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

Wednesday, September 20, 2023
Council Chambers, Wyoming

Page

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

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

2. **Disclosures of Pecuniary Interest**

   If any.

3. **INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION**

   A) **Correspondence to Receive and File**

    a)   PD 10-01-23 An email from the City of Toronto, dated July 25, 2023 regarding the Planning and Housing Committee Item 4.8 - City Comments on the Proposed Provincial Planning Statement.

   B) **Information Reports**

    a)   Information Report dated September 20, 2023 Regarding Emergency Management Coordinator Activities.

   C) **Reports Requiring a Motion**

    a)   Report dated September 20, 2023 Regarding Core Infrastructure Asset Management Plan.

   D) **Other Business**

4. **PUBLIC HEALTH SERVICES DIVISION**

   A) **Emergency Medical Services Department**

   I. **Information Reports**

    a)   Information Report dated September 20, 2023 Regarding 2023 Emergency Medical Services Exemplary Service Medal Recipients.

         B)   **Other Business**

     5.   **CULTURAL SERVICES DIVISION**

         A)   **Reports Requiring a Motion**

         B)   **Other Business**

     6.   **CORPORATE SERVICES DIVISION**

         A)   **Reports Requiring a Motion**

         B)   **Other Business**

     7.   **ADJOURNMENT**

     8.   **BREAK**

     9.   **Special Joint Meeting of Both Committees - 10:00 a.m. - 11:00 a.m.**

PD 10-01-23

ⅢⅢ TORONTO

John D. Elvidge
City Clerk

City Clerk's Office

Secretariat
Sylwia Przezdziecki
Council Secretariat Support
City Hall, 12th Floor, West
100 Queen Street West
Toronto, Ontario M5H 2N2

Tel: 416-392-7032
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In reply please quote:
Ref.: 23-PH4.8

(Sent by Email)

July 25, 2023

ALL ONTARIO MUNICIPALITIES:

Subject: **Planning and Housing Committee Item 4.8**
City Comments on the Proposed Provincial Planning Statement (Ward All)

City Council on June 14 and 15, 2023, considered Item PH4.8, and a copy is attached for your information or appropriate action.

[signature]

for City Clerk

S. Przezdziecki/wg

Attachment

Sent to: Minister of Municipal Affairs and Housing, Province of Ontario
Minister of Economic Development, Job Creation and Trade, Province of Ontario
Leader, Official Opposition, Province of Ontario
Members of Provincial Parliament
All Ontario Municipalities
Executive Director, Association of Municipalities of Ontario

c.   City Manager

TORONTO Committee Report
Report Item

Planning and Housing Committee

PH4.8		Adopted		Ward: All

City Comments on the Proposed Provincial Planning Statement

City Council Decision

City Council on June 14 and 15, 2023, adopted the following:

1. City Council express its concern to the Minister of Municipal Affairs on the general direction taken in the proposed Provincial Planning Statement as it represents fundamental changes in how growth planning is carried out in the Province and by the City of Toronto.

2. City Council support in principle the provisions in the proposed Provincial Planning Statement that encourage the supply of housing, notwithstanding, that references to "Affordable Housing" and "Housing that is affordable to low-and moderate-income households" have not been carried over.

3. City Council request the Province of Ontario through ERO 019-6813 and outlined in Attachment 1 to the report (May 17, 2023) from the Chief Planner and Executive Director, City planning to:

    a. maintain all policy references to "residential intensification" and "redevelopment" in the current Provincial Policy Statement to provide clarity that where sufficient land and servicing exists to accommodate forecast population through infill, the need for greenfield development is diminished;

    b. require that large and fast-growing municipalities accommodate a minimum of 50 percent of all residential development within their existing settlement area and that new settlement areas or settlement area expansion lands are planned for a minimum density target of 50 residents and jobs per gross hectare;

    c. maintain the density targets of Urban Growth Centres (Growth Plan 2.2.3.2) and policies that directed how Urban Growth Centres will be planned (Growth Plan 2.2.3.1);

    d. provide flexibility for municipalities to identify additional higher order transit corridors that deviate from the definition of "higher order transit" in the proposed Provincial Planning Statement;

    e. maintain the Growth Plan policies (2.2.4.8 – 2.2.4.10) that support the development of complete communities with a compact built form and affordable housing within Major Transit Station Areas, on lands adjacent to Major Transit Station Areas, and along transit corridors;

    f. include reference to affordable housing in Provincial Planning Statement Policy 2.4.2.6 given provincial direction to include affordable housing in Protected Major Transit Station

Areas through inclusionary zoning;

g. maintain that municipalities may identify a settlement area or allow the expansion of a settlement area boundary only at the time of a 5-year official plan update and only where it has been demonstrated that certain conditions have been met (Provincial Policy Statement 1.1.3.8);

h. lead a provincial-municipal process with large and fast-growing municipalities for the periodic preparation of regional population and employment forecasts. Enable municipalities to continue to be able to adopt higher forecasts;

i. direct municipalities in the Greater Golden Horseshoe to continue using population and employment forecasts of Schedule 3 of the Growth Plan for managing growth to 2051 and ensuring "at least 25 year" supply of land;

j. maintain the current definitions of "affordable" housing and 'low and moderate-income households" or provide explicit direction for municipalities to set their own definition;

k. maintain the requirement for municipalities to establish targets for housing affordable to low- and moderate-income households (Provincial Policy Statement 1.4.3(a)) and for affordable ownership and affordable rental housing (Growth Plan 2.2.6.1(a)(ii));

l. maintain Growth Plan policy 2.2.6.3 that provides direction to municipalities to use available tools to require that multi-unit residential developments incorporate a mix of unit types to accommodate a diverse range of households sizes and incomes;

m. revise the definition of "housing options" to include consideration for affordable housing, tenure, and unit types to accommodate a range of household sizes;

n. amend proposed policy 2.2.1.b.2, related to the conversion of existing commercial and institutional buildings for residential uses, to include a requirement to maintain or replace employment space within the redevelopment or within an off-site location;

o. enact a Regulation to permit the use of zoning with conditions, pursuant to Section 113 of the City of Toronto Act, 2006, that would enable a municipality to secure replacement employment space as part of redevelopments proposing to convert existing commercial and institutional space;

p. enact a Regulation to permit the use of conditional zoning, pursuant to Section 113 of the City of Toronto Act 2006, that would enable the City to require and secure employment space to be provided prior to, or concurrent with any non-employment uses, including residential;

q. revise the Employment Area definition to explicitly include film production, cluster of office uses, stand-alone convenience retail and services to serve businesses and workers within Employment Areas, and enable municipalities to define components of Employment Areas to serve local economies;

r. maintain the current timeframe for when a conversion of employment lands can be considered: only when municipalities are undertaking their 5-year Official Plan review, absent the Municipal Comprehensive Review concept;

s. strengthen land use policy protections for all Employment Areas across the Province to ensure that these lands support the economy and are viable over the long-term;

t. require that municipalities determine that sensitive land uses proposed near manufacturing, warehousing and other major facilities are compatible or can be made compatible prior to permitting a sensitive land use;

u. retain the existing Growth Plan policy (2.2.5.8) which requires that the development of sensitive land uses, major retail and major office will avoid, or where avoidance is not possible, minimize and mitigate adverse impacts on industrial, manufacturing or other major facilities;

v. maintain the current Provincial Policy Statement and Growth Plan policies that explicitly support energy efficiency, increased vegetation, and improved air quality;

w. maintain and expand the geographic scope of the current Provincial Policy Statement and Growth Plan policies related to natural heritage protection, climate action, intensification, and greenhouse-gas reduction;

x. expand the geographic scope of the Growth Plan's protections for natural heritage systems (4.2.2), water resource systems and watershed planning (4.2.1), and stormwater management (3.2.7) to the entire Province;

y. maintain the Growth Plan's provincially identified Agricultural System;

z. maintain Growth Plan policy 4.2.8.1 requiring municipalities to develop and implement official plan policies and other strategies related to conserving mineral aggregate resources;

aa. change the definition of "waste management system" to consider the waste hierarchy and is inclusive of and prioritizes resource recovery and environmental outcomes consistent with the Province's circular economy ambitions;

bb. align the Waste Management policies with the language of the Waste Free Ontario Act and Resource Recovery and Circular Economy Act and provide guidance on how municipalities are to interpret the Waste Management policies in the Provincial Planning Statement alongside the Resource Recovery and Circular Economy Act;

cc. include policy direction that requires municipalities to coordinate and plan for appropriate and adequate shared waste management infrastructure;

dd. include policy direction that ensures the provision of lands for integrated waste management, including recycling and processing facilities, and residual disposal/management;

ee. maintain and expand the geographic scope of Growth Plan policy 4.2.1.4 that requires a sub-watershed plan for large-scale development in greenfield areas;

ff. maintain policy references to "key hydrologic features, key hydrologic areas and their functions", from the current Provincial Policy Statement (2.2.1(e)) and expand the geographic scope of Growth Plan policy 4.2.1.2;

gg. include direction in the proposed Provincial Planning Statement that planning authorities shall protect, improve, or restore the quality and quantity of water;

hh. recognize and promote green infrastructure's role in water and stormwater systems;

ii. maintain all transportation related policies in the current Provincial Policy Statement and Growth Plan that support reducing vehicle trips;

jj. include language regarding planning for a transportation system in way that accounts for factors such as equity, cost, air quality, winter maintenance and resiliency;

kk. modify policies concerning the protection of heritage properties to say, "protected heritage property shall be conserved", recognizing that the definition of "protected heritage property" includes more than lands with built heritage resources or cultural heritage landscapes;

ll. maintain the existing Land Needs Assessment methodology as Provincial guidance to the large and fast-growing municipalities for assessing land needs as a complement to the Provincial Projections Methodology Guideline available to other municipalities;

mm. include as part of the transition regulation that all planning matters (Official Plan Amendments or Zoning By-law Amendments) that predate the in-effect date of the new Provincial Planning Statement be transitioned under the existing planning framework. These include planning matters that are: (1) deemed complete and in process/under review; (2) city-initiated process underway or nearing completion, or (3) Council-adopted but is under appeal or appeal period nearing;

nn. continue to transition Official Plan Amendment 231 as a matter in process that was approved under the Growth Plan, 2006;

oo. acknowledge the importance of and requirement for undertaking integrated planning across the Province;

pp. provide guidance on expectations with respect to municipal engagement with Indigenous communities on land use planning matters that identify best practices;

qq. clarify the scope of a municipality's obligation to identify potential impacts of decisions on the exercise of Aboriginal or treaty rights and how the Province's role in addressing asserted Aboriginal or treaty rights will be integrated in the municipal decision-making process; and

rr. add a new policy that enables municipalities to put in place local policies that address the changing nature of office space and needs to reflect the local context.

4. City Council confirm that film production will continue to be considered a form of manufacturing for the purposes of land use planning and interpretation of official plan policies and zoning standards.

5. City Council forward Attachment 2 to the report (May 17, 2023) from the Chief Planner and Executive Director, City Planning from the Film Commissioner and Director, Entertainment Industries related to the impacts the proposed Provincial Planning Statement has on the City's film production Industry to the Minister of Municipal Affairs and Housing and the Minister of Economic Development, Job Creation and Trade.

6. City Council forward a copy of the report (May 17, 2023) from the Chief Planner and Executive Director, City Planning to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the Minister of Economic Development, Job Creation and Trade, the Leader of

the Official Opposition, all Ontario MPPs, the Association of Municipalities of Ontario, and all Ontario municipalities for their information and consideration.

7. City Council request the Minister of Municipal Affairs and Housing to undertake dedicated consultation with affected industry stakeholders on any changes to policies related to the protection of employment lands in advance of proceeding with the proposed Provincial Planning Statement.

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Committee Recommendations

The Planning and Housing Committee recommends that:

1. City Council express its concern to the Minister of Municipal Affairs on the general direction taken in the proposed Provincial Planning Statement as it represents fundamental changes in how growth planning is carried out in the province and by the City of Toronto.

2. City Council support in principle the provisions in the proposed Provincial Planning Statement that encourage the supply of housing, notwithstanding, that references to "Affordable Housing" and "Housing that is affordable to low- and moderate-income households" have not been carried over.

3. City Council request the Province through ERO 019-6813 and outlined in Attachment 1 to the report (May 17, 2023) from the Chief Planner and Executive Director, to:

   a. maintain all policy references to "residential intensification" and "redevelopment" in the current Provincial Policy Statement to provide clarity that where sufficient land and servicing exists to accommodate forecast population through infill, the need for greenfield development is diminished.

   b. require that large and fast-growing municipalities accommodate a minimum of 50 percent of all residential development within their existing settlement area and that new settlement areas or settlement area expansion lands are planned for a minimum density target of 50 residents and jobs per gross hectare.

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   e. maintain the Growth Plan policies (2.2.4.8 – 2.2.4.10) that support the development of complete communities with a compact built form and affordable housing within MTSAs, on lands adjacent to MTSAs, and along transit corridors.

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6. City Council forward a copy of the report (May 17, 2023) from the Chief Planner and Executive Director to the Premier of Ontario, the Minister of Municipal Affairs and Housing, the Minister of Economic Development, Job Creation and Trade, the Leader of the Official Opposition, all Ontario MPPs, the Association of Municipalities of Ontario, and all Ontario municipalities for their information and consideