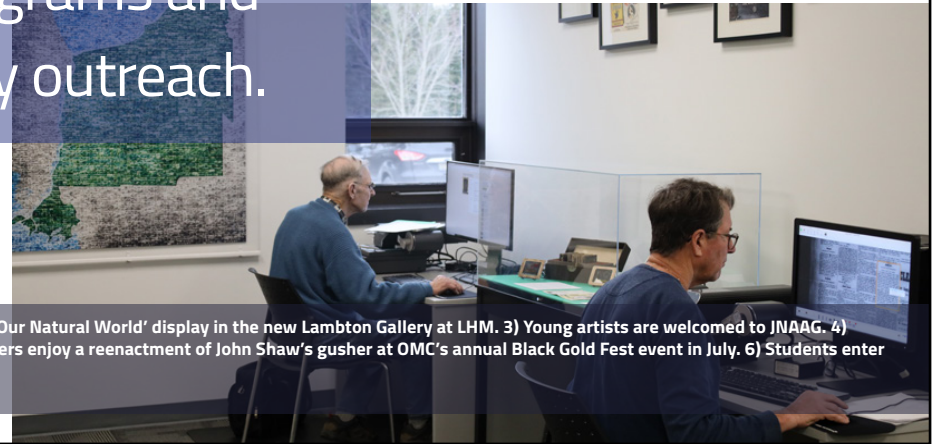
Lambton County Library publicly launched a new Connection Cube meeting space at Sarnia Library, funded by Sarnia-Lambton Ontario Health Team, and took steps to actively promote the newly created / renovated private meeting spaces at the following libraries: Alvinston, Corunna, Forest, Thedford and Wyoming. 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.

Museums, Gallery & Archives Attendance

While visitor traffic was impacted by the Lambton Gallery renovation, LHM drew 10,136 total visitors (32% being residents of Lambton) in 2023. The JNAAG welcomed over 6,240 visitors (81% residents) in 2023, while OMC attracted 4,094 visitors (37% residents) and LCA supported 1,405 in-person and online genealogical and local history requests from researchers.



Clockwise from top left: Members of Lambton County Council captivate little ones with stories and activities as they share the Ontario Public Library Week theme of "Libraries for Life!" 1) Mayor Ian Veen, Village of Oil Springs, at Oil Springs Library. 2) City-County Councillor Chrissy McRoberts, City of Sarnia, at Sarnia Library. 3) Mayor Gary Atkinson, Town of Plympton-Wyoming, at Camlachie Library. 4) Mayor Jeff Agar, Township of St. Clair, at Corunna Library. 5) Deputy-Mayor Dan Sageman, Municipality of Lambton-Shores, at Forest Library. 6) Mayor Todd Case, Township of Warwick, at Watford Library.



The museums, gallery and archives welcomed **21,152** visitors to events, programs and exhibitions and engaged with an additional **5,300** patrons through virtual programs and community outreach.

8 Clockwise from top left: 1) Students tour the exhibition *A Family Palette* at JNAAG. 2) Cadets take in the 'Our Natural World' display in the new Lambton Gallery at LHM. 3) Young artists are welcomed to JNAAG. 4) Researchers make use of the historical resources available through microfilm readers at LCA. 5) Onlookers enjoy a reenactment of John Shaw's gusher at OMC's annual Black Gold Fest event in July. 6) Students enter the Tudhop Cabin as part of LHM's holiday program activities.



Adrienne Lebert and Lori Fraser of Lambton County Library show off some of the Valentine's cards delivered to long-term care residents.



Image of the 'Florence Chicks' softball team, 1958, displayed as part of an exhibition at the Florence Library coordinated by LCA.



Staff participate in the Age Friendly Sarnia-Lambton Expo to promote the services offered at the museums, gallery and archives.

Valentines for Long-Term Care

Libraries distributed blank Valentine's Day cards between January 3 to February 1 for patrons to write messages or draw pictures for residents living in the three long-term care homes operated by the County of Lambton. Over 1,800 Valentine's cards were received for delivery to residents.

Improved Online Engagement

The Division has made a concerted effort to enhance its online communications through improved social media engagement, online publications and e-blasts to members and cardholders, and enhanced website content.

As of December of 2023, JNAAG has 5,320 followers on Facebook, had 1,750 visits to its profile page and experienced a screen reach of 236,427 people. LHM has 4,045 followers (15,480 visits and reach of 350,421), Lambton County Library has 3,511 (29,685 visits and reach of 295,877, LCA has 3,372 (12,261 visits and reach of 289,401) and OMC has 1,959 (400 visits and reach of 267,635).

Combined, the YouTube channels of the Division also attracted over 35,000 views, with over 1,200 hours watched and 262 subscribers.

Family Saturday at JNAAG

2023 marked the return of weekend family programming at JNAAG after a pause due to the COVID-19 pandemic. The JNAAG studio featured engaging, art-based programming every Saturday afternoon with artist-facilitated activities inspired by current exhibitions. New activities are offered every month, with the same activity running weekly for the entirety of that month.

Inspirational Exhibitions

Staff of the Museums, Gallery & Archives Department created several engaging exhibitions in 2023. LHM introduced its new permanent exhibition in the Lambton Gallery, and also developed a display for *Return of the Swans* (February 15 to April 14) and the *North Lambton Quilters' Guild Quilt Show* (June 29 to September 2) in the new multi-purpose space. Staff at LCA also prepared two exhibitions in 2023, *Marie Provost: From Sarnia to Stardom*, and *Documenting the Past: Holland Paisley Photo Collection*, and the 2022 exhibition *Beyond the Books: History of Lambton County Library* continued on display at the Sarnia Library.

In early 2023, JNAAG featured *Beneath the Mask: Symbols as a Healing Phenomenon* by Darla Fisher Odjig, and *From Skyworld to*

Cyberspace by Skawennati. JNAAG also introduced an ambitious schedule of new exhibitions, including three installments of the six-part *Re View* Exhibition series (exhibitions 2, 3 and 4 were featured in 2023). This exhibition series marks the 10th Anniversary of the gallery in its current location, placing the permanent collection in the spotlight and celebrating the power of art. The gallery also coordinated a Community Art Initiative called 'Future Community Blueprint', which invited visitors at JNAAG to consider how the community might be designed in the future. Over 200 blueprint designs were submitted, and a selection were transformed to create a virtual visualization that can be experienced through augmented reality.

The gallery also featured the exhibitions *Many Lives Mark This Place* (April 15 to September 9) by Ontario-based painter and printmaker John Hartman, *Biskaabiiyang: Returning to Ourselves* (April 14 to September 9) by Nico Williams, *Humans of Lambton*, (August 4 to October 14) featuring the portraits of photographer Stephen Livick alongside a juried selection of photographs submitted as part of the Teen Photo Contest, and *A Family Palette* (October 6 to March 16, 2024), featuring the work of Frances-Anne Johnston, Franz Johnston, and Franklin Arbuckle.

Creating & Delivering Great Experiences



A student participates in a candle-making activity at OMC as part of the popular holiday open house programs attended by area schools.



Firefighter Rachel from Brooke Fire Rescue visited Alvinston Library to lead a Firefighter Storytime and share stories about fire safety with a crowd of participants during Local Government Week.



Jim Southcott, of the Grand Bend Historical Walk Committee, shows off one of the new interpretive signs identifying significant locations of historical interest on Main Street in Grand Bend. The project was supported by a contribution from the Creative County Grant Program.

The Cultural Services Division aims to provide unique experiences that engage and inspire visitors. This is achieved through the presentation of exhibitions and interpretive displays, programs and activities, tours and events, and the appropriate use of emergent technologies to enhance the visitor experience.

Winter Reading Program

The annual Winter Reading Program, *Bundle Up With a Book*, along with the Teen *Freedom to Read Challenge* ran from January 9 – February 19, which asked library patrons to record the number of books they read for a chance to win prizes. While fewer people participated in 2023, those who did read more with 382 people reading 7,356. In total, 699 books were distributed as prizes for reaching reading milestones. Twenty-two teens participated in the *Freedom to Read Challenge*, reading for 5,217 minutes, earning 21 book prizes.

One Seed Lambton

The Dwarf Grey Sugar Snow Pea was announced as the OneSeed Lambton variety for 2023. The OneSeed Lambton program promotes Lambton's Seed Library – the ability to borrow garden seeds

from the library in an effort to educate the community about gardening techniques to grow their own food, inform participants about the importance of food security, teach people how to preserve vegetables and save seeds, and encourage the donation of fresh produce to food banks. Approximately 2,500 packets of Dwarf Grey Sugar Snow Peas were distributed to Lambton's libraries. Programs that complement the theme of gardening and food security took place in the spring and summer.

1,000 Books Before Kindergarten

The Library began hosting graduation ceremonies for its littlest readers who complete the *1,000 Books Before Kindergarten Challenge*. With the introduction of new technology that was implemented in 2022 (Beanstack), library patrons are able to use an app to record their reading activities and participate in challenges. The program encourages parents to start good reading habits early with their young children.

Research has shown that increasing an individual's literacy levels has many benefits, including the development of employable skills, higher wages, increased job satisfaction, improved personal health and wellbeing, and increased community involvement. Upon completion of the *1,000 Books Before Kindergarten Challenge*, graduates were rewarded with a certificate and a plush toy.



Ottawa Art Gallery curator Rebecca Baciano speaks on the work of Frances-Anne Johnston as a part of JNAAG's *Art & Ideas* series.



Lambton Shores Phragmites Community Group installs boot scrapers at LHM's Woodland Heritage Trail to prevent invasive species.



Children try out the new digital activity table at Sarnia Library, which offers experiential learning through interactive puzzles and games.

Summer Reading Program

The Library's Summer Reading Program saw 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. This year's themes were: *An Ocean of Possibilities* (Children), *Make Waves* (Teens) and *Challenge Yourself* (Adults).

Culture Days

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.

Library Performance Evaluation

Lambton County Council, as Lambton's Library Board approved an Evaluation Policy in 2023

which will set the stage for the Library to formally use performance measures to evaluate the effectiveness in achieving its mission and objectives. Feedback received from evaluation efforts will also be incorporated into employee training and program planning and delivery efforts.

Museums, Gallery & Archives Programs Engage Community

The museums had a very active year in 2023, with signature events like the Black Gold Fest at OMC and Lambton Fall Colour & Craft Festival at LHM drawing a combined 2,790 visitors to experience the rich history and culture of Lambton. New events were pursued as well. LHM welcomed 200 participants to the *Experience the First World War*, a special reenactment event in partnership with the Dominion of Canada Reenactment Corps.

Perennial programs like the Holiday Open House and themed PA Day events attracted youth to OMC and LHM throughout the year with unique themes (environmental stewardship, yoga, winter sports, oil refining, etc.) that engaged diverse audiences. New programs were also launched, including *Machinery Masterminds* at LHM, a program to teach aspiring minds how to service and maintain antique machinery. In total, 25 in-

person programs were offered at the museum sites, attracting 925 participants. Opening events for the new Lambton Gallery drew 115 visitors to see the results of the renovation at LHM, while the Lambton Agricultural Hall of Fame Awards Ceremony welcomed 82 guests to OMC.

OMC organized seven virtual programs engaging over 200 participants, which included guest presentations from the Canadian Energy Museum and Craigeleith Heritage Depot on oil industry history. LHM offered 5 virtual programs, attracting 94 participants, and the museums supported Heritage Sarnia-Lambton with coordinating 2 Virtual Talks that engaged 65 participants. Museum staff also participated in a total of 35 offsite outreach programs connecting with 875 members of the community.

JNAAG hosted 115 in-person programs, attracting 1,453 participants in 2023. The gallery also coordinated 6 virtual programs that engaged 2,724 participants, and hosted opening receptions for the exhibitions *Many Lives Mark This Place*, *Humans of Lambton* and *A Family Palette* that drew 240 attendees. LCA participated in 23 offsite outreach programs, sharing its services and connecting with 382 residents.

Developing Partnerships That Increase Participation in Culture



Ron Vanhorne (left) and Scott Ferguson (right) of the Forest Optimist Club present a donation of \$2,000 to LHM Curator/Supervisor Dana Thorne in support of the Canatara Cabin Restoration Project.



Members of the Creative County Committee and delegates from both the local and County Council attend the unveiling of the community mural project completed by artist DERKZ at Blue Willow Restaurant in Sombra. The project was supported by the Creative County Grant Program.

As a guiding principle of the County of Lambton Cultural Plan, the Cultural Services Division seeks to build partnerships and work collaboratively with the private, public and volunteer sectors to identify and seize shared challenges and opportunities.

Clash of the Classrooms

In 2023, the Library launched “Clash of the Classrooms” through a partnership with Chatham-Kent Public Library. A challenge was issued to all school classrooms and homeschooling groups in Lambton County and the Municipality of Chatham-Kent to record the number of minutes their students read between February 6 – March 10 in an attempt to win prizes for their classroom or school. Winners of a pizza party for their classroom included the Grade 2/3 Class from Confederation Central School, the Grade 7/8 class from John Knox Christian School, and the Library Team from North Lambton Secondary School. John Knox Christian School was also awarded a \$250 donation toward the school’s library and learning commons and Wellington Homeschool was awarded a \$100 donation to their programming.

Canatara Cabin Restoration Project

The historic Canatara Cabin was moved from Canatara Park in Sarnia to LHM in late 2020 with the support of the City of Sarnia and a volunteer group dedicated to ensuring its restoration at the site. Since then, a restoration journey has been underway to safeguard its legacy and contribute to the cultural heritage of the community. A pivotal phase of the project is now completed, involving the adjustment of an existing concrete pad on the Museum grounds to precisely align with the footprint of the Canatara Cabin. New concrete footings and blockwork were added to support the cabin’s footprint and features, which will include a stone fireplace. The roof, carefully propped on the pad during relocation, has been reinforced and now rests on a specially constructed frame, setting the stage for the cabin’s reassembly.

The restoration efforts have been further elevated with the engagement of John Rutledge, a distinguished architect and heritage restoration specialist. The process for reconstruction and restorative work is expected to move forward in 2024. A fundraising goal of \$100,000 to support the project has been set, with nearly \$60,000 raised to date. Support is still being sought to help reach the fundraising goal.



In June, Lambton Heritage Museum opened the new **Lambton**

Gallery following a major renovation that renewed the gallery space and transformed the museum into an **experiential destination** for Lambton.

Clockwise from top left: A family experiences the new Lambton Gallery following extensive renovations at the museum. 1) Interacting with one of several touchscreen kiosk and listening stations available throughout the gallery. 2) A new biodiversity feature educates visitors about the value of their natural environment. 3) The 'LAMBTON' feature wall in the museum's main lobby. 4) Artifacts showcasing stories 'Made in Lambton'. 5) Having fun 'On the Water' with the ship's wheel feature. 6) A new feature display on Lambton's military history honours those who served.



In 2023, JNAAG opened the exhibition **A Family Palette**. On loan from the **Ottawa Art Gallery**, the exhibition brings together the work of Frances-Anne Johnston, Franz Johnston and Franklin Arbuckle.

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Clockwise from top left: 1) Students engage in a tour of the exhibition. 2) Facility/Preparator Tim Churchill uses the skyjack to install a fabric feature as part of exhibition installation work. 3) Parents and students participate in a class tour of the exhibition. 4) Visitors experience an in-depth tour of the space as part of JNAAG's popular Red Dot tours. 5) Ottawa Art Gallery curator Rebecca Baciano leads gallery members on a preview tour of the exhibition. 6) Collections/Preparator Shelly Mallon photographs the exhibition following installation.



Teen Photo Contest participants showcase their work as part of the *Humans of Lambton* exhibit at JNAAG, in collaboration with LCL.



Summer students like Liam Hurst (Visitor Services and Programming, OMC) provide museum staff support during the busy tourism season.



Library staff and members of the Royal Astronomical Society of Canada prepare for the Stargazing Party at OMC in August.

Take Your Shot: Teen Photo Contest

Lambton County Library and the JNAAG worked together to deliver the *Take your Shot: Teen Photo Contest*, an annual event open to teens aged 13 to 18 in Lambton County. Teens were invited to submit photos based on the theme, "Humans of Lambton" in three categories: Groups, Candid/Environmental and Creative / Fine Art. Winning photos were selected by a jury from over 90 submissions and displayed in the exhibition, *Humans of Lambton* at the JNAAG alongside works from the permanent collection by Canadian artist and photographer, Stephen Livick.

Book Cover Design Contest

Lambton County Library and Gallery in the Grove launched a Book Cover Design Contest to coincide with the Gallery's exhibit, "CANSCAIP in the Grove: The Art of Picturebooks" which featured artwork from a variety of Canadian picture book illustrators. Kids between the ages of 5 to 12 were encouraged to re-imagine a cover of their favourite book using any art medium. Winning submissions in two age categories were displayed at Gallery in the Grove for the duration of the exhibit. All other submissions were displayed at Sarnia Library from September 22 to October 21.

In total, 72 book cover designs with the winning designs featured in the gallery's exhibit.

Community Battery Recycling

In April, Lambton County Library worked with the County's Going Green Committee to offer battery recycling to the public at 12 of its libraries. A national consumer battery recycling organization, Call2Recycle, provides battery recycling boxes to each location. This initiative will help ensure batteries do not make their way into regular landfills where they can contaminate the environment and negatively impact future generations.

International Women's Day

International Women's Day was celebrated in March with a variety of events at Lambton County Library, including the display of the Famous 5 maquette at the Sarnia Library Theatre during its Canada-wide tour. The prominent Canadian suffragists depicted include Nellie McClung, Emily Murphy, Louise McKinney, Irene Parlby and Henrietta (Muir) Edwards, five Albertan women who blazed the trail for women's rights in Canada in the 1920's. The Library hosted a panel discussion on the topic of women in business and

community-driven women, a lecture from Lambton Heritage Museum about the history of women in Lambton County, a lecture from the Lambton County Archives about the history of Women's Institutes in Lambton, and an opportunity for teens to create social justice banners.

Stargazing at Oil Museum of Canada

The night sky came alive in August at the Lambton County Library Stargazing Party, held on the grounds of Oil Museum of Canada. The event was coordinated in partnership with the Royal Astronomical Society of Canada - Sarnia, who provided telescopes for viewing stars, planets, and constellations.

Summer Students Positions

The museums, gallery and archives sites benefited from the support of summer student positions in 2023. \$58,302 in federal funding was received through Young Canada Works and Canada Summer Jobs to support the hiring of nine positions across the department. Students assisted in the areas of visitor experience, collections management, grounds keeping and communications.

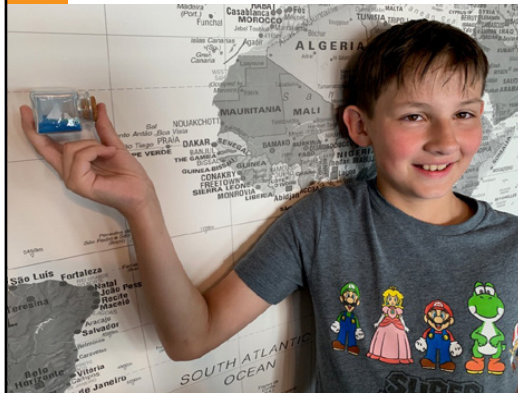
Maximizing the Value of Our Collections & Spaces



Participants from the TNT ("Try New Things") program explore the exhibition *A Family Palette* at JNAAG.



Summer student Perrin Langille takes a photograph of a textile from the OMC collection to create a 3D image for use online and in programming.



A young library patron shows off his ship-in-a-bottle DIY, a tricky origami challenge included as part of the Summer Reading Program registration kits made available to families.

The Cultural Services Division strategically manages and strengthens Lambton County's collections and associated research, developing and enhancing the important museum, gallery and library collections entrusted to the County.

A Library Collection that Responds to Community Interests

In 2023, 527,949 physical library items were loaned through in-person service to 13,238 unique Lambton County Library patrons, and 524,248 e-service items were accessed by cardholders online.

With increased demand on eLibrary services, the library continued to expand its electronic collections in 2023, with 4,268 new Overdrive titles (digital eBooks, eAudiobooks, streaming video and periodicals) added to the collection. The library also continued to subscribe to databases to give the library's 24,510 active card holders convenient access to millions of titles online to pursue their areas of interest.

In 2023, 13,714 new titles (19,768 total new items) were added to the library's physical collection of 176,095 items across 25 library locations. Cardholders borrowed 527,949 physical items in 2023.

The library's electronic circulation exceeded 2022 usage, with over 524,248 e-service items (digital books, newspapers, magazines, audiobooks, music, movies, etc.) accessed in 2023 representing approximately 50% of the total annual circulation (physical and electronic) in 2023. The library saw 20,738 public computer uses across its 25 libraries, as well as 26,129 uses of free library Wi Fi Service.

Lambton County Library also added a number of new items to its physical collection including walking poles, binoculars and fishing pole kits. These items are part of the library's Active Living Lifestyle Collection, which includes other items like Ontario Parks Passes, Snowshoes, and Pedometers.

2023 saw the addition of comics to the collection, which became available on the Hoopla app in June. More than 25,000 titles from 20 major publishers became available for library card holders to borrow electronically using the Hoopla app. Patrons have access to five titles per month, per library card.



Members of the 1960s Sarnia rock group 'The Volcanoes' visited LHM to reminisce and check out a display celebrating the 1960s.



LCA staff view a negative from the collection using a light box in preparation for the 2024 exhibition *Hockey* at LHM.



The Inwood Writers Group published a book of short stories for Inwood's 150th anniversary celebrations.

Used Book Sale

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.

One Book Lambton

One Book Lambton 2023 introduced readers to *Still Life* by Louise Penny. Penny, a Canadian author living in Quebec, is known for her New York Times and Globe and Mail bestselling Chief Inspector Amand Gamache series. The One Book Lambton program encourages residents to read the same book and participate in programs and events that explore themes from the book.

New Acquisitions & Research

In 2023, the museums, gallery, and archives received a number of generous donations to the permanent collections of each site from area residents. There were 71 donations to LHM, 15 to OMC, 101 to LCA and 3 to JNAAG, which resulted in hundreds of individual

objects added to the permanent collections.

The redevelopment of the Lambton Gallery introduced new historical themes that created connections with the community, and led to new donations from visitors. LHM received several new donations that were directly inspired by the exhibition, including a coronet from the Lambton 149th Battalion, punch glasses from Lakeview Casino, a painting of the Bluewater Bridge which previously hung in the Bridge Tavern in Point Edward, a traditional highland uniform worn by a piper who was involved in celebrating the Bluewater Bridge opening in 1938, and even a patio lantern signed by Sarnia rock star Kim Mitchell, among other treasures.

To accommodate research, LCA responded to 723 virtual research requests related to genealogy and local history and welcomed 682 local researchers reviewing the resources available within the Archives.

Library Self-Serve Kiosk

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 elementary 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.

Enhanced Online Access to Collections

In 2020 the Division purchased a new, museum/archives specific Collections Management System (CMS) called Past Perfect. In 2023, a new feature was added, allowing the public to view the permanent collections of LCA, LHM and OMC online. The new online collections database will be available starting in January of 2024. Over 8,000 records of historical artifacts, photographs and archival documents will be available to search online. Records of all three institutions can be searched at one time from anywhere in the world. The currently available records represent a small selection of material from each institution's collection and staff will continue to upload new records on a regular basis. It is estimated that LCA, LHM and OMC house a combined total of over 100,000 individual artifacts.

Building Cultural Capacity & Raising Lambton's Profile



Lambton Shores Mayor Doug Cook, County Warden Kevin Marriott, MP Lianne Rood and MPP Bob Bailey open the new Lambton Gallery.



Promotional brochure holders and interactive kiosks were installed at all 29 Cultural Services facilities to promote local tourism and other resident services.



The Honorable Graydon Smith, Minister of Natural Resources and Forestry (center) hosts an announcement at OMC, joined by Bob Bailey, MPP for Sarnia-Lambton (left) and Kevin Marriott, Warden, Lambton County (right).

The Cultural Services Division endeavours to pursue opportunities that raise our profile at the provincial, national and international level, while maximizing our ability to contribute to the cultural, social and economic vitality of Lambton County.

OMC Hosts Minister Announcement

In December, the Honorable Graydon Smith, Minister of Natural Resources and Forestry hosted an announcement at OMC. The Ontario government used the museum as a venue to announce its plans to encourage innovation and reduce emissions by enabling industries to begin testing and demonstrating small-scale underground carbon storage projects on private land.

Interactive Kiosks at Cultural Sites

Interactive touchscreen kiosks were installed at all cultural services facilities in April, supported by a grant from the Ontario Tourism Relief Fund. The funding also included training by Tourism Sarnia-Lambton staff, with a goal of being able to better promote programs, exhibitions, events and activities offered across Sarnia-Lambton.

The interactive touchscreen kiosks were preloaded with the Tour Ontario's Blue Coast app, and accompanying poster holders contain information for Tourism Sarnia-Lambton and Lambton County's cultural sites. The kiosks will also be used to host promotional campaigns that raise awareness of other services offered to residents.

Ontario Public Library Week

Lambton County Library celebrated Ontario Public Library Week in a big way from October 16 to 20, 2023. In addition to contests with great prizes, and some sweet treats at every library, firefighters from a variety of fire services delivered Firefighter Storytimes, and members of Lambton County Library's Board helped library staff deliver storytimes and Kids' Club programs in Corunna, Watford, Oil Springs, Forest, Sarnia, Point Edward, Arkona, and Wyoming.

At the conclusion of Ontario Public Library Week, 87 new library card memberships had been activated, 15 people had been referred to get a library card from a friend, 70 new readers registered for the Beanstack app, 232 readers registered for the weekly challenge logging 921 books, 235 completed activities and 105 bingo winners. Adult programs attracted 144 participants, and 94 participants visited Firefighter Storytimes.



New entry ramps are installed at the Rokeby School (pictured), Cameron Church and Tudhop Cabin to improve accessibility at LHM.

Managing Our Resources Efficiently & Effectively

As a guiding principle, the Cultural Services Division ensures the most efficient and effective use of County resources, and strives for continuous innovation in addressing the needs of the community.

LHM Renovation & Site Work

In June, staff welcomed the public back to the renovated Lambton Gallery space at LHM. The renovation included a complete redesign of the exhibit space to create a new attraction for the museum. The design includes multi-use and temporary exhibit spaces, as well as a permanent exhibit area with new multi-media and interactive features, LED lighting, display cases and exhibit walls, audio capabilities, video surveillance, and improved accessibility features. Other projects at the LHM site included the installation of new accessible ramps at three historic buildings with funding from the Federal Enabling Accessibility Fund of \$68,796, as well as roof repairs to the main museum building.

Joint Library Facilities Review

In 2023, County Council approved the Joint Library Facilities Review study, defining the type

and quantity of library space required to meet community needs to the year 2031. This included the adoption of a Library Classification System that aligns with the ARUPLO Guidelines, consisting of four types of libraries: Urban, Large, Medium and Small. As a recommendation of the study, staff developed a Facility Standards Policy that was later approved by Council, defining minimum standards for design, amenities and upkeep of buildings occupied by Lambton County Library. This policy will be used to evaluate existing library spaces to prioritize required investments.

Sarnia, Clearwater & Bright's Grove Libraries

In 2023, staff worked with the City of Sarnia to advance several priorities identified in the 2017 Sarnia Library Space Needs study. At Sarnia Library, renovations were completed to the rear entrance of the facility to improve accessibility. The former Mallroad Library location closed its doors in November as the renovation of the new Clearwater Library at Clearwater Arena approached completion. It is anticipated that this new space, nearly twice the floor area of the Mallroad location, will be open to the public in February, 2024. Detailed design work and costing was completed for the Bright's Grove Library expansion, and a financial commitment was made by Sarnia City Council to advance the project.



Concrete footings are poured as part of the foundation for the reconstruction of the historic Canatara Cabin at LHM.



A new accessible service desk is installed as part of the renovations to the former community hall at the Clearwater Arena in Sarnia, in preparation for the opening of the new Clearwater Library, scheduled for February of 2024.



CULTURAL SERVICES

**Judith & Norman
Alix Art Gallery**

147 Lochiel Street
Sarnia, ON
N7T 0B4
519-336-8127
www.jnaag.ca

**Lambton Heritage
Museum**

10035 Museum Road
Grand Bend, ON
NOM 1T0
519-243-2600
www.heritagemuseum.ca

**Lambton County
Library Headquarters**

787 Broadway Street
Wyoming, ON
NON 1T0
519-845-3324
www.lclibrary.ca

**Lambton County
Archives**

787 Broadway Street
Wyoming, ON
NON 1T0
519-845-5426
www.lambtonarchives.ca

**Oil Museum of Canada
National Historic Site**

2423 Kelly Road
Oil Springs, ON
NON 1P0
519-834-2840
www.oilmuseum.ca



BACK COVER IMAGES: Clockwise from top left - 1) A young artist showcases her creations as part of the TNT Summer Splash program at JNAAG. 2) Warden Kevin Marriott poses alongside the Lambton County Council historical display at LHM. 3) Firefighter Storytime at Alvinston Library included an opportunity to try on some firefighter gear. 4) Representatives from Lambton County meet with The Honorable Graydon Smith, Minister of Natural Resources and Forestry at OMC. Left to Right are Laurie Webb, Manager, Museums, Gallery & Archives, Bob Bailey, MPP for Sarnia-Lambton, Minister Smith, Kevin Marriott, Warden, Lambton County, and Andrew Meyer, General Manager, Cultural Services Division.

	CULTURAL SERVICES DIVISION
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:	January 17, 2024
INFORMATION ITEM:	2024 Exhibition Schedules

BACKGROUND

Each year, the Judith & Norman Alix Art Gallery (JNAAG) and Lambton Heritage Museum (LHM) host a rotating schedule of exhibitions. With the completion of the new Lambton Gallery and Multi-Purpose space at Lambton Heritage Museum, the facility is now better able to bring in engaging temporary exhibitions from other institutions and host a selection of in-house curated exhibitions throughout the year.

The Judith & Norman Alix Art Gallery has three dedicated exhibition spaces and rotates new exhibitions throughout the year that are curated in-house by gallery staff or borrowed from other institutions. In-house exhibitions include works by Canadian artists of national and regional calibre, as well as exhibitions showcasing and interpreting the gallery's collection of contemporary and historically significant Canadian visual art.

DISCUSSION

In 2024, the Judith & Norman Alix Art Gallery and Lambton Heritage Museum will offer a slate of 15 exhibitions, as follows:

Judith & Norman Alix Art Gallery (JNAAG)

A Family Palette: Frances-Anne Johnston, Franz Johnston and Franklin Arbuckle
Gallery 1 & 2
October 6, 2023 to March 16, 2024
Ottawa Art Gallery

A Family Palette unites the art of Frances-Anne Johnston, Franz Johnston, and Franklin Arbuckle, showcasing the contributions of this talented family to Canadian art. The exhibition, with a feminist focus on Frances-Anne, explores her impact on Canadian Still

Life as well as the post-Second World War Canadian consciousness through Arbuckle's work for McLean's magazine. It also features lesser-known aspects of Group of Seven member Franz Johnston's work, including his establishment of a summer art school on Georgian Bay.

Re View Exhibition Series

Gallery 3

November 3, 2023 to July 14, 2024

In-House Exhibitions

It has been 10 years since Gallery Lambton closed its doors at the former Bayside Centre and moved down the street to re-open in the historic Thom Building as the Judith & Norman Alix Art Gallery. To honour its first decade in this purpose-built facility, the gallery has been installing a series of 6 exhibitions over 18 months titled Re View. The exhibitions place the gallery's permanent collection in the spotlight and celebrate the power of art. Each exhibition features a range of artworks from the permanent collection that are accompanied by audio tours written and voiced by gallery volunteers.

- Series 4 (November 3, 2023 to January 13, 2024): Featuring works by B.C Binning, Agnew Depew, Jane Hunter, Rita Letendre, and Walter Tolles, this Re View installment introduces new audio tours to enrich the visitor experience. Explore diverse encounters, from introspective moments to thought-provoking questions revealing hidden symbolism.

Local artist Jane Hunter presents a first-hand audio tour, sharing her narrative inspired by downtown Sarnia's transformations. Visitors immerse themselves in her personal journey, gaining valuable insights into the intersection of art and urban evolution.

- Series 5 (February 2 to April 13, 2024): The fifth installment in the Re View series places focus on a singular historic painting, R. Vivien Howard's Lily Pond. The enchanted accompanying audio tour leads the viewer to this secret pond, a journey they will not forget. The experience is elevated with an original musical score by the International Symphony Orchestra, creating a timeless duet that resonates through the ages.

The gallery extends thanks to the International Symphony Orchestra and the following musicians: Anthony Wing (composer), Sander Kostallari & Jason Bendler (violins), Stephen Collins (viola), and Mauricio Betanzo (cello).

- Series 6 (May 3 to July 14, 2024): The finale of the Re View series features five new artists: Stephen Andrews, Franklin Arbuckle, John Colin Forbes, Ian McLean and Jessie Onark. Visitors will be entranced by Stephen Andrews' luminescent canvas, uncover the delicate balance in Ian McLean's recent donation, embark on a captivating audio tour of John Colin Forbes's Boy in a Studio, and awaken their senses with Franklin Arbuckle's vibrant spring painting, Poplars, Early Spring. They

will also discover Jessie Oonark's impactful work through the serigraph *The World of Sun and Moon*.

Through sunset, slow dusk, and gathering dawn

Natalie Hunter

February 2 to May 4, 2024

Lecture Theatre

In-House Exhibition

Natalie Hunter's exhibition explores relationships between embodied experience, spatial perception, and memory through photo-based installations. Hunter's work investigates the complexities of time, space, and the senses in our digitally saturated culture, inviting visitors to witness captivating transformations in the JNAAG's lecture theatre.

In the Garden of Exquisite Unknown

Siobhán Humston

Gallery 1

April 19 to September 1, 2024

In-House Exhibition

Local artist Siobhán Humston's exhibition combines sculpture, installation, and fibre arts, exploring the intersection of her art practice with her philosophical inquiries. Inspired by her current surroundings of Lake Huron, Plympton-Wyoming and Lambton County, the exhibition reflects her Day-to-Day Aesthetics methodology, emphasizing daily creative practice, material meaning, and sustainability.

Homage

Jon Sasaki

Gallery 2

April 19 to September 1, 2024

McMichael Canadian Art Collection

Jon Sasaki pays homage to the Group of Seven by swabbing their palettes and growing bacterial cultures from the resulting samples. The microbial landscapes, captured through large-scale photography, celebrate the natural world at the microscopic level while honouring the legacy of Canadian art history.

Tom Thomson and the Group of Seven

Gallery 2

April 19 to September 1, 2024

In-House Exhibition

To complement the simultaneous exhibition of *Homage* by Jon Sasaki, this in-house exhibition features a selection of Group of Seven paintings from the JNAAG's permanent collection. The gallery's historical connection to members of the iconic Group of Seven can be traced back to March of 1920. Driven by the desire to foster a deeper appreciation

of the arts within their burgeoning community, Norman Gurd and the Sarnia Women's Conservation Art Association (SWCAA) began organizing modest sales and exhibitions of artwork, displayed above the book stacks of Sarnia's Carnegie Library—these exhibitions included members of the Group of Seven.

The far-reaching vision of the SWCAA would leave a lasting imprint on the community. Over time, they accumulated an impressive collection of artworks which would become the nucleus of a permanent collection for an art gallery (now known as the JNAAG) which would serve and enrich the community for years to come.

Lambton Through the Lens (Teen Photo Challenge)

Gallery 3

August 1 to October 12, 2024

In-House Exhibition

Jane Hinton's photographs served as the inspiration for this year's teen photography contest, which challenges teens in Lambton County to respond to the theme Lambton Through the Lens. In this exhibition, a series of Hinton's black and white photographs of the Blue Water Bridge appear alongside a juried selection of photographic responses, carefully considered and selected by jurors based on submissions that excel in the following categories:

- Local Icons – Make a photograph that conveys the beauty and importance of a natural landform and/or iconic structure that defines your community.
- Abstract – Photograph an abstract representation by narrowing your focus and photographing a local landmark's fine details.
- Romance of Ruin – Uncover the beauty of human-made structures or objects that look well-used and worn.

This initiative is in collaboration with the Lambton County Library and is a continuation of the Take Your Shot Teen Photo Contest which began in 2019.

Dark Ice

Leslie Reid & Robert Kautuk

Gallery 1 & 2

October 4, 2024 to March 16, 2025

Ottawa Art Gallery

Dark Ice explores the profound impact of climate change, especially in northern regions. Highlighting the vulnerability of Inuit knowledge and community-building, the exhibition advocates for collaborative approaches between Inuit and settler communities. Featuring Leslie Reid from Ottawa and Robert Kautuk from Kangiqtugaapik (Clyde River), NU, Dark Ice showcases their unique artistic practices through photographs, paintings, and videos capturing Arctic landscapes and communities. The collaborative research and

visualizations by Reid and Kautuk offer diverse perspectives on climate change, mapping the Arctic and presenting a hopeful response to global warming. Don't miss this exploration of environmental consciousness through art.

Sculpting Ice

Gallery 3

November 1, 2024 to July 2025

In-House Exhibition

This exhibition offers an intimate exploration of the JNAAG's Inuit soapstone collection. The sculptures depict wildlife and the human experiences of living in the Arctic—documenting the enduring relationships of northern communities, as seen through the skilled hands of Inuit artists. This collection is placed into further context as it runs in conjunction with the exhibition Dark Ice.

Lambton Heritage Museum (LHM)

S.H.E. is Healing

February 1 to 24, 2024

In-House Exhibition

"S.H.E. is Healing" is an art project from local artist Suellen Evoy-Oozeer, whose exhibition "Me, You & Us" was featured at LHM in 2019. Her work is inspired by a female perspective on the themes Spirit, Humanity, Earth (S.H.E.), and Healing. Evoy-Oozeer's series of spirit portraits were inspired by the kinship and respect she felt sitting down with each woman who is represented in the exhibition. Through her work, the artist aims to "unify all nations with our Earthly Mother, for the future of all children of the earth, the future of those who are yet to arrive, all life, Me, You & Us... We Are All Related".

Il Camino: From Italy to Sarnia-Lambton

May 15 to June 30, 2024

In-House Exhibition

This exhibition explores the arrival and experience of Italian immigrants in Sarnia-Lambton. Developed in partnership with leaders in the local Italian Canadian community, artifacts on loan from members of the community will help explore themes like the transatlantic voyage, early challenges and opportunities for immigrants, and traditions brought from the homeland.

Hockey: More Than a Game

July 10 to October 26, 2024

Canadian Museum of History

This one-of-a-kind travelling exhibition from the Canadian Museum of History explores the importance and influence of hockey over the past 100 years and brings the history of the sport to life through profiles of participants at both the professional and amateur levels.

The exhibition offers visitors an exciting interactive experience showcasing high points in the sport from both yesterday and today. The travelling exhibit will be supplemented and enhanced by items on loan from the local community, including hockey clubs across Lambton County and related artifacts in the museum collection, to draw local connections to the story of hockey.

FINANCIAL IMPLICATIONS

All exhibition costs are allocated within the 2024 operating budgets.

CONSULTATIONS


Sonya Blazek, Curator/Supervisor, Judith & Norman Alix Art Gallery
Dana Thorne, Curator/Supervisor, Lambton Heritage Museum

STRATEGIC PLAN

The offering of a wide range of exhibitions further advances the Strategic Actions of the Cultural Services Division Strategic Plan, specifically 2.1: Providing opportunities to encourage repeat visits; 2.21: Focus gallery resources on the development of exhibits featuring local artists, travelling exhibitions, and historical works; 3.3: Incorporate travelling exhibitions from other partner museums, galleries and archives into exhibition planning and strategic action 4.24: Prioritize exhibition renewal at museums, gallery and archives, creating exciting and interactive spaces that engage the community.

CONCLUSION

The 2024 exhibition offerings at the Judith & Norman Alix Art Gallery and Lambton Heritage Museum offer a wide range of themes and explorations which appeal to a diverse audience throughout the County and across Southern Ontario. The new multi-purpose space at Lambton Heritage Museum offers, for the first time, a modern and engaging environment to host travelling exhibitions.

	CULTURAL SERVICES DIVISION
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:	January 17, 2024
INFORMATION ITEM:	Enhanced Online Access to Museums & Archives Collections

BACKGROUND

It is estimated that Lambton Heritage Museum, Oil Museum of Canada and Lambton County Archives house a combined total of over 100,000 individual objects. Nearly 20 years ago it was identified that online access to these collections was an important feature for the public to better understand Lambton’s history. In 2006 the Museums and Archives launched their first online catalogue, sharing a limited number of objects from their collections. This catalogue was integrated into the Library Vubis database and allowed the public to access descriptions and limited images of artifacts and archival materials found in their respective collections. Although this system worked well for several years as an access point for the public, behind the scenes it increased staff workloads, as information related to artifacts needed to be added to the Vubis catalogue, as well as the Museums/Archives’ own classification systems.

The library has moved away from the Vubis catalogue to a new V-Smart system. In 2020 the Museums and Archives purchased a new, museum/archives specific Collections Management System (CMS) called Past Perfect, which contains an integrated online component. This now provides access to the collections in a new user-interface and is available for the public to view <https://lambtonmuseums.pastperfectonline.com>. Over 8,000 object records, along with images of each are searchable by keyword.

DISCUSSION

Over 8,000 records of historical artifacts, photographs and archival documents are now available to search online. From anywhere in the world someone can search the records of all three institutions at one time. The records currently available represent material from each institution’s collection and staff will continue to upload new records on a regular basis.

The launch of this new point of access coincides with the 175th anniversary of the County of Lambton's incorporation and it will serve as a gateway to the past, offering a glimpse into Lambton's diverse and vibrant history. The new online user-interface will allow those unable to visit the institutions in person to explore our shared history. To highlight the important milestone anniversary for the County, the Museum and Archives staff have highlighted 175 items from the collections, discoverable with a single click of a button from the landing page. Each item plays an important role in Lambton's history and helps to celebrate the local Lambton communities over the past 175 years.

Unlike the previous Vubis database, this online repository is directly linked to the collections records the Museums and Archives create for every object in the collection. This eliminates the need for staff to re-enter information into a separate system to give the public access to Lambton's history. The elimination of this duplicated step frees up staff time to input more records than they were previously able. Although nearly 10,000 records are currently available, staff are diligently working to input 40 years' worth of paper-based collection records into the system. All new donations are catalogued directly into Past Perfect, and staff and summer students are working through the backlog of paper records of materials donated to each site.

FINANCIAL IMPLICATIONS

All costs associated with Past Perfect and the online access portal are included as part of the respective museums/archives approved operating budgets.

CONSULTATIONS


Dana Thorne, Curator/Supervisor, Lambton Heritage Museum; Erin Dee-Richard, Curator/Supervisor, Oil Museum of Canada and Nicole Aszalos, Archivist Supervisor, Lambton County Archives.

STRATEGIC PLAN

Increasing the ease of access to online materials from the Museums and Archives collections advances Strategic Action 4.19 of the Cultural Services Division Strategic Plan (2022 to 2026): "Enhance online access to museum, gallery and archives collections".

CONCLUSION

This new database will allow the community to further understand and appreciate the important history of Lambton County from the comfort of their homes. Staff will continue to upload new records into the system going forward, allowing new discoveries to be made each time the database is explored.

	CULTURAL SERVICES DIVISION
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:	January 17, 2024
SUBJECT:	Consolidation of Sombra and Port Lambton Libraries

BACKGROUND

At a special meeting of Lambton County Council on January 18, 2023, Council approved the Lambton County Library Joint Facilities Review. This Review included three recommendations pertaining to libraries in St. Clair Township, including recommendation 32 which noted that Sombra and Port Lambton Libraries are undersized spaces that do not offer a barrier-free or modern library experience. To address this challenge, the recommendation called for the Library to discuss with the Township of St. Clair the replacement of these two libraries by consolidating their collective gross floor areas into one new library located in Sombra through a development or reconstruction project on the existing Sombra Library site.

Sombra Library is located at 3536 St. Clair Parkway in a former Municipal Office that was built in 1966. It occupies 1,380 square feet of space in the western portion of the building and a child care provider occupies the balance of the space in the building. The Library was placed into the building without altering the design of its space. The space continues to have a raised and inaccessible platform and has no sight lines into the lobby of the building.

Port Lambton Library is located 6.2 kilometres south of Sombra Library at 507 Stoddard Street, inside the Port Lambton Community Memorial Hall. It is only 748 square feet and does not offer a modern library experience because of the significant space constraints. There is no programming space inside the library, the collection size is small, there is no available space for additional technology such as items from the library's makerspace collection, and there is no storage space for the supplies and bins that travel amongst the libraries circulating items.

In September of 2023, representatives from Lambton County Library learned that the child care tenant located in the eastern portion of the building that houses Sombra Library would be vacating the space, which would allow both levels of government to consider the

option of renovating the building to expand Sombra Library's footprint and achieve one of the Review's recommendations.

DISCUSSION

On December 4, 2023 representatives from Lambton County Library attended a meeting of St. Clair Township Council as a deputation to formally request that the Township of St. Clair reserve the newly vacated space in the eastern portion of 3536 St. Clair Parkway for the potential expansion of the Sombra Library, with the intention to end library service delivery in the undersized space available at the Port Lambton Community Memorial Hall.

St. Clair Township heard that should Sombra Library be expanded, its hours of operation would also expand. Council also heard that a range of options to continue to provide library service in Port Lambton can be explored without the need for a building, including vending machines, holds lockers, a books by mail service, and library outreach programming in the community centre or other locations within Port Lambton.

The following motion was carried:

Brown / Langis: Be it resolved that all upcoming vacant space in the building located at 3536 St. Clair Parkway be reserved for the potential expansion of the Sombra Library to provide the County of Lambton an opportunity to present options as to how best to increase the footprint in this area, while preserving some service level for all affected communities.

The next step of addressing the Joint Library Facility's Recommendation 32 is for County staff to work with St. Clair Township staff to investigate the feasibility of expanding the library space in Sombra, identify the costs of the renovation and expansion project for both the Township of St. Clair and the County of Lambton and potential funding sources, the types of remote / outreach library services that could be offered to Port Lambton residents and the costs to provide such and any operational considerations that would be taken into account concerning hours of operation and staffing levels and adjustments.

FINANCIAL IMPLICATIONS

At present, there are no costs to undertake the research pertaining to remote / outreach library services, hours of operation and staffing; however, there will be costs to engage the services of an architect to examine the existing building, provide design projections and a construction estimate. If the project is approved to move forward by both councils, there would ultimately be costs associated with the renovation and the purchase of new shelving, furnishings and equipment. These costs are to be identified through the investigation with St. Clair Township staff, and brought forward for the consideration of both municipal and County council as part of future budget deliberations.

CONSULTATIONS

St. Clair Township's Deputy CAO and Director of Community Services were consulted in the creation of this report, along with members of St. Clair Township Council.

STRATEGIC PLAN

The possible renovation and expansion of Sombra Library is a recommendation of the Library's Joint Facilities Review which is a key component of the Cultural Services Division's Strategic Plan which calls for the library to deliver great experiences, develop partnerships that increase participation in culture, maximize the value of our spaces and manage resources efficiently and effectively. A renovation and expansion to improve a community's library also supports the County of Lambton's principles and values of a healthy community and a shared community of interest.

CONCLUSION

In order to advance the Joint Library Facilities Review's recommendations, it is imperative for Lambton County Library to continue to investigate the possibility of working with St. Clair Township to renovate and expand the gross floor area of Sombra Library in an effort to create a modern library experience for the community, while also considering changing the type of library service offered at the Port Lambton Community Memorial Hall to eliminate an undersized space that does not allow for a modern library experience.

RECOMMENDATIONS

That staff be authorized to investigate the feasibility of expanding the library space in Sombra, including the costs of the renovation and expansion project and expected allocations thereof between the Township of St. Clair and the County of Lambton, to assess the types of remote / outreach library services that could be offered to Port Lambton residents and the costs to provide such, and any operational considerations that would be taken into account concerning hours of operation and staffing levels and adjustments, and to report back to Council thereon.

	CULTURAL SERVICES DIVISION
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:	January 17, 2024
SUBJECT:	Judith & Norman Alix Art Gallery Hours of Operation

BACKGROUND

In 2020, new hours of operation were first introduced as part of the necessary public health measures resulting from re-opening the Museums, Gallery & Archives during the COVID-19 pandemic. This was also an opportunity to align hours of operation across the Museums, Gallery and Archives Department, introducing open hours on Saturdays and Thursday evenings in the off-season (Labour Day weekend to Victoria Day weekend) at both Lambton Heritage Museum (LHM) and Oil Museum of Canada (OMC), and shifting programming and open hours to Saturday at the Judith & Norman Alix Art Gallery (JNAAG) during the same off-season. Prior to this change, both Lambton Heritage Museum and Oil Museum of Canada were closed on weekends during the off-season and had no evening hours, and the Judith & Norman Alix Art Gallery offered open hours on both Saturday and Sunday year-round.

At the Council Meeting dated March 1, 2023, Councilor Bradley requested a report on the rationale for closing the Judith and Norman Alix Art Gallery during the off-season on Sundays. The motion is as follows:

#5: Bradley/White:

That staff report back to County Council prior to 2024 regarding the hours of operation and participation levels for the Judith & Norman Alix Art Gallery and include any cost implications associated with changing such hours of operation.

Carried.

DISCUSSION

As part of the Community Needs Analysis survey work undertaken by the Division in 2019, questions were posed to the community about reasons for visiting the cultural facilities

operated by the County of Lambton. With respect to JNAAG, it was indicated that programming drives visitation rather than passive visits off the street. The analysis also indicated that there was confusion among the public about what facilities were open and during what hours. When reviewing hours of operation while re-opening from the public health restrictions, it became clear there was a need to align hours of operation across the department to address the findings of the Community Needs Analysis. Prior to 2020, Sunday openings at JNAAG were well attended, driven by the popular “Family Sunday Studio Drop-In” program. However, there was limited public attendance related to general gallery visitors (those who were not attending the program). In contrast, prior to 2020 Lambton Heritage Museum and Oil Museum of Canada only opened for weekend hours during the busy summer season, and were closed on weekends during the off-season (Labour Day weekend to Victoria Day weekend).

Through the re-opening process, staff worked within the available budget to adjust the hours at JNAAG to align with Sunday closures in the off-season, while the hours at LHM and OMC were adjusted to be open Saturdays and Thursday evenings year-round. With the elimination of Sunday hours at JNAAG during the off-season, the Family Sunday program was moved to Saturdays to ensure that the program could continue to be offered year-round. To respond to the motion of Council, JNAAG visitation was tracked over the course of 2023 to determine if these adjusted hours impacted public access to the facility. The hours of operation at the JNAAG in 2023 were:

January to May 19, 2023	Hours
Sunday, Monday, Tuesday	Closed to public
Wednesday	11:00am to 4:00pm
Thursday	11:00am to 8:30pm
Friday	11:00am to 4:00pm (First Friday to 9:00pm)
Saturday	11:00am to 4:00pm
May 20 to September 3, 2023	Hours
Sunday	11:00am to 4:00pm
Monday, Tuesday	Closed to public
Wednesday	11:00am to 4:00pm
Thursday	11:00am to 8:30pm
Friday	11:00am to 4:00pm (First Friday to 9:00pm)
Saturday	11:00am to 4:00pm
September 4 to December 31, 2023	Hours
Sunday, Monday, Tuesday	Closed to public
Wednesday	11:00am to 4:00pm
Thursday	11:00am to 8:30pm
Friday	11:00am to 4:00pm (First Friday to 9:00pm)
Saturday	11:00am to 4:00pm

When analyzing the data related to attendance at JNAAG in 2019 when compared to 2023, there has been an overall decline in visitors coming out of the COVID-19 pandemic, a trend noticed across the Museum and Gallery sector. 2019 was the last year that had adequate open hours to compare statistics to 2023, given the multiple closures and fluctuating health restrictions seen in the cultural sector in 2020, 2021 and 2022. This decline in visitors was mainly seen throughout the weekday hours of opening. Also of note, the shift of the Family Sunday programming at JNAAG to Saturdays has not shown to have a significant impact on program participant numbers. Similarly, the decline in weekend visitation is less than the overall decline in visitation, even with the seasonal Sunday closures.

Participation levels (general visitation) by day of the week for the JNAAG during public hours of opening in 2023 can be found below:

2023 HOURS OF OPERATION	VISITORS
Monday (CLOSED)	62
Tuesday (CLOSED)	69
Wednesday	899
Thursday	1333
Friday	1978
Saturday	1623
Sunday	297
TOTAL	6261

In looking at weekend visitation during the months of May to September only (when the gallery was open both Saturday and Sunday), Saturdays show much stronger visitation:

2023 HOURS OF OPERATION (May to September Only)	VISITORS
Saturday	625
Sunday	297
TOTAL	922

This indicates a change in visitor behaviour, as gallery visitors shifted from the Family Sundays program to Family Saturdays. This aligns with the findings of the Community Needs Analysis, which indicates that programming is the primary driver of attendance.

FINANCIAL IMPLICATIONS

There are no financial implications to maintaining the status quo with respect to hours of operation at JNAAG. While the data does not support reactivating Sunday hours of operation during the off-season, if Council were to provide this direction, it would require an increase in staffing resources to support the expanded schedule. The required increase in FTE for Reception/Visitor Services staff from Labour Day weekend to Victoria Day weekend would result in an increase of approximately \$7,500 to the JNAAG operating

budget. This does not include any costs related to building operation, maintenance and programming related expenses resulting from an additional day of operation.

CONSULTATIONS

The General Manager, Cultural Services was consulted in the creation of this report.

STRATEGIC PLAN

The continued delivery of these programs and exhibitions supports the Cultural Services Division Strategic Plan Area of Effort 2: Creating and Delivering Great Experiences, specifically action item 2.7: “Continue to build and promote experience-based programs”.

CONCLUSION

Since the change to off-season Sunday closures at the Judith & Norman Alix Art Gallery, overall weekend visitation has not been significantly impacted, coming out of the COVID-19 pandemic. Aligning the hours of operation at County-owned cultural facilities helps to provide the visiting public with an expectation of when services can be accessed and creates consistency between staffing and program considerations across the Museums, Gallery & Archives Department.

RECOMMENDATION

That the hours of operation for the Judith & Norman Alix Art Gallery, Lambton Heritage Museum and the Oil Museum of Canada be maintained as follows:

Saturday of Victoria Day Weekend to Sunday of Labour Day Weekend	Hours
Sunday	11:00am to 4:00pm
Monday, Tuesday	Closed to public
Wednesday	11:00am to 4:00pm
Thursday	11:00am to 8:30pm
Friday	11:00am to 4:00pm (First Friday to 9:00pm)
Saturday	11:00am to 4:00pm
Monday of Labour Day Weekend to Friday of Victoria Day Weekend	Hours
Sunday, Monday, Tuesday	Closed to public
Wednesday	11:00am to 4:00pm
Thursday	11:00am to 8:30pm
Friday	11:00am to 4:00pm (First Friday to 9:00pm)
Saturday	11:00am to 4:00pm

 <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 Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
SUBJECT:	Museums, Gallery & Archives Collections Management, October & November 2023

BACKGROUND

The Manager, Museums Gallery & Archives reviews donations to Lambton Heritage Museum (LHM), Oil Museum of Canada (OMC), Judith & Norman Alix Art Gallery (JNAAG), and Lambton County Archives (LCA) 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, County Council 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 October and November 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, the Judith & Norman Alix Art Gallery, and Lambton County Archives in October and November 2023.

Institution	Details	Donor	City
Lambton County Archives	21 land Instruments dating 1858 to 1902 pertaining to Lot 11, Main Street Thedford.	Janice Peckitt	Grand Bend
Lambton County Archives	47 postcards and snapshot photographs of identified local WWI and WWII soldiers including	Jean Bradshaw	Petrolia

	information from military funeral in Watford.		
Lambton County Archives	Copy of school photo ca. 1920's, two account books belonging to Bridges family c. 1920s.	Patsy Dawson	Wyoming
Lambton County Archives	Family files compiled by Addington family, Charles' research notes on Sarnia and local postmarks.	Charles Addington (Estate of)	London
Lambton County Archives	Hopper family genealogy.	John Ross	Orillia
Lambton County Archives	Identified photos in albums of Luckham, Graham, and Smith families of Bosanquet area.	Sue McKay	Forest
Lambton County Archives	Material on Guthrie Church, Photos of Alvinston public school and Watford Highschool from 1940s. Alvinston Hockey photos and calendar from Winnetts drug store, Alvinston Arena history.	Jean Armstrong	Petrolia
Lambton County Archives	Two albums of photographs and news clippings featuring events and places around Inwood, as compiled by Ken McNally.	Brenda McNally	Inwood
Lambton County Archives	Two letters with envelopes from a local soldier named Jack to his wife dated to 1944, as he was stationed overseas.	Devin Vye	Sarnia
Lambton County Archives	Wells, McKay, Bailey, and Davis genealogy and photographs.	Lois McKay	Wyoming
Lambton County Archives	1919 County Council minutes booklet.	Lambton County Administration	Wyoming
Lambton County Archives	3 photo albums and scrapbook on the Lady Rebekah Lodge, Brigden.	Helen Well	Wyoming
Lambton County Archives	8 Sarnia Observer newspapers.	Shauna Carr	Sarnia
Lambton County Archives	Memorial cards and obituaries pertaining to local Wyoming families.	Catherine Tyrie	Sarnia
Lambton County Archives	One envelope of family history material, including map, of Gallie family and Gallie Subdivision.	Jim Gallie	Sarnia
Lambton Heritage Museum	Red Cross knitting book.	Brenda Burnard	Brigden
Lambton Heritage Museum	Military uniform items belonging to Charles Oliver Fairbank, including	Charlie Fairbank	Oil Springs

	two jackets (one great coat and one pea coat) and three hats.		
Lambton Heritage Museum	Colourful quilt depicting a map of Lambton County with various landmarks. The quilt was made by the Sarnia Quilter's Guild.	Karen Crich, Sarnia Quilter's Guild President	Sarnia
Lambton Heritage Museum	Oar from the S.S. Regina lifeboat, retrieved from the Lake Huron shore after the Great Storm of 1913.	Kae McKinlay	Forest
Lambton Heritage Museum	Plates, cups, and saucers from local hotels, including the Hotel Belchamber, Hotel Northern, Colonial Hotel, and Drawbridge Inn.	Dorothy Payne	Sarnia
Lambton Heritage Museum	Sarnia Imperials jacket from 1952 belonging to Doug McDonald.	Mary McDonald	Don Mills
Lambton Heritage Museum	Spit basket in original box manufactured at Androck.	Maxine Stainton	Keswick
Lambton Heritage Museum	World War I Christmas card sent by Princess Mary to soldiers in 1914, and a World War II airgraph sent to R.A. Jeffrey of Watford in 1944.	Paul Miller	Grand Bend
Judith & Norman Alix Art Gallery	Darla Fisher-Odjig The Masquerade: The 60s Scoop Indigenous Children acrylic on canvas 152.4 x 96.5 cm (60 x 38 in.)	Darla Fisher-Odjig	Watford

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 October and November 2023 and are recommended for refusal.

Institution	Details	Reason for Refusal	Donor
Lambton County Archives	Ontario Building Code Compendium Series.	Outside of collection mandate.	Kathy Lefevre
Lambton County Archives	Atlas of Canada.	Outside of collection mandate.	Jean Armstrong

Lambton Heritage Museum	Piano.	Duplicate of items already in collection.	Sarah Colten
Lambton Heritage Museum	Canada's 100th anniversary quilt.	Duplicate of similar item in collection.	Inwood Library
Lambton Heritage Museum	Laundry washtub stand and quilting rack.	Duplicates of similar items in collection. Referred to Sombra or Moore Museum.	Bob Mulcaster
Lambton Heritage Museum	Set of five wooden chairs from Grand Central Hotel in Alvinston.	Duplicates of similar items in collection.	Ron Carlton
Lambton Heritage Museum	Photo album of unidentified pictures and loose unidentified pictures, as well as primary school textbooks.	No local provenance.	Name not given
Lambton Heritage Museum	Saw and seed planter.	Duplicates of similar items in collection.	Roger Hay
Lambton Heritage Museum	Antique dresser.	No local provenance.	James Miller
Lambton Heritage Museum	Wooden ironing board.	Duplicate of item already in collection. Referred to Huron County Museum.	Brenda Dagg
Lambton Heritage Museum	Hand quilting tower for spools.	No local provenance. Referred to Sombra or Moore Museum.	Shalleen Hunt
Lambton Heritage Museum	Gym outfit (1970s) and crib mattress (1960s).	Duplicates of items already in collection.	Liana Pitel
Oil Museum of Canada	Photo (copy) of Oil Springs School c. 1920s, Bank of Toronto account book, Threshermen's Account Book, Enniskillen Creamery.	Duplicate item (photo) and falls outside of museum mandate. Transferred to LCA.	Patsy Dawson

Oil Museum of Canada	Photos that belonged to Jack Webster of local soldiers from WWI and WWII.	Outside of collection mandate.	Transferred to LCA
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Recommended for Deaccession

On an ongoing basis, the Curators at each facility review the collection for objects that are duplicates, in poor condition, are not relevant to the museum mandate, or are better suited at another institution. As these items are identified for removal from the collection (deaccessioned), they are brought before committee for approval. Below is a list of objects identified for deaccession.

Institution	Accession Number	Object	Rationale
Lambton Heritage Museum	LHM W.1976.6289	Framed picture, The Hunt Ball.	No local provenance.
Lambton Heritage Museum	LHM E.1977.1817	Mug from Berlin, Ontario.	No local provenance.
Lambton Heritage Museum	LHM E.1977.2209	China slipper from Winnipeg, Manitoba.	No local provenance.
Lambton Heritage Museum	LHM E.1977.2210	China slipper with Mountie, Souvenir of Canada.	No local provenance.
Lambton Heritage Museum	n/a	Scale model of Japanese destroyer ship <i>Kaede</i> including case.	No local provenance.
Lambton Heritage Museum	n/a	Scale model of Canadian navy destroyer <i>HMCS Athabaskan</i> including case.	No local provenance.
Lambton Heritage Museum	n/a	Scale model of Canadian navy corvette <i>HMCS Snowberry</i> including case.	No local provenance.
Lambton Heritage Museum	n/a	Four framed prints "Graveyard of the Great Lakes - Major Wrecks Since 1600 A.D.;" print "Dawn Attack" by Robert	No local provenance.

		Bradford (Billy Bishop illustration).	
Lambton Heritage Museum	n/a	Print "How Canada Sailed to Save the Empire".	No local provenance.
Lambton Heritage Museum	LHM E.1977.626	Souvenir ashtray from Grand Bend.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	LHM 2019.027.002	Grand Bend United Church plate.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	Attachment for spreading manure fertilizer.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	McCormick-Deering line sower for spreading fertilizer.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	Water tank for steam engine.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	Two-way double plow (Oliver).	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	Spading disc harrow.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	Iron spike harrows.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	Walking plow.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	One row sugar beet lifter/root puller.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	Ironite Model 880.	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	n/a	Yellow and red pulleys 44".	Duplicate of other item in collection and poor condition.
Lambton Heritage Museum	LHM 1992.028.001 c) and d)	Other pieces had already been deaccessioned,	Pieces of items from previous deaccessions.

		these two were missed.	
Lambton Heritage Museum	LHM E.1977.4247	Matching tablecloth had already been deaccessioned, this one was missed.	Pieces of items from previous deaccessions.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

None.

STRATEGIC PLAN


The ongoing collection, management 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.*" This work also aligns with the Cultural Services Division Strategic Plan (2022 to 2026) strategic priority 4: "Maximizing the Value of Collections & Spaces".

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 October & November 2023 Report be accepted, and items recommended for acceptance be approved for inclusion in the respective permanent collections and items recommended for deaccession be removed from the permanent collections.

	LONG-TERM CARE DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Jane Joris, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
INFORMATION ITEM:	Enhanced Funding for Adult Day Program

BACKGROUND

The Corporation of the County of Lambton (the “**County**”), through the Long-Term Care Division’s Community Services Department, has been providing Adult Day Programs through the Adult Enrichment Centres (AEC) for seniors and people with disabilities for over 45 years. These programs are 100% funded by Ontario Health West and participant fees.

The primary Adult Day Programs are offered from two sites, one adjacent to Lambton Meadowview Villa in Petrolia and one adjacent to Marshall Gowland Manor in Sarnia.

The County also offers a virtual Adult Day Program, “Lambton County Connects”, that provides approximately 60 calls each month to people who do not attend in person or who are on a waitlist for the primary onsite programs. This virtual program was implemented prior to the global pandemic when the programs experienced long wait lists and enabled the people waiting to attend regularly to stay connected to the primary programs.

In May 2023, a report was provided to Council regarding enhanced one-time funding for a “Travelling Day Program” and for additional programming days each week at the two primary Adult Day Program sites to increase attendance. The Travelling Day Program began in June of 2023 at two new sites, one in Forest and one in Watford. The attendance in Watford did not support the program and ceased, but continues to operate two days a week in Forest.

DISCUSSION

Travelling Day Program and Additional Programming Days

The one-time funding received in 2023 for the Travelling Day Program and the additional programming days in Petrolia and Sarnia was approved until March 31, 2024. The

Community Services Department submitted a proposal to Ontario Health-West for an extension of this funding through the end of March 2025. The Department has also advocated for the funding to be added to the base budget for the Department. At the writing of this report, a response for this proposal (that was due December 15, 2023) has not been received.

Enhanced Nursing in Adult Day Programs

In late August 2023, the County was contacted by Ontario Health-West to submit a proposal to add a .75 FTE Registered Practical Nurse (RPN) to both the Petrolia and Sarnia Adult Day Programs. This request has been approved for one-time funding to be used prior to March 31, 2024. It is anticipated that should this additional staffing be successful, the funding will be extended; however, this is not included in the funding agreement at this time.

The addition of an RPN in the Adult Day Programs will allow the delivery of services to people who require regular nursing care, who require medications administered at the Adult Day Program, and who have more complex needs than the people who are currently attending the programs. The addition of this role will begin mid-January.

The Adult Day Program targets older adults and people with disabilities who might be considered Alternative Level of Care (ALC) patients should they experience hospital admission. People with varying levels of socioeconomic status, complexity of needs, and those living in indigenous communities can be accommodated in a person-directed daily agenda. Participants and volunteers engage in a variety of activities each day and are provided a hot meal. The daily schedule includes a wide range of physical and cognitive activities. The Adult Day Program goals include reduction of isolation, caregiver respite and resources, and a nursing assessment and referrals to avoid acute issues that might result in an emergency visit.

The cost per visit to the Adult Day Program is \$15.00.

FINANCIAL IMPLICATIONS

All costs related to the Adult Day Program are funded by Ontario Health and participant fees.

CONSULTATIONS

Consultations were held with Community Services staff, Ontario Health-West and the Adult Enrichment Advisory Committee. A number of Community Partners are also included in this program development and implementation.

STRATEGIC PLAN

In keeping with the Mission Statement of the County, the programs provided by this Department contribute to the quality of life in the County, through the provision of responsive and efficient services.

CONCLUSION

The addition of a clinical position (RPN) will be implemented in mid-January and enhance the ability to provide services to people with more complex needs than those who currently attend the Adult Day Programs. The funding is currently only provided on a one-time basis until March 31, 2024. Albeit, the Community Services Department has submitted a proposal to Ontario Health for an extension of this funding through the end of March 2025. At the writing of this report, the Department is awaiting a response on the said proposal. This program is entirely funded by Ontario Health and participant fees. Evaluation of the program will be ongoing to ensure the goals and attendance expectations are met.



CS 02-05-24

p. 705-639-5343
f. 705-639-1880
info@antownship.ca
www.antownship.ca

2357 County Road 45
P.O. Box 29
Norwood, ON
K0L 2V0

December 22, 2023

Sent via E-mail
david.piccinico@pc.ola.org

David Piccini, MPP
Northumberland-Peterborough South
117 Peter St
Port Hope, ON L1A 1C5

Re: Rising Municipal Insurance Costs

Dear MPP Piccini,

At its regular meeting held December 12, 2023, the Council of the Township of Asphodel-Norwood considered the above-noted matter and passed the following resolution:

WHEREAS Ontario Municipalities are experiencing higher insurance rates at each renewal with limited access to insurance providers willing to quote on municipal insurance needs;

AND WHEREAS the Township of Asphodel-Norwood's annual insurance premiums have increased from \$150,280 to \$299,729 from 2020 to 2024, representing an accumulated increase of 99.5% over this period;

AND WHEREAS these annual increases are unsustainable and divert funds from critical municipal services as one of the most significant constraints in limiting yearly tax levy increases;

NOW THEREFORE BE IT RESOLVED that the Council of the Township of Asphodel-Norwood directs staff to send a letter to the MPP for Northumberland-Peterborough South calling for action to reduce insurance costs;

AND FURTHER BE IT RESOLVED that this Resolution be forwarded to the Association of Municipalities of Ontario (AMO), the Minister of Finance, the Minister of Municipal Affairs and Housing, and all Ontario Municipalities for support.

Trusting you will find the foregoing satisfactory, but please do not hesitate to reach out with any questions or concerns.

Sincerely,

A handwritten signature in black ink that reads "MHudson".

Melanie Hudson, Acting Clerk
Township of Asphodel-Norwood



p. 705-639-5343
f. 705-639-1880
info@antownship.ca
www.antownship.ca

2357 County Road 45
P.O. Box 29
Norwood, ON
K0L 2V0

-2-

Cc: Hon. Peter Bethlenfalvy, Minister of Finance
Hon. Steve Clark, Minister of Municipal Affairs and Housing
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities



CS 02-06-24

Legislative Services
Jaclyn Grossi
905-726-4768
clerks@aurora.ca

Town of Aurora
100 John West Way, Box 1000
Aurora, ON L4G 6J1

December 19, 2023

The Right Honourable Justin Trudeau
Prime Minister of Canada
80 Wellington Street
Ottawa, ON K1A 0A2

Delivered by email
justin.trudeau@parl.gc.ca

The Honourable Doug Ford, Premier of Ontario
Premier's Office, Room 281
Legislative Building, Queen's Park
Toronto, ON M7A 1A1

Delivered by email
premier@ontario.ca

Dear Prime Minister Trudeau and Premier Ford:

**Re: Town of Aurora Council Resolution of December 12, 2023
Motion 10.3 – Councillor Gilliland; Re: Community Safety and Inciteful Speech**

Please be advised that this matter was considered by Council at its meeting held on December 12, 2023, and in this regard, Council adopted the following resolution:

Whereas there has been an escalation in terrorist activity and unrest around the world that has triggered homeland rallies and advocacy that supports inciteful actions, which are causing uncertainty and unsafe feelings in our own country; and

Whereas inciteful speech is knowingly being utilized to create division, manipulation and spread misinformation, which could be defined as violent extremist propaganda and encouraging violent crimes; and

Whereas any loss of innocent civilian life is unacceptable and tragic; and

Whereas other local municipal councils and residents in Aurora have expressed concerns of uncertainty and safety who are asking for peace, protection and security; and

Whereas law exists to help maintain public safety, security, peace and order in society, and in Canada, where the responsibility for criminal justice is shared between the Federal, Provincial and territorial governments; and

Whereas it is important to protect our general freedoms of speech, while respecting the principles to protect and respect human rights, whether in

Town of Aurora Council Resolution of December 12, 2023
Community Safety and Inciteful Speech
December 19, 2023

2 of 2

person or in a free, open and secure internet, and to ensure transparency and accountability;

- 1. Now Therefore Be It Hereby Resolved That the Town of Aurora acknowledges that residents in the community have expressed feelings of uncertainty and safety concerns, due to the recent global unrest, and condemns all acts of terror and violence resulting in loss of life or injury; and**
- 2. Be It Further Resolved That the Town of Aurora call on all levels of government to acknowledge this uncertainty and safety concerns in Canada and look to strengthening their available tools to deny inciteful speech that encourages violent extremists the ability to publicly manipulate, advocate, and incite violence or physical harm to another human being, whether it be online or in person; and**
- 3. Be It Further Resolved That Council encourages our community and diverse local leaders of faith to bring the community together to promote peace, healing and understanding during this difficult time; and**
- 4. Be It Further Resolved That a copy of this resolution be provided to both the Federal and Provincial government and all municipalities in Ontario.**

The above is for your consideration and any attention deemed necessary.

Sincerely,



Jaclyn Grossi
Deputy Town Clerk
The Corporation of the Town of Aurora

JG/lb

Attachment (Council meeting extract)

Copy: All Ontario Municipalities



100 John West Way
Aurora, Ontario
L4G 6J1
(905) 727-3123
aurora.ca

Town of Aurora

Council Meeting Extract

Tuesday, December 12, 2023

10. Motions

10.3 Councillor Gilliland; Re: Community Safety and Inciteful Speech

Moved by Councillor Gilliland

Seconded by Councillor Gaertner

Whereas there has been an escalation in terrorist activity and unrest around the world that has triggered homeland rallies and advocacy that supports inciteful actions, which are causing uncertainty and unsafe feelings in our own country; and

Whereas inciteful speech is knowingly being utilized to create division, manipulation and spread misinformation, which could be defined as violent extremist propaganda and encouraging violent crimes; and

Whereas any loss of innocent civilian life is unacceptable and tragic; and

Whereas other local municipal councils and residents in Aurora have expressed concerns of uncertainty and safety who are asking for peace, protection and security; and

Whereas law exists to help maintain public safety, security, peace and order in society, and in Canada, where the responsibility for criminal justice is shared between the Federal, Provincial and territorial governments; and

Whereas it is important to protect our general freedoms of speech, while respecting the principles to protect and respect human rights, whether in person or in a free, open and secure internet, and to ensure transparency and accountability;

1. Now Therefore Be It Hereby Resolved That the Town of Aurora acknowledges that residents in the community have expressed feelings of uncertainty and safety concerns, due to the recent global unrest, and condemns all acts of terror and violence resulting in loss of life or injury; and
2. Be It Further Resolved That the Town of Aurora call on all levels of government to acknowledge this uncertainty and safety concerns in Canada and look to strengthening their available tools to deny inciteful

speech that encourages violent extremists the ability to publicly manipulate, advocate, and incite violence or physical harm to another human being, whether it be online or in person; and

3. Be It Further Resolved That Council encourages our community and diverse local leaders of faith to bring the community together to promote peace, healing and understanding during this difficult time; and
4. Be It Further Resolved That a copy of this resolution be provided to both the Federal and Provincial government and all municipalities in Ontario.

Yeas (7): Mayor Mrakas, Councillor Weese, Councillor Gilliland, Councillor Gaertner, Councillor Thompson, Councillor Gallo, and Councillor Kim

Carried (7 to 0)

	CORPORATE SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Ryan Beauchamp, Assistant County Solicitor / Deputy Clerk
REVIEWED BY:	Olivia Leger, County Solicitor / Clerk Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
SUBJECT:	Deputy Clerk Appointment

BACKGROUND

At its April 5, 2023, meeting, Council passed By-Law No. 13 of 2023 to revise its Deputy Clerk appointments on account of Ms. Olivia Leger's, County Solicitor / Clerk, exercise of a leave of absence, whereby Mr. Ryan Beauchamp and Mr. Ron Van Horne were appointed as Deputy Clerk of The Corporation of the County of Lambton (the "County") for a temporary period ending December 31, 2023.

In accordance with County Council's approval at its October 4, 2023, meeting, the County has retained Mr. Beauchamp in the position of Assistant County Solicitor / Deputy Clerk on an indefinite basis. This report seeks County Council's endorsement to appoint Mr. Beauchamp as Deputy Clerk on an indefinite basis.

DISCUSSION

Section 228(1) of the *Municipal Act, 2001* (Ontario) (the "MA"), requires that a Clerk be appointed by By-Law, to fulfil those duties and responsibilities set out in the Act and other legislation and section 228(2) of the MA permits the appointments of Deputy Clerks who have the same powers of the Clerk.

It is recommended that Mr. Beauchamp be appointed as County Deputy Clerk on an indefinite basis, such that the following individuals will hold the following positions once such appointment is made:

- Ms. Olivia Leger, County Clerk;
- Mr. Ryan Beauchamp, County Deputy Clerk; and
- Mr. Stéphane Thiffeault, County Deputy Clerk.

Deputy Clerk Appointment (page 2)

January 17, 2024

FINANCIAL IMPLICATIONS

There are no financial implications arising from the subject matter of this report.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

Not applicable.

CONCLUSION

Not applicable.

RECOMMENDATION

- (a) That Ryan Beauchamp be appointed Deputy Clerk of The Corporation of the County of Lambton, effective February 7, 2024.**
- (b) That an appropriate By-Law effecting the above-noted appointment be presented to County Council for its consideration.**

 <p style="text-align: center;">CORPORATE SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Ryan Beauchamp, Assistant County Solicitor / Deputy Clerk
REVIEWED BY:	Olivia Leger, County Solicitor / Clerk Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
SUBJECT:	2024 Services and Fees Schedule

BACKGROUND

The Corporation of the County of Lambton ("**County**") charges fees for certain services it renders, as permitted under the *Municipal Act, 2001* (Ontario). As a matter of practice, the County reviews its fees and charges annually. Any changes to its fees and charges have to be approved by County Council prior to implementation.

DISCUSSION

Section 391(1) of the *Municipal Act, 2001* (Ontario) allows the County to charge fees for services provided by the County, including, *inter alia*:

- services or activities provided or done by or on behalf of the County;
- for costs payable by the County in the provision of services and activities; and
- for the use of the County's property.

The County's services fees and charges schedule for 2023 was adopted by County Council on February 1, 2023, pursuant to By-Law No. 7 of 2023, as amended on June 7, 2023, pursuant to By-Law No. 22 of 2023.

Attached as Schedule "A" is the County's updated services fees and charges schedule for 2024, for County Council's review and approval. The proposed additions are identified in red font, while the proposed deletions are identified with strikethroughs. This revised services fees and charges schedule is proposed to be implemented effective February 7, 2024.

FINANCIAL IMPLICATIONS

Implementation of the proposed services fees and charges schedule for 2024 will allow the County to recoup the costs it incurs in providing the identified services.

CONSULTATIONS

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

STRATEGIC PLAN

Not applicable.

CONCLUSION

Not applicable.

RECOMMENDATION

- (a) That the revised services fees and charges schedule set out in Schedule "A" attached hereto be approved and implemented effective February 7, 2024.**
- (b) That an appropriate By-Law be presented to County Council to implement the revised services fees and charges.**



SERVICES AND FEES SCHEDULE 2024

Schedule "A"

The Corporation of the County of Lambton
2024 Services and Fees

TABLE OF CONTENTS

Department/Division	Sample of Fees and Services (Refer to schedule)	Page(s)
Building Services	Building Inspection Private Sewage Systems Plumbing Permit	4-6
Court Services	NSF Fees Credit Card Charge Back Fee Digital Records, Transcripts Fees Collection Fees-Delinquent, Defaulted and/or Unpaid Fine(s), Access Card Replacement, Tax Rolling of Fine/Civil Enforcement/ Delinquent Fine Collection	7-9
Cultural Services	<u>Lambton Heritage Museum and Oil Museum of Canada</u> Admission, Memberships Education Programs, Rental Fees, Tours, Rentals, Craft Sale Booths. <u>Lambton County Archives Fees</u> Memberships, Other Services <u>Judith & Norman Alix Art Gallery</u> Memberships & Enhanced Memberships, Education Tours, Facility Rentals <u>Lambton County Libraries</u> Room Rentals, Fees, Equipment Rentals, Other Services	10-16
Homelessness Prevention and Children's Services (Social Services)	<u>Circles</u> Licencing <u>Ontario Works</u> File Reproduction and/or File Search <u>Housing Services Department</u> Rent, Utility and Maintenance Fire and Water Damage, Television Antenna Charges, Air Conditioning Charges, Parking and Laundry	17-19
Human Resources	File Reproduction and Search Professional Services	20

Department/Division	Sample of Fees and Services (Refer to schedule)	Page(s)
Information Technology	Orthophotography Data Fees Parcel Fabric IT Support Related Services	21
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Long-Term Care	Room Rentals Meeting and Staff Training Rooms Auditorium and Basement Library Funeral Homes Refreshment and Kitchen Fees Meal Fees	22
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Procurement & Project Management	Electric Vehicle Charging Stations Lambton Shared Services Room Rentals	25
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Public Health Services	<u>Emergency Medical Services</u> Special Event Coverage <u>Lambton Public Health</u> File Reproduction and/or File Search Property File Search Fees Food Handler Certificate Course Public Pool Operators Course TB Skin Test Immunization Clinic - Travel & Vaccine Prenatal Class, Birth Control, Sexual Health Elementary Education	27-28

SERVICE	FEE
<p><u>Lambton County Member Municipalities</u> Building Inspection and By-Law Enforcement Chargeable Rate</p>	<p>\$70.00 per hour* Plus the mileage rate as set by County Council, as amended from time to time.</p>
<p><u>Municipalities Outside Lambton County</u> Building Inspection and By-Law Enforcement Chargeable Rate Plus a Stand-by Fee</p>	<p>\$90.00 per hours* Plus mileage rate as set by County Council, as amended from time to time \$500.00 per week</p>
<p><u>Special and Extra Inspections</u> Chargeable Rate Due to faulty or defective work, or because of the work not being ready for inspection. This rate is applicable for each inspection after the second scheduled inspection. Rate is applicable for the administration and the enforcement of all building, septic, plumbing, and By-Law matters.</p>	<p>Chargeable Rate per hour plus the mileage rate as set by County Council, as amended from time to time.</p>

**Chargeable rates in effect are subject to change at any time upon Council adopting a By-Law approving new rates. Rates are generally reviewed and revised in July of each year.*

Building Services Department

SERVICE	FEE
<u>Permits for Private Sewage Systems under Ontario Building</u>	
<u>Code 2006 Part 8:</u>	
Class 2: Leaching Pit System	\$150.00
Class 3: Cesspool System	\$150.00
Class 4: Leaching Bed System (Entire System)	\$500.00
Septic Tank Replacement Only	\$250.00
Leaching Bed Replacement Only	\$250.00
Class 5: A Holding Tank System	\$500.00
<u>Septic Administration:</u>	
File Searches	\$75.00
Sewage System Assessments (to evaluate proposals to re-use existing septic systems in connection with new connection)	\$75.00
<u>Septic reviews for applications made under the Land Use Planning & Protection Act:</u>	
Severances (per lot)	\$75.00
Subdivisions and multi-lot (more than three) severances	\$300.00
Minor Variances (per application)	\$75.00
Official Plan Amendments & Rezoning	\$75.00

**Building Services Department
Plumbing Permit Schedule of Fees**

SERVICE	FEE PER UNIT
Basic Fee	\$70.00 each
Number of Dwelling Units	\$35.00 each
Fixtures	\$ 8.00 each
Soil vent stacks	\$35.00 each
Catch Basins	\$19.00 each
R.W.L.	\$ 7.00 each
Sanitary Lateral	\$35.00 each
Rate per linear metre (in excess of 90 metre)	\$ 1.50 per metre
Storm Lateral	\$35.00 each
Rate per linear metre (in excess of 90 metre)	\$ 1.50 per metre
Water lines	\$35.00 each
Rate per linear metre (in excess of 90 metre)	\$ 1.50 per metre
Fire Service Main	\$ 1.50 per metre
Oil Interceptor	\$35.00 each
Backflow Preventor	\$35.00 each

- The basic fee shall be charged for any work that requires a permit.
- Where the owner or his agent makes application for a special inspection of any plumbing, drainage or water system work which is not a routine inspection, the applicant shall pay for the services of the Inspector per hour and cost of mileage incurred at the current rates as set by Lambton County Council, as amended, from time to time.
- For extra inspections made necessary because of faulty or defective work or because of the work not being ready for inspection, for each inspection after the second inspection, the applicant shall pay for the services of the Inspector per hour and cost of mileage incurred at the current rates as set by Lambton County Council, as amended, from time to time.
- An additional recovery fee applies to all commercial and/or industrial applications. Waterlines, storm and sanitary laterals exceeding 90 linear metres in length shall be subject to \$1.50 per linear metre when the base criteria has been exceeded and is applicable to each individual. Fire service mains in their entirety will be subject to \$1.50 per metre.

Court Services Department

SERVICE	FEE
NSF Fees¹	\$30.00 per cheque
Credit Card Chargeback Fee	\$15.00
Digital Records on CD a) Single Day Recording b) Multiple Day Recordings	\$22.00 per case \$22.00 per case for the first day requested. \$10.50 for each additional day ordered for the same case.
Transcript Fees – Paper Format a) Transcription of First Copy	\$7.10 per page for a certified original (Electronic copy provided at no extra charge if requested at the same time as the hardcopy original)
b) Expedite (Within 5 business days)	\$9.60 per page for a certified original (Electronic copy provided at no extra charge if requested at the same time as the hardcopy original)
c) Daily (Within 24 hours)	\$12.55 per page for a certified original (Electronic copy provided at no extra charge if requested at the same time as the hard copy original)
d) Reproduction - Electronic (Orders placed subsequent to the original)	\$25.00 per transcript

¹ Unless otherwise noted, all cheques returned to The Corporation of the County of Lambton (to all Divisions and Departments) on account of insufficient funds shall be subject to an NSF charge of \$30.00.

Court Services Department

Service	Fee
e) Reproduction - Paper (Orders placed subsequent to the original)	\$0.80 per page for a certified hardcopy <i>(Electronic copy provided at no extra charge if requested at the same time as the hardcopy)</i>
f) Minimum Fee	\$25.00 per transcript
Transcript Fees – Electronic Format	
a) Transcription of First Copy	\$6.30 per page for a certified original
b) Expedite (Within 5 business days)	\$8.80 per page for a certified original
c) Daily (Within 24 hours)	\$11.75 per page for a certified original
d) Reproduction - Electronic (Orders placed subsequent to the original)	\$25.00 per transcript
e) Reproduction - Electronic (Orders placed at the same time of the request of the original)	No charge
Access Card Replacement	\$30.00
Tax Rolling of Fine / Civil Enforcement Fee / Delinquent Fine Collection	\$25.00

Court Services Department

Collection Fees on Delinquent, Defaulted and/or Unpaid Fine(s)
As per Schedule "A" of By-Law 21 of 2011 (amended by By-Law 39 of 2019)

Name	Consumer Accounts			Commercial Accounts		
	1st	2nd	3rd	1st	2nd	3rd
Credit Bureau Services	12.00%	17.50%	29.50%	12.00%	17.50%	29.50%
CBV Collection Services	14.50%	21.50%	36.25%	14.75%	27.50%	44.00%
EOS	15.00%	21.00%	30.00%	15.00%	21.00%	30.00%
Partners in Credit	13.00%	22.00%	30.00%	13.00%	22.00%	30.00%
Credit Bureau of Canada Collection	13.00%	24.00%	37.00%	13.00%	24.00%	37.00%
Commercial Credit Adjusters	15.00%	23.00%	33.00%	13.00%	23.00%	33.00%

Cultural Services Division

SERVICE	FEE
<u>Lambton Heritage Museum and Oil Museum of Canada</u>	
Admission	
Adults	\$ 5.00
Seniors and Students	\$ 4.00
Children	\$ 3.00
Family	\$15.00
Organized Tour through Company or Guide - 10% discount	
Memberships	
Individual	\$ 20.00/year
Family	\$ 30.00/year
Employees of the County of Lambton	\$15.00/year
Copy Fees	
Photocopies (black and white)	\$0.50/copy
Photocopies (colour)	\$0.75/copy
Digital Copies	\$5.00/image
Publication Fee for Image Use	
For Profit	\$200.00/image
Not for Profit	\$10.00/image
Education Programs	
School program, on site (per child)	Admission fee + Material cost recovery
General public, on site (per participant)	Admission fee + Material cost recovery
Education Outreach	
In-Person Outreach (within Lambton County)	Material cost recovery
Traveling Trunk	\$15.00
Rentals - Lambton Heritage Museum (regular business hours)	
Cameron Church	\$250.00/event
Meeting Room	\$40.00/event
Kitchen	\$40.00/event
Multi-use Space	\$100.00/event
Picnic Shelter	\$40.00/event
After-Hours Staff Facilitation Fee (per staff member)	\$45.00/hour
In House Refreshments	Material cost recovery
Photo Shoot Fee	\$100.00/sitting

SERVICE	FEE
Rentals – Oil Museum of Canada (regular business hours)	
Theatre	\$40.00/event
Pavilion Rental	\$40.00/event
Meeting Room	\$40.00/event
After-Hours – Staff Facilitation Fee (per staff member)	\$45.00/event
In House Refreshments	Cost Recovery
Photo Shoot Fee	\$100.00/sitting
Lambton Heritage Museum Craft Sale Booth Fees	
Outdoor Space	\$175.00
Indoor Space	\$225.00
Table Rental Fee	\$10.00/table
Hydro Access Fee	\$10.00/booth
NSF Fee	\$30.00
Lambton County Archives	
Admission	\$5.00
Memberships	
Individual	\$25.00/year
Family	\$40.00/year
Group/Society	\$25.00/year + \$5.00 per member
Employees of the County of Lambton	\$15.00/year
Member Fees	
Photocopies (black & white)	\$0.15/copy
Photocopies (colour)	\$0.25/copy
Microfilm Paper Copies	\$0.25/copy
Microfilm Digital Copies	\$0.15/copy
Research	1st hour free \$20.00/hour after
Photo Scans	\$5.00/image
Obituary Look Up	\$5.00
Land Instrument Lookup	\$5.00
Non-Member Fees	
Photocopies (black and white)	\$0.50/copy
Photocopies (colour)	\$0.75/copy
Microfilm Paper Copies	\$0.50/copy
Microfilm Digital Copies	\$0.25/copy
Research	\$30.00/hour
Photo Scans	\$5.00/image
Obituary Look Up	\$5.00
Land Instrument Lookup	\$5.00

SERVICE	FEE
Publication Fee for Image Use	
For Profit	\$200.00/image
Not for Profit	\$10.00/image
NSF Fee	\$30.00
USB Purchase	\$7.00

DRAFT

Cultural Services Division

Service	Fee
<u>Judith & Norman Alix Art Gallery (JNAAG)</u>	
Memberships Individual Seniors/Students Couple Family Employees of The Corporation of the County of Lambton	\$20.00/ 1 year \$35.00/ 2 years \$15.00/ 1 year \$25.00/ 2 Years \$25.00/ 1 Year \$45.00/ 2 Years \$30.00/ 1 Year \$55.00/ 2 Years \$15.00/ 1 Year 25.00/ 2 Year
Enhanced Level Memberships	
AJ Casson Emily Carr Tom Thomson Contributors Circle	\$100.00 (tax included) \$250.00 (tax excluded) \$500.00 (tax excluded) \$1,000.00 (tax excluded)
Educational Tour Groups	
School group, on site- per participant General public, on site (per participant)	Material cost recovery Material cost recovery
Education Outreach	
In-Person Outreach (within Lambton County)	Material cost recovery
Rentals (regular business hours)	
Norman Gurd Room	\$250.00/ event
Lecture Theatre	\$250.00/ event
After-Hours Staff Facilitation Fee (per staff person)	\$45.00/hour
In-House Refreshments	Material cost recovery
Photo Shoot Fee	\$100.00/sitting + any applicable artist fees

SERVICE	FEE
Adult Art Classes Image Reproduction Fee Administration Fee- Art Loans to Other Galleries	Material cost recovery \$175.00 \$150.00
<u>Lambton County Library</u>	
Room Rentals	
Sarnia Library Theatre Rental Rate	\$20.00 per hour
Piano Practice Rental Rate	\$10.00 per hour
Sarnia Library Meeting Rooms	
East Room	\$10.00 per hour
West Room	\$10.00 per hour
After-Hours Fees	
Staff Facilitation Fee	\$45.00 per hour
Technician Fee	\$45.00 per hour
Facility Damage and/or Cleaning Fee	Billed based on actual repair/service costs
Laundry Fees	\$8 each + HST
Piano Tuning Fees	Billed based on actual tuning costs
Promotional Materials	
Library Bags	\$6.00 each
Mugs	\$10.00 each

Cultural Services Division

SERVICE	FEE
<u>Other Services</u>	
Replacement/Duplicate Library Card	\$2.00 each
Non-Resident Library Card	\$50.00 bi-annually
Thumb Drives	\$5.00 each
Ear Buds	\$2.00/pair
Exam Proctoring Service	\$100.00 per exam
Copying (Copier/Computer) - Black & White	\$0.25 per sheet of paper
Copying (Copier/Computer) - Colour	\$0.25 per sheet of paper
Copying (from Microfilm)	\$0.25 per sheet of paper
Interlibrary Loan Fine or Fee	Based on lending library's requirements
Interlibrary Loan Non-pickup Fee	\$10 per item
Program/Activities Fee	Based on cost recovery plus disbursement
Processing Charge - for material repairs	\$5.00 each
NSF Fee	\$30.00 per cheque
Collection Agency Referral Fee	\$25.00 per referral
<u>Makerspace</u>	
3D Printing	\$1.00 plus \$0.25 per gram
Book Binding	\$1.00
Button Maker	\$0.25
Photo Printing (per print)	\$1.00
CDs and DVDs	\$1.00
<u>Lost or Damaged Materials</u>	
Adult Book (including Hardcover books, Trade Paper Softcover books, and Adult Graphic Novels)	\$40.00
Young Adult (YA) Book (including YA Graphic Novels)	\$25.00
Children's Book	\$12.00
Mass-Market Paperback Book	\$10.00
VOX Book	\$50.00
Wonderbook	\$50.00
Audio Book	\$50.00
Chromebook	\$300.00
CD/DVD/Blu-Ray Disc	\$30.00
Magazine/Periodical	\$10.00
Playaways/ Theme Kits/Launch Pads	\$100.00

SERVICE	FEE
Book Club Kits	\$300.00
• For single missing book	\$40.00
Video Games	\$60.00
E-Readers/Tablets	\$100.00 - \$300.00
Snowshoes	\$100.00
Ontario Parks Day-Use Lending Permit	\$120.00
GPS Units	\$100.00
Pedometers	\$30.00
Pedometer Sets	\$240.00 per set
• Individual Unit	\$30.00
Daisy Readers	\$455.00
Physical Literacy Kit	\$300.00
• For books only	\$100.00
Walking Poles	\$40.00/set (cost replacement)
Walking Pole Accessories (Rubber Tips and Baskets)	\$10 / set
Binoculars	\$100.00/set (cost replacement)
Fishing Kit	\$60.00 / kit
Fishing Rod	\$40.00 / rod
Tackle Box	\$20.00 / box
Tool Kit	\$200.00 / kit
Individual tools	\$20.00 / tool
Sports Kit	\$100.00 / kit
Telescope	\$200.00
Projector	\$500.00
Radon Kit	\$200.00 / kit
Wi-Fi Hotspot	\$175.00
Yoto Player	\$150.00
Yoto Audio Card	\$15.00 / card

Homelessness Prevention and Children's Services Department

SERVICE	FEE
<u>Circles Licencing</u>	
Year 1	\$12,000 per year + \$2,400 Data System Fee + HST Annual Data System User Fee - \$3/per survey + HST
Year 2	\$9,000 per year + \$2,400 Data System Fee + HST Annual Data System User Fee - \$3/per survey + HST
Year 3	\$6,000 per year + \$2,400 Data System Fee + HST Annual Data System User Fee - \$3/per survey + HST
Annual Licence	\$2,500 per year + \$2,400 Data System Fee + HST Annual Data System User Fee - \$3/per survey + HST

Homelessness Prevention and Children's Services Department

SERVICE	FEE
File Reproduction and/or File Search	\$30.00 per hour \$0.50 per page

Ontario Works Department

SERVICE	FEE
File Reproduction and/or File Search	\$30.00 per hour \$0.50 per page

DRAFT

Housing Services Department

SERVICE	FEE
Fees	Dollar amount or method by which they are calculated.
Rent	30% of gross monthly income up to full market rent or per Social Assistance Scales established by the Ministry of Municipal Affairs and Housing.
Utility Charge	When the utilities for rental units are paid by the Service Manager the tenant's rent is increased by charges established by the Ministry of Municipal Affairs and Housing. Utility charges vary by the size and type of unit.
Maintenance Charges	Full cost recovery.
NSF Fee	Full cost recovery.
Fire and Water Damage	Full cost recovery of all costs incurred for fire or water damage up to the full amount of the deductible may be charged back to the tenant.
Television Antenna Charge	Where a television antenna is supplied, the tenant's rent is increased by \$1.00 per month.
Air Conditioning Charge	Where the cost of hydro is paid by the Service Manager, the tenant is charged \$5.00 per month for each air-conditioning unit.
Legal Fees	Full cost recovery.
Parking Fees	Each tenant receives one parking space based on availability. \$10.00 per month is charged for each additional non-designated parking space.
Laundry	Based on 3 rd party vendor rates.
File Reproduction and/or File Search	\$30.00 per hour \$0.50 per page

Note: fees charged by The Corporation of the County of Lambton are subject to all applicable provincial and federal goods, services and sales tax.

Human Resources Department

SERVICE	FEE
File Reproduction and/or File Search	\$30.00 per hour \$0.50 per page
Professional Services (provided pursuant to local tier municipalities and related organizations services agreement.)	\$85.00 \$95.00 per hour

DRAFT

Information Technology Department

SERVICE	FEE
Orthophotography Data Colour Orthophotography tiles (1km x 1km geotiffs)	\$50 per tile \$50 Administration fee (if requesting 5 tiles or less) \$2 Digital Media charge Shipping & Handling (if required)
Parcel Fabric	\$0.30/parcel plus \$50 administration fee for any parcel request, \$2.00 media charge, Shipping and Handling (if required)
IT Support Related Services	\$85.00 \$95.00 per hour + expenses (full cost recovery)

Legal Services/Clerk's Department

SERVICE	FEE
Prosecutorial Services of Municipal By-Laws	\$85.00 \$95.00 per hour
Professional Legal Services (provided pursuant to service agreement)	\$150.00 per hour
Freedom of Information (FOI) Requests FOI Photocopies and Printouts FOI CD-ROMs FOI Manual Record Searches FOI Record Preparation/Severance FOI Record Production (Machine-Readable Only)	Fees as per Provincial Legislation \$5.00 \$0.20 per page \$10.00 per disc \$7.50 for each 15 minutes spent by any person \$7.50 for each 15 minutes spent by any person \$15.00 for each 15 minutes spent by any person

Long-Term Care Division

SERVICE	FEE
<u>Room Rentals (All Long-Term Care Homes)</u>	
Small Meeting Room and Staff Training Room	\$25.00
Auditorium, Basement Library and Education Room	\$50.00
Funeral Homes (Auditorium, Chapel, Lobby, Labour)	\$150.00 per funeral
Kitchen Off Auditorium/Dishes and Clean up	\$25.00
Tablecloth Rental	\$2.00 per unit
<u>Meals on Wheels</u>	
Packaged Complete Meal	\$9.50
Packaged Entrée	\$7.50
Packaged Soup/Salad/Dessert	\$2.00
Staff Meal	Soup \$2.00, Entrée \$4.00
Volunteer Meal	\$4.00
Visitor Meal (with Resident)	\$9.00
Sunday Supper and Holidays (Easter, Thanksgiving, Christmas, Mother's Day etc.)	\$12.00
<i>Special Occasions (by invitation) may vary. For groups of 3 or more please contact the Nutrition Supervisor for meal pricing.</i>	
<u>Meetings/Conferences</u>	
Morning meeting - muffin/pastry, fruit or cheese, juices, water, coffee & tea	\$6.50 per person
Luncheon - Entrée Beverage, Dessert, Coffee & Tea	\$8.50 per person
Afternoon Meeting - Squares/Cookies, Fruit, or Cheese & Crackers & Fruit, and Beverages	\$6.50 per person
Full Day - Morning, Lunch, Afternoon	\$16.00 per person
Diners Club	\$12.00 per meal

Office of the CAO

SERVICE	FEE
Photocopies KIP Photocopies (Planning Department)	\$0.50 per page \$5.00 per page
Fax charges	\$0.50 per page includes HST
Souvenirs (Plus HST)	
Lapel Pins (Crest)	\$ 0.38
Lapel Pins (Logo)	\$ 0.33
Flags	
County of Lambton	\$52.41

Planning and Development Services Department

SERVICE	FEE
Official Plan Amendment <i>(For greater certainty, any and all costs associated with peer review and/or consulting reports required by the County of Lambton in relation to the subject matter of an official plan amendment application processed pursuant to pursuant to s. 22 of the Planning Act, R.S.O. 1990, c. P. 13 shall be the sole and exclusive responsibility of the applicant.)</i>	\$4,000.00 (County) \$600.00 (local Municipality Official Plan)
Zoning By-Law Amendment	\$425.00
Zoning Compliance Letter (with or without survey)	\$75.00
Application for Exemption to Clear Woodlands	\$1,250.00
Extension for Approved Exemption Permit	\$175.00
Notice of Intent/Goods Forestry Practice Cuts	\$75.00
Application for Minor Exemption Requests (Under Section 3)	\$275.00
Changes to a Provisional Consent and reactivation of a Lapsed Plan of Subdivision	\$250.00
Plan of Subdivision/Condominium Application 0 - 20 lots	\$3,500.00
Plan of Subdivision/Condominium Application 21 - 50 lots	\$4,500.00
Plan of Subdivision/Condominium Applications 50 + lots	\$6,500.00
Plan of Condominium Conversion Applications	\$2,000.00
Exemption request for Condominium/Condominium Conversion	\$750.00
Plan of Subdivision/Part Lot Control	\$750.00
Plan of Subdivision/Condominium Extension to Draft Plan Approval	\$250.00
Plan of Subdivision/Condominium Re-Submission of Lapsed draft Plan Approval	50% of current Plan of Subdivision/Condominium Application Fee
Peer Review Study <i>Where a planning application for either the County or a lower-tier municipality receiving planning services from the County, requires a peer review of a study, the cost of that peer review will be borne by the applicant.</i>	Cost Recovery

Procurement & Project Management Department

SERVICE	FEE
*Electric Vehicle Charging Stations County Administration Building, Wyoming	\$1.91 per hour \$2.00 per hour
<u>Lambton Shared Services Centre - Room Rentals</u>	
Computer Lab	\$215.00 per day or \$77.00 per hour
Meeting Room (small)	\$115.00 per day or \$21.00 per hour
Meeting Room (large)	\$165.00 per day or \$36.00 per hour
Boardroom	\$115.00 per day or \$21.00 per hour
<i>Rooms are available Monday-Friday from 8:30 a.m. - 4:30 p.m. Access to rooms outside these hours is a rate of \$75.00/hour.</i>	

* A charge of \$1.91 per hour (billed by the second) at all charging stations except that located at the County Administration Building in Wyoming, where a flat rate charge of \$2.00 per hour applies.

Public Works Department

SERVICE	FEE
Pipeline Crossings (private)	See Schedule "A" By-Law 13 of 2008
Tipping Fees	\$50.00 per metric tonne or \$18.00 per cubic yard
Tires (passenger car, pickup)	\$2.50 per tire (rim off) \$5.00 per tire (rim on)
Sign Permit	\$100.00
Entrance Permit	\$25.00
Cost recovery for damages to public property caused during collision	Actual Cost
MOVING PERMITS	
Oversize loads under 3.75 meters wide	\$75.00
Oversize loads over 3.75 meters wide	\$300.00
Overweight loads under 3.75 meters wide	\$150.00
Overweight loads over 3.75 meters wide	\$750.00
Annual Oversize Loads	\$400.00, plus \$40.00 for each additional permit to the same company

Public Health Services Division

SERVICE	FEE
<u>Emergency Medical Services Department</u>	
Special Events Coverage (Agreements)	
Four (4) hour minimum	
• One (1) Ambulance, Two (2) Paramedics	\$170.00 per hour
• One (1) Supervisor	\$ 90.00 per hour
Provision of Ambulance Call Report Record with Signed Authorization	\$150.00

DRAFT

Public Health Services Division

SERVICE	FEE
<u>Lambton Public Health</u>	
Property File Search	\$75.00
Other: File Reproduction and/or Search	\$30.00 per hour \$ 0.50 per page
Food Handler Certification Course (Classroom/Home Study)	\$40.00 includes HST
Food Handler Certification Course (Exam only)	\$10.00 includes HST
Public Pool Operators Course	\$20.00 includes HST
Third Party TB Skin Test	\$20.00
Phlebotomy for IGRA Test (TB Test)	\$90.00 includes HST
Travel Clinic - Consultation Fee	\$35.00
Immunization Clinic – Vaccine Administration fee (excludes publicly funded vaccines)	\$20.00 + vaccine cost
Refrigerator Thermometers	\$40.25
Garden Fresh Box – Single	\$15.00
Garden Fresh Box – Family	\$20.00
Garden Fresh Box – Fruit Bag	\$5.00
Garden Fresh Box – Veggie Bag	\$5.00
Prenatal Classes** <i>(**Prenatal Class Fees may be reduced or waived upon request.)</i>	\$75.00 includes HST
Birth Control Patch (EVRA)	\$10.00 15.00 per package
Contraceptive foam	\$7.00 per package
I.U.D.	\$56.00 -\$60.00 - \$85.00 each
Nuva Ring	\$12.00 per package
Oral contraceptives	\$10.00 per pack
Plan B (E.C.P.)	\$10.00 per occasion
Sexual Health - Comprehensive Elementary Education Course	\$300.00 per course

NOTE: All fees quoted herein are subject to applicable H.S.T. unless otherwise expressly stated.



SS 02-01-2024

The Corporation of the Town of Aylmer
46 Talbot Street West, Aylmer, Ontario N5H 1J7
Office: 519-773-3164 Fax: 519-765-1446
www.aylmer.ca

November 16, 2023

The Honourable Doug Ford, M.P.P.
Premier of Ontario
Legislative Building
Queen's Park
Toronto, ON M7A 1A1

Re: Motion regarding Provincial Consideration for Amendments to the Residential Tenancies Act

At their Regular Meeting of Council on November 15, 2023, the Council of the Town of Aylmer endorsed the following motion regarding Provincial Consideration for Amendments to the Residential Tenancies Act:

Whereas the Ontario government has acknowledged an affordable housing and housing supply crisis, communicating a targeted approach to build 1.5 million homes by 2031; and

Whereas nearly one-third of Ontario households rent, rather than own, according to the most recent 2021 Census of Population; and

Whereas the Ontario government has reported that Ontario broke ground on nearly 15,000 purpose-built rentals in 2022, a 7.5 percent increase from 2021 and the highest number on record, with continued growth into 2023; and

Whereas the Residential Tenancies Act, 2006, provides for the maximum a landlord can increase most tenants rent during a year without the approval of the Landlord and Tenant Board; and

Whereas the Ontario government recently strengthened protections for tenants with the intention of preserving affordability, by holding the rent increase guideline for 2024 to 2.5 percent, well below the average inflation rate of 5.9 percent; and

Whereas the rental increase guideline protection does not apply to rental units occupied for the first time after November 15, 2018, leaving an increasing number of tenants susceptible to disproportionate and unsustainable rental increases compared to those benefiting from legislated increase protection;



The Corporation of the Town of Aylmer
46 Talbot Street West, Aylmer, Ontario N5H 1J7
Office: 519-773-3164 Fax: 519-765-1446
www.aylmer.ca

Now Therefore Be It Resolved that the Council of the Town of Aylmer requests provincial consideration for amendments to the Residential Tenancies Act, 2006, to ensure that all tenants benefit from protections intended to preserve affordability;

That a copy of this Resolution be sent to:

- Honourable Doug Ford, Premier of Ontario
- Honourable Paul Calandra, Minister of Municipal Affairs and Housing
- Honourable Rob Flack, Associate Minister of Housing
- The Association of Municipalities of Ontario (AMO)
- And all Ontario Municipalities.

Thank you,

Owen Jaggard

Deputy Clerk / Manager of Information Services | Town of Aylmer

46 Talbot Street West, Aylmer, ON N5H 1J7

519-773-3164 Ext. 4913 | Fax 519-765-1446

ojaggard@town.aylmer.on.ca | www.aylmer.ca

CC:

Minister of Municipal Affairs and Housing paul.calandra@pc.ola.org

Associate Minister of Housing rob.flack@pc.ola.org

Association of Municipalities of Ontario resolutions@amo.on.ca



SS 02-04-24

Legislative Services
Jaclyn Grossi
905-726-4768
clerks@aurora.ca

Town of Aurora
100 John West Way, Box 1000
Aurora, ON L4G 6J1

December 19, 2023

The Honourable Doug Ford, Premier of Ontario
Premier's Office, Room 281
Legislative Building, Queen's Park
Toronto, ON M7A 1A1

Delivered by email
premier@ontario.ca

Dear Premier Ford:

**Re: Town of Aurora Council Resolution of December 12, 2023
Motion 10.1 – Councillor Gilliland; Re: Homelessness Crisis**

Please be advised that this matter was considered by Council at its meeting held on December 12, 2023, and in this regard, Council adopted the following resolution:

Whereas the homelessness crisis is taking a devastating toll on families and communities, undermining a healthy and prosperous Ontario, and that Council accepts that the responsibility to address these challenges rests with community stakeholders, partners, and residents as well as regional, federal, and provincial governments and agencies; and

Whereas the Town of Aurora recognizes the challenges of mental health, addictions, and homelessness, which are complex issues that have a significant and detrimental impact on the residents of the Town of Aurora and surrounding areas within Ontario; and

Whereas addressing and responding to these issues has placed extreme stress on all levels of regional, municipal, and non-municipal programs and services, including various not-for-profit organizations and provincially funded health services within the Town of Aurora and surrounding areas;

- 1. Now Therefore Be It Hereby Resolved That the Town of Aurora acknowledge that homelessness in Ontario is a social, economic and health crisis, including people with substance use disorders; and**
- 2. Be It Further Resolved That the Town of Aurora commits to ending homelessness in the community in collaboration with the Region, and both the Provincial and Federal governments; and**

Town of Aurora Council Resolution of December 12, 2023

Homelessness Crisis

December 19, 2023

2 of 3

- 3. Be It Further Resolved That the Town of Aurora call on the Region, the Province and Federal governments to increase action and supports on the following:**
 - a. Commit to ending homelessness in Ontario; and**
 - b. Work with the Association of Municipalities of Ontario (AMO) and a broad range of community, health, and economic partners to develop, resource, and implement an action plan to achieve this goal; and**
 - c. Provide a long-term financial commitment to assist in the creation of more affordable and supportive housing for people in need, in York Region, including people with substance use disorders; and**
 - d. Increase investments in evidence informed substance use prevention and mental health promotion initiatives that provide foundational support for the health, safety and well-being of individuals, families, and neighbourhoods, beginning from early childhood; and**
- 4. Be It Further Resolved That a copy of this motion be sent to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Minister of Children, Community and Social Services; the Minister of Health; the Minister of the Solicitor General; the Minister of Finance; the Chief Medical Officer of Health; Town of Aurora local MPs and MPPs; the Association of Municipalities of Ontario; and all Ontario municipalities.**

The above is for your consideration and any attention deemed necessary.

Sincerely,



Jaclyn Grossi

Deputy Town Clerk

The Corporation of the Town of Aurora

JG/lb

Attachment (Council meeting extract)

Copy: Hon. Paul Calandra, Minister of Municipal Affairs and Housing

Hon. Michael Parsa, Minister of Children, Community and Social Services, MPP

Aurora—Oak Ridges—Richmond Hill

Town of Aurora Council Resolution of December 12, 2023
Homelessness Crisis
December 19, 2023

3 of 3

Hon. Sylvia Jones, Minister of Health
Hon. Michael S. Kerzner, Solicitor General
Hon. Peter Bethlenfalvy, Minister of Finance
Dr. Kieran Moore, Chief Medical Officer of Health
Dawn Gallagher Murphy, MPP Newmarket–Aurora
Tony Van Bynen, MP Newmarket–Aurora
Leah Taylor Roy, MP Aurora–Oak Ridges–Richmond Hill
Association of Municipalities of Ontario (AMO)
All Ontario Municipalities



100 John West Way
Aurora, Ontario
L4G 6J1
(905) 727-3123
aurora.ca

Town of Aurora

Council Meeting Extract

Tuesday, December 12, 2023

10. Motions

10.1 Councillor Gilliland; Re: Homelessness Crisis

Moved by Councillor Gilliland

Seconded by Councillor Gaertner

Whereas the homelessness crisis is taking a devastating toll on families and communities, undermining a healthy and prosperous Ontario, and that Council accepts that the responsibility to address these challenges rests with community stakeholders, partners, and residents as well as regional, federal, and provincial governments and agencies; and

Whereas the Town of Aurora recognizes the challenges of mental health, addictions, and homelessness, which are complex issues that have a significant and detrimental impact on the residents of the Town of Aurora and surrounding areas within Ontario; and

Whereas addressing and responding to these issues has placed extreme stress on all levels of regional, municipal, and non-municipal programs and services, including various not-for-profit organizations and provincially funded health services within the Town of Aurora and surrounding areas;

1. Now Therefore Be It Hereby Resolved That the Town of Aurora acknowledge that homelessness in Ontario is a social, economic and health crisis, including people with substance use disorders; and
2. Be It Further Resolved That the Town of Aurora commits to ending homelessness in the community in collaboration with the Region, and both the Provincial and Federal governments; and
3. Be It Further Resolved That the Town of Aurora call on the Region, the Province and Federal governments to increase action and supports on the following:
 - a. Commit to ending homelessness in Ontario; and
 - b. Work with the Association of Municipalities of Ontario (AMO) and a broad range of community, health, and economic partners to

develop, resource, and implement an action plan to achieve this goal; and

- c. Provide a long-term financial commitment to assist in the creation of more affordable and supportive housing for people in need, in York Region, including people with substance use disorders; and
 - d. Increase investments in evidence informed substance use prevention and mental health promotion initiatives that provide foundational support for the health, safety and well-being of individuals, families, and neighbourhoods, beginning from early childhood; and
4. Be It Further Resolved That a copy of this motion be sent to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Minister of Children, Community and Social Services; the Minister of Health; the Minister of the Solicitor General; the Minister of Finance; the Chief Medical Officer of Health; Town of Aurora local MPs and MPPs; the Association of Municipalities of Ontario; and all Ontario municipalities.

Yeas (7): Mayor Mrakas, Councillor Weese, Councillor Gilliland, Councillor Gaertner, Councillor Thompson, Councillor Gallo, and Councillor Kim

Carried (7 to 0)



From the Office of the Clerk
The Corporation of the County of Prince Edward
T: 613.476.2148 x 1021 | F: 613.476.5727
clerks@pecounty.on.ca | www.thecounty.ca

SS 02-09-24

November 17, 2023

Please be advised that during the regular Council meeting of November 14, 2023 the following motion regarding urging the Federal and Provincial governments to establish a guaranteed livable income was carried:

RESOLUTION NO. 2023-568

DATE: November 14, 2023

MOVED BY: Councillor Roberts

SECONDED BY: Councillor Maynard

WHEREAS on November 23, 2021 Prince Edward County was certified as a 'Living Wage' Employer at the "support" level, through the Ontario Living Wage Network;

AND WHEREAS the Ontario livable wage for Hastings & Prince Edward, in 2022 was determined to be \$19.05, which is \$3.55 more than the Provincial minimum wage rate of \$15.50; and this rate is paid to all staff including students in 2023;

AND WHEREAS our residents on programs such as Ontario Works, receive targeted fixed monthly incomes of \$733, and ODSP recipients receive \$1,376;

AND WHEREAS the current Ontario minimum wage rate, a person working 37.5 hours per week will earn approximately \$2,500 monthly (before tax);

AND WHEREAS in accordance with the 2023 Vital Signs Report, up to 3,500 residents (10.1% to 13.5%) are living on low income (less than \$36,000 a year after taxes) and PEC's median income lags behind Ontario by \$7,500/year;

AND WHEREAS the median rent for one bedroom in Prince Edward County in accordance with the County Housing Plan for 2023 \$1,513 a month;

AND WHEREAS rent is considered affordable, when it is no more than 30% of gross annual income and the number of people receiving government benefits has increased to a level above the provincial average in Prince Edward County. Extrapolated, a full 30% of County residents are deemed to be low-income and unable to afford either market real estate or rental housing prices;

AND WHEREAS as of March 31, 2023, there are 1,089 households on the Prince Edward - Lennox and Addington Social Services wait list for subsidized housing in Prince Edward County;



From the Office of the Clerk
The Corporation of the County of Prince Edward
T: 613.476.2148 x 1021 | F: 613.476.5727
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AND WHEREAS, in accordance with the County Food Collective, Food bank use is up 26% in Prince Edward County and as many as 6,000 residents experience food insecurity over a year's time;

AND WHEREAS on July 25, 2023 Council expressed support for a more generous Canada Child Benefit targeting low-income families struggling with food insecurity and urged Federal government expedite its 2021 election promise to roll-out Canada's first national school food policy, and endorsed the Coalition for Healthy School Food mission to work with partners across Canada to advocate for a universal cost-shared healthy Canada-wide school food program on September 26, 2023;

AND WHEREAS the 2017 Business Retention and Expansion (BR+E) study/survey identified the general affordable workforce housing as a primary obstacle in our workforce attraction;

AND WHEREAS the collected data of housing and poverty statistics, and continuing to examine their pending economic vulnerability as a result is important in establishing a livable income;

THEREFORE BE IT RESOLVED THAT the Council of the Corporation of Prince Edward County join other municipalities across Ontario, including Belleville, Napanee to urge the Federal and Provincial governments to establish a Guaranteed Livable Income program; and

THAT this resolution be sent to The Right Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Doug Ford, Premier of Ontario, The Honourable Michael Parsa, M.P.P., Minister of Children, Community and Social Services, Ryan Williams, Bay of Quinte M.P.P., Todd Smith, Bay of Quinte M.P.P, Marit Stiles, Leader of the Official Opposition of Ontario and Pierre Poilievre Leader of the Official Opposition of Canada requesting a response on this matter within 30 days of receipt; and

THAT this resolution be shared with all 444 municipalities in Ontario, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), and The Eastern Ontario Wardens' Caucus (EOWC).

CARRIED

Yours truly,

Catalina Blumenberg, **CLERK**

cc: Mayor Steve Ferguson, Councillor Roberts, Councillor Maynard and Marcia Wallace, CAO



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
INFORMATION ITEM:	Maxwell Park Place Affordable Housing Development Update #6

BACKGROUND

As previously directed by Lambton County Council, staff are completing a 24-unit affordable housing development project at 993 Maxwell Street, Sarnia.

The purpose of this report is to provide Council with an update regarding this project.

DISCUSSION

Site Preparation

Many delays have been experienced during the site preparation including delays in the foundation design resulting from the results of a soil report, weather-related delays, and delays in the issuance of the final building permit. However, the final building permit was issued on November 23, 2023. Upon receiving the new permit, foundation work commenced immediately and is progressing well. Foundations are expected to be completed in February 2024.

Module Construction

Module construction was paused in the fall of 2022 while other issues were being resolved. Module construction resumed in spring 2023 and was completed shortly thereafter. With all module construction completed, modules are currently stored at an offsite location in Sarnia.

Building Construction

Beginning in February 2024 once the foundation is complete, the modules will be moved from the offsite location and stacked on the foundation at 993 Maxwell. Once stacked, the building construction work will commence which includes enclosing the building, constructing the interior common areas and stairwells, installing the elevator, connecting services and all other items required for occupancy. Construction is anticipated to be completed and building occupancy obtained in 2024.

Barrier Free Units

March of Dimes Canada (MOD) continues talks with the Ontario Health Team to investigate funding opportunities to provide additional support services for the six barrier-free units included in this modular build.

Tenant Communication and Engagement

Communication with existing tenants at Maxwell Park Place continues to be a priority. The Communication and Engagement Committee provides updates to tenants through newsletters and memos to ensure tenants understand the work that will be taking place on site.

Tenant Selection Plans

The original affordable housing build at Maxwell Park Place is home to seniors and those eligible for MOD supportive housing. The new addition will continue to see these populations served. Staff have initiated the tenant selection process.

Project Costs

The current anticipated cost for this project is approximately \$7M which reflects no change from the last update report to Council. Staff will report back to Council at project completion with a recommendation on how to fund the cost overruns on the project since the initial project approval.

FINANCIAL IMPLICATIONS

The impact to the levy is unknown at this time.

CONSULTATIONS

Consultations have taken place with the C.A.O., General Manager, Social Services, General Manager Finance, Facilities and Court Services, Manager, Procurement and

Projects, Ministry of Municipal Affairs and Housing and Canada Housing and Mortgage Corporation.

STRATEGIC PLAN

Providing safe affordable housing is in keeping with the County's Mission to promote an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the Division support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

The County of Lambton Housing and Homelessness Plan 2020 - 2024 sets a strategic direction for housing and homelessness work. One of the key milestones is that by 2024, 75 more affordable housing units will be built with the assistance of government funding. The modular build at 993 Maxwell Park Place will add 24 affordable housing units to assist in meeting the housing needs of low and moderate income residents of Lambton County.

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOMELESSNESS PREVENTION AND CHILDREN'S SERVICES
PREPARED BY:	Ian Hanney, Program Supervisor
REVIEWED BY:	Melissa Fitzpatrick, Manager Valerie Colasanti, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
INFORMATION ITEM:	Homelessness Prevention Services

BACKGROUND

In October 2023, Lambton County Council received a report which provided an overview of emergency housing in Lambton County, including the re-opening of the Out of the Cold Program. The report described the continued elevated demand for emergency housing services, despite tremendous housing outcomes across the network of community providers that support individuals experiencing homelessness.

This report seeks to provide Council with a further update on a few key initiatives and indicators within homelessness prevention. Overall, the rate at which households are newly experiencing homelessness continues to outpace the intensive and coordinated supports offered by several community partner agencies to divert them from a shelter and progress them into housing. Resultantly, the number of individuals experiencing homelessness in Lambton County continues to rise, including the demand for limited local resources. As the demand for supports grows, more households will continue to age into an experience of chronic homelessness, where there is a markedly increased risk for social and health harms, further straining local emergency services.

DISCUSSION

Coordinated Access

To maximize the impact of available local resources and programming, in addition to introducing an equitable framework for offering services, Lambton County has introduced a [Coordinated Access system](#) to guide the delivery of homelessness prevention programming (see *Figure 1*). This dramatic shift, including such key steps as the introduction of a real-time information system and development of a quality [By-Name List](#),

are well-established best practices and align with the community's [10-year Housing and Homelessness Plan](#). The many community partner agencies participating in this change have offered their support and expertise in both completed and ongoing quality improvement initiatives. This input also includes feedback from the local lived and living experience committee, known as “A Better Tomorrow”.

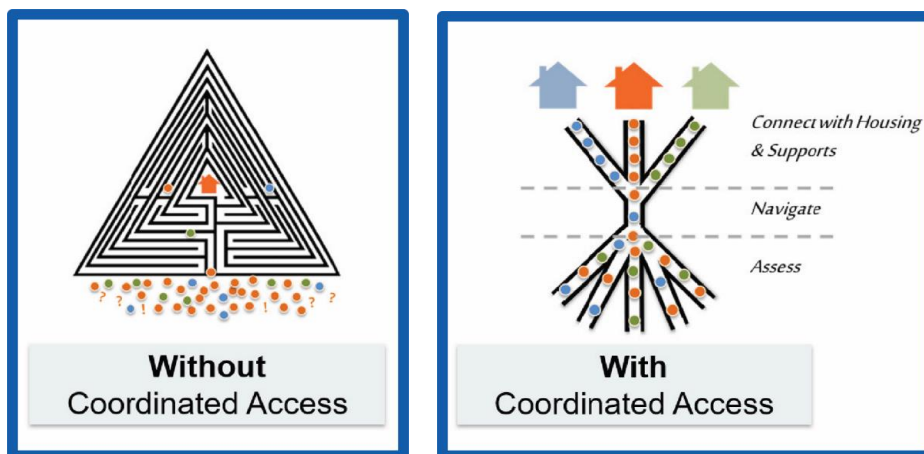


Figure 1

Coordinated Access promotes a “no-wrong door” approach to available homelessness services, prioritization of supports to individuals identified to be most vulnerable by the community, and real-time measurement of trends to inform local decision-making. The use of this approach has allowed priority subpopulations, such as youth and Indigenous households, to be more equitably served through our community network of service providers (see Figure 2), such as through intensive housing case management.

<u>PRIORITY</u>	<u>CRITERIA</u>
1	Chronic Homelessness
2	Indigenous
3	<ul style="list-style-type: none"> • Youth • Families • Tri-Morbidity

Figure 2

A lead table called the Coordinated Access Community Collaborative Table oversees the implementation, policy and procedure development, and ongoing quality improvement of Coordinated Access in Lambton County. Facilitated by the homelessness system

coordinator, this is a cohort of managers from community providers that offer housing outflow opportunities through the By-Name List including Sarnia-Lambton Rebound, the Sarnia Lambton Native Friendship Centre, the Canadian Mental Health Association Lambton-Kent, the North Lambton Community Health Centre, the Inn of the Good Shepherd, and the County of Lambton. This group also conducts regular case-conferencing on the households that are the highest priority for our community to find the most suitable, and often unique, solutions and referrals to assist in their life stabilization.

Coordinated Housing Case Management

Many funded and partnered service providers across Lambton support households experiencing homelessness to provide housing case management. This includes document readiness work for subsidized housing eligibility, and lowering barriers to access private market units. Upon a successful placement, this also includes ongoing tenancy and life stabilization support, including life skills development. Strong partnerships and shared work across many agencies have led to tremendous successes in facilitating housing placements (see *Figures 3 & 4*).

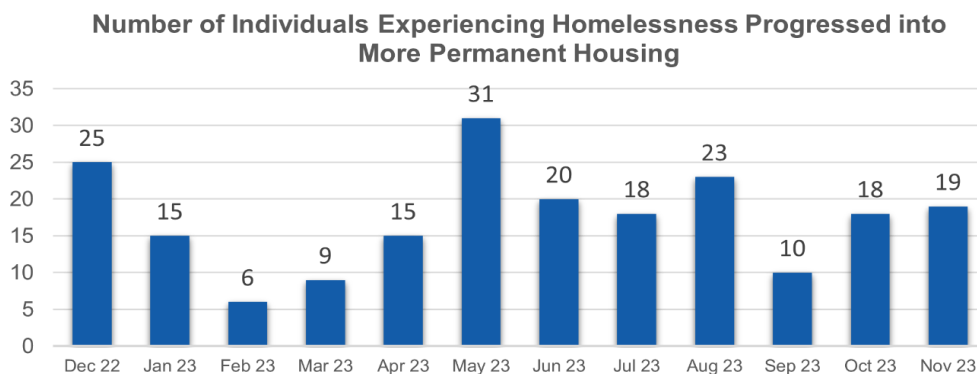


Figure 3



Figure 4

The barriers to accessing housing for those experiencing homelessness can be extensive, particularly for those that have been chronically homeless. The primary barrier is the drastic difference between available income supports and the market cost of rental units in Lambton County. The private rental housing market is largely inaccessible for many of our

most vulnerable households and is worsening with time. Due to significant demand for those scant available units, private market landlords often preferentially choose applicants with the highest income. Through the use of locally and provincially funded housing supplements, our community network of housing case managers are able to capitalize on the scant available private market units to facilitate housing placements. However, many additional barriers often exist for this cohort of households including those related to scarce rental history, including references, credit scores, missing or unavailable documentation, including identification, and more.

Since the advent of the pandemic, our community has heavily relied upon the private market to house those experiencing homelessness. The overwhelming majority of the nearly 600 placements facilitated by local housing case managers from homelessness to more permanent housing have been through private market housing.

Community By-Name List

Despite this steady outflow facilitated by housing placements, the rate of inflow onto our community [By-Name List](#) continues to outpace these gains. Individuals newly experiencing homelessness, and to a far lesser extent, returning to homelessness, are being identified by accessing both the community outreach workers and the Housing and Homelessness Resource Centre. For example, in September 2023 our community had an unprecedented 77 individuals added to the By-Name List.

At the time of the writing of this report there are 313 individuals experiencing homelessness in Lambton County. This includes households that are provisionally accommodated, often referred to as “hidden homelessness”, those accessing emergency or transitional housing, and households experiencing unsheltered homelessness. The proportion of these individuals that are experiencing chronic homelessness continues to gradually increase as demand surpasses the capacity of existing local resources and programming. Currently, 57% of individuals on the By-Name List are experiencing chronic homelessness (see *Figure 5*).

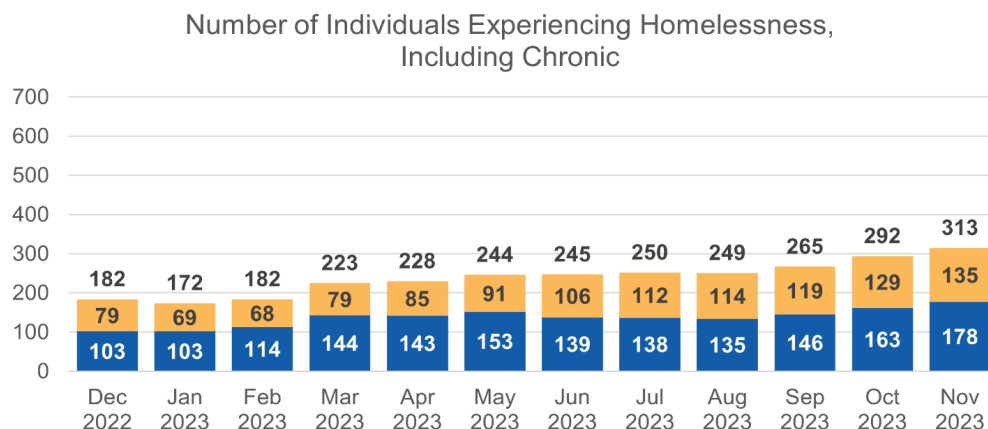


Figure 5

Certain vulnerable subpopulations are overrepresented on the By-Name List. Over 30% of the current By-Name List have identified as having Indigenous ancestry, and almost 15% are independent youth under the age of 25 (see *Figure 6*).

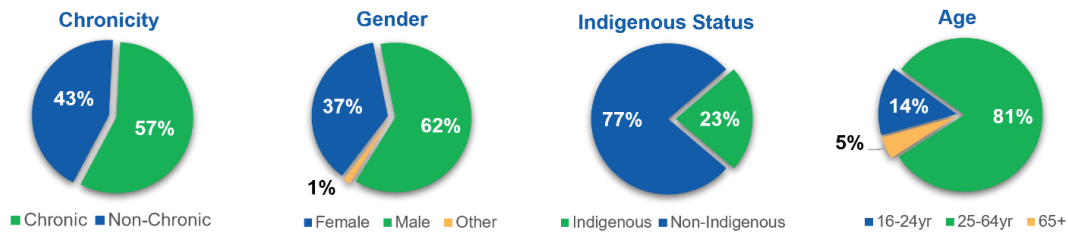


Figure 6

Housing and Homelessness Resource Centre

[The Housing and Homelessness Resource Centre](#) (HHRC) operating from 12:00 p.m. to 4:00 p.m. on weekdays at 837 Exmouth St, Sarnia, is a multidisciplinary repurposed church space that offers lower-barrier day-programming for individuals experiencing homelessness. The HHRC opened in June of 2023, and a dedicated report will follow which reviews the successes and learnings from the first months of its operation. The HHRC operates in the same site during opposite hours from the Out of the Cold emergency housing overflow site operated by the Inn of the Good Shepherd as described in the October 2023 report to council. A more accessible and suitable location to host the HHRC is currently being considered, and community consultations will be leveraged closer to any potential move of this program.

Various social and health service agencies support the operations of the HHRC, including the Inn of the Good Shepherd, the Canadian Mental Health Association, Lambton Public Health, North Lambton Community Health Centre, and the Sarnia Lambton Native Friendship Centre. Through a collaborative approach, individuals experiencing homelessness can be supported with basic needs, health services including harm reduction, and primarily housing supports with the central goal of progressing along the housing continuum.

The HHRC has supported over 1500 visits from those experiencing homelessness since inception and more than 190 unique individuals. At the time of this report, almost 100 individuals have been progressed from an experience of homelessness into more permanent housing across this span. The low-barrier nature of the HHRC operations have drastically reduced the number of escalated incidents requiring emergency services, including overdoses. Key findings from a survey conducted of program participants include:

- The majority of participant respondents identified the “Staff and welcoming environment” as their favourite part of the HHRC.

- The majority of participant respondents identified the understanding and non-judgmental service as the primary difference in getting help at HHRC, compared to other service locations.
- More than 80% of participant respondents identified that their comfort level to discuss drug use and addiction at HHRC was “comfortable” or “very comfortable”.
- More than 80% of participant respondents identified that their comfort level in discussing drug use and addiction at HHRC was “somewhat higher” or “much higher” than other service locations.

Homelessness Outreach

A small portion of the hundreds of individuals that are served through the homelessness prevention system of care experience unsheltered homelessness. In August 2023, council received a report which provided an overview of the approach and outcomes of the first 10 months of the [homelessness community outreach team](#). In the few months since the August 2023 report, the outreach team continues to see roughly the same rate of unique individuals experiencing unsheltered homelessness.

As part of the coordinated approach to delivering mobile housing case management, the homelessness community outreach team conducts comprehensive daily hot-spot mapping to ensure coverage and coordinated follow-up of unsheltered households. Housing-focused case management, aimed at progressing individuals along the housing continuum, comprises the focus of this intensive work.

Outreach engages approximately 60 unique individuals within each month who experience unsheltered homelessness at some point. Of these approximately 60 individuals, 10 to 15 experience unsheltered homelessness on a daily or near-daily basis, with another 10 to 15 that experience unsheltered homelessness frequently, but less than daily. As with the totality of the community By-Name List, the remainder of these unique households is a dynamic list as many are supported into more permanent housing through various community supports, and others self-resolve, even if only into temporary provisional accommodation (see *Figure 7*).

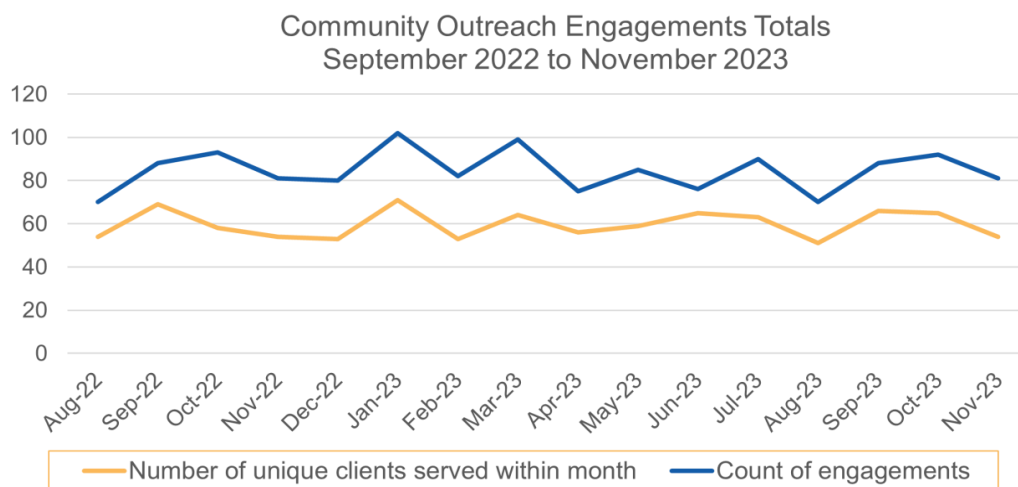


Figure 7

The most common reasons cited for living outside have also remained consistent in recent months. In descending order, the most common reasons are choosing not to stay in shelter due to substance use, choosing not to stay in shelter due to mental health concerns, and being on temporary service restriction from available emergency housing (see Figure 8).

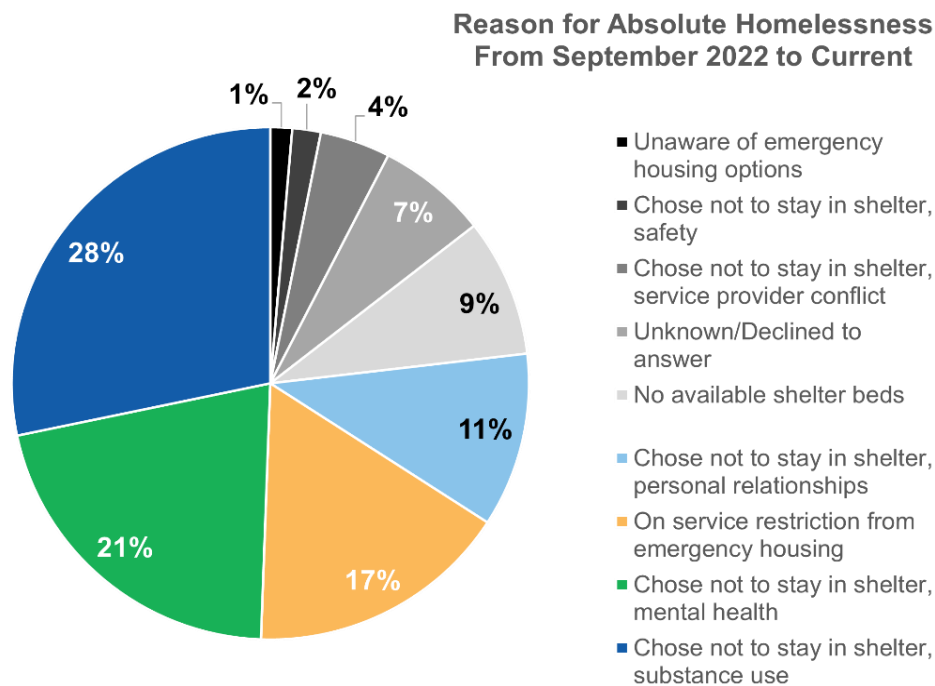


Figure 8

The needs of the individuals frequently or consistently living outside are among the highest of any in our community. These households almost uniformly require rigorous mental health supports, and intensive, multidisciplinary wrap-around supports to maintain any form of housing. These households are prioritized for service and receive all available supports to reduce harm and potentially secure housing. Unfortunately, the nature of the barriers they face to secure any form of private market housing leave scant opportunities to achieve life stabilization.

FINANCIAL IMPLICATIONS

There is no financial impact on the County of Lambton Budget as a result of this report.

CONSULTATIONS

Consultations have taken place with members of the County of Lambton Housing and Homelessness Advisory Committee, the Lambton County Community Advisory Board, the A Better Tomorrow Committee, the General Manager of Social Services, internal Social Services Division staff, and numerous social services agencies in the community.

STRATEGIC PLAN

The activities of the Division support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community while supporting their transition to being employed community members and future leaders.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

Despite the success of coordinated direct service delivery across several social service partner agencies, the rate of households newly experiencing homelessness has continued to rise in Lambton County. The worsening housing crisis is disproportionately affecting low-income households, and the opioid crisis is contributing to elevated social and health harms among many experiencing homelessness. While new and ongoing services, including the Housing and Homelessness Resource Centre and mobile community outreach seek to offer lower barrier service, the needs of a smaller number of more

Homelessness Prevention Services (page 9)

January 17, 2024

vulnerable households require expanded intensive health supports and permanent supportive housing.

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOMELESSNESS PREVENTION AND CHILDREN'S SERVICES
PREPARED BY:	Melissa Fitzpatrick, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
INFORMATION ITEM:	Child Care Expansion Request for Proposal Update

BACKGROUND

Under the *Child Care and Early Years Act, 2014* (CCEYA), the County of Lambton as a Consolidated Municipal Service Manager (CMSM) is designated to manage child care and early years' services across Lambton County. These services include the planning and funding of licensed child care, administering financial assistance for eligible families through fee subsidy, and allocating additional resources to families and programs that provide care to children with special needs. Additionally, CMSMs are responsible for the oversight of EarlyON Child and Family Centres, Indigenous-led child care and early years services, and the implementation of the new Canada-Wide Early Learning and Child Care (CWELCC) agreement.

Under the CWELCC agreement, Municipalities and First Nation communities continue their critical role as the designated child care and early years' service system managers. Municipalities and First Nation communities created local child care expansion plans that support child care access for low-income children, vulnerable children, children from diverse communities, children with special needs, Francophone, and Indigenous children, with a focus on improving equity of access by working toward a common provincial access ratio of 37% for children aged zero to five years old. The County of Lambton's allocation for directed growth is 573 spaces. These spaces will be added to the system from 2023-2026, with the access target being achieved by the end of 2026.

DISCUSSION

Through the Finance, Facilities, and Court Services Division, a Request for Proposal (RFP) process began in July 2023, seeking proposals for the supply of community-based licensed child care for children aged zero to five years old. This aligns with Ontario's action plan for implementing the new CWELCC system including adding new child care

spaces through a directed growth strategy and supporting the provincial child care access target rate of 37%.

For-profit and non-profit organizations were eligible to apply to the RFP. However, the County of Lambton is required by the Ministry of Education to maintain non-profit operations at or above 90% of the total system. Proposals detailed inclusionary practices to support access and inclusion by identifying priority growth areas within Lambton County as outlined within the RFP process. Responses were received and evaluated under the guidance of the Manager of Procurement and Projects.

Lakeside Childcare, a for-profit business owned by Brian Maxfield was the successful proponent under the RFP. The new child care facility is located at 6482 Telfer Rd, formally the Christ Lutheran Church, in the City of Sarnia. Lakeside Childcare will offer 20 toddler, 64 preschool, 10 junior and senior kindergarten spaces for a total of 94 new child care spaces within the County of Lambton. Facility upgrades and recruitment of child care staff are underway, with the facility set to open in early 2024. Awarding the RFP to this new for-profit child care organization within the County of Lambton, meets the requirement to maintain non-profit operations at or above 90% of the total system. A Purchase of Service agreement was signed with Lakeside Childcare and start-up grant funding in the amount of \$434,400 was approved based on the funding guidelines set by the Ministry of Education.

To date, in 2023, Lambton County approved 131 new community-based child care spaces. In 2024, Lambton County is on track to add another 118 community-based child care spaces. It is anticipated that another RFP will be issued in 2024 as additional growth is needed to achieve the target of 573 additional spaces by 2026. Inadequate capital investment from the Province of Ontario and Government of Canada have created expansion challenges and staff are exploring ways to leverage partnerships with private developers and the non-profit child care sector.

FINANCIAL IMPLICATIONS

There are no financial impacts to the County budget. Start-up grant and ongoing operational expenses associated with the new child care provider are covered 100% through annualized operational and expansion funding from the Ministry of Education.

CONSULTATIONS

Consultations have taken place with the Manager of Procurement and Projects, Manager of Homelessness Prevention and Children's Services, General Manager of Social Services, and the Regional Ministry of Education Child Care Advisor.

STRATEGIC PLAN

The overall management of the child care and early years' service system is a legislated program delivered in keeping with the County's Mission statement to provide an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the department support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

The creation of a national child care system has resulted in tremendous change and growth in the children's services sector. Municipalities are responsible for implementing a directed growth strategy to ensure an access rate of 37% is achieved by 2026. Creativity and partnerships are key to ensure growth targets are met. Having access to affordable and inclusive child care is essential for child development and for families who depend on it to actively participate in education and employment opportunities and contribute to the economy of Lambton County.

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
INFORMATION ITEM:	Affordable Housing Initiative – Seed Funding Update

BACKGROUND

Lambton County Council, at its meeting on August 17, 2023, created an Affordable Housing Seed Funding program by endorsing the following motion:

#7: Cook/Atkinson:

- a) That Council hereby approves the following:

 - a. The hiring of one full-time temporary affordable housing development project coordinator.*
 - b. The creation of an Affordable Housing Seed Funding Program.**
- b) That the costs for those items set out in paragraph (a) be funded from existing provincial funding, where available, and that any deficit in funding, if any, be funded through the Affordable Housing Reserve.*
- c) That should the County secure funding for these initiatives pursuant to its application under the Housing Accelerator Fund, that such funding be first applied to reduce any withdrawal from the Affordable Housing Reserve to address any deficit contemplated in paragraph b) above.*

Carried.

This report is to provide Council with an update regarding the Affordable Housing Seed Funding Program.

DISCUSSION

With the goal of having more homes built faster in the community and given the urgency of the affordable housing crisis in the community, the affordable housing seed funding

program was launched in the fall of 2023. The seed funding program provides funds to non-profit agencies to assist with the planning costs of building new affordable housing. This program supports costs for completing the pre-development activities related to new construction.

Through the initial intake, seed funding was able to be awarded to the following five projects in 2023 and 2024:

Proponent	Location	Project Details	Funding Amount
Alexander Mackenzie Housing Co-operative	1625 Afton Court, Sarnia	Adding up to 22 unit stacked townhomes on existing Co-op property.	\$94,000
Habitat for Humanity Sarnia/Lambton	236 South Christina Street, Sarnia	Constructing a 5 micro unit deferred homeownership project.	\$100,000
The Inn of the Good Shepherd	837 Exmouth Street, Sarnia	Constructing a 40-45-unit apartment building.	\$200,000
Saint Demetrios Greek Orthodox Church	1331 Murphy Road, Sarnia	Constructing 45 units on the existing church property. 23 of these units will be affordable with the balance market rent.	\$200,000
Vision '74 Inc.	799-811 London Road, Sarnia	Constructing a 40-60 unit affordable and supportive housing project.	\$200,000

If all the above noted projects come to fruition, we will see the addition of between 152 and 177 new units.

After funding for the above projects, there is \$206,000 in unallocated funds for the 2023 and 2024 program year. Our program intake is currently open. Eligible applications will be reviewed, and funding awarded on a first come, first served basis.

FINANCIAL IMPLICATIONS

There is no impact to the levy.

CONSULTATIONS

Consultations have taken place with the CAO; General Manager, Social Services; County Solicitor/Clerk, Manager, Procurement and Projects.

STRATEGIC PLAN

Providing safe affordable housing is in keeping with the County's Mission to promote an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the Division support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan, specifically:

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- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

The County of Lambton Housing and Homelessness Plan 2020 - 2024 sets a strategic direction for housing and homelessness work. One of the key milestones is that by 2024, 75 more affordable housing units will be built with the assistance of government funding. The Affordable Housing Seed Funding program will support the creation of up to 177 new units in the community.

	OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
PREPARED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 17, 2024
SUBJECT:	May 2024 Committee of the Whole Meeting

BACKGROUND

The purpose of this report is to seek Council’s instructions on holding the May 15, 2024, Committee of the Whole (Committee) meeting at the Western Sarnia-Lambton Research Park (Research Park) at 1086 Modeland Road, Sarnia.

DISCUSSION

Committee meetings have been held offsite from time to time in the past. Most recently, for instance, both former Committees A.M. and P.M. met at Lambton Heritage Museum on April 19, 2023, rather than in Council Chambers.

There is value in meeting off site from time to time as doing so permits Council members to experience offsite operations.

On that note, the County has significant interests in the Sarnia-Lambton Research Park as, for instance, County Council members are also members of that entity’s corporation.

Subject to Council’s directions, the May 15, 2024, Committee meeting could be held at the Research Park. In addition to carrying out its committee work, a meeting at that site would allow members the opportunity to tour the facilities should they wish to do so after the meeting.

If Council opts to move its May 15, 2024, Committee meeting to the Research Park, the meeting will continue to be streamed live to the public, albeit with different technology that will produce lower quality footage to the County’s YouTube channel.

FINANCIAL IMPLICATIONS

There are no financial implications arising from the subject matter of this report.

May 2024 Committee of the Whole Meeting (page 2)

January 17, 2024

CONSULTATIONS

The Corporate Manager, Information Technology, Communications/Marketing Coordinator, and Executive Director of the Research Park were consulted on the subject matter of this report.

STRATEGIC PLAN

N/A.

CONCLUSION

Committee meetings may be held offsite on the understanding that the audio and video live streaming of the meeting will not be of the same quality as that afforded by the technology available in County Chambers. There are benefits in moving Committee meetings offsite, away from Council Chambers, if reasonably possible.

Given the County's interests in the site, Council should consider holding a Committee meeting at the Research Park.

RECOMMENDATION

That the May 15, 2024, Committee of the Whole meeting be held at the Western Sarnia-Lambton Research Park, 1086 Modeland Rd, Sarnia, Ontario.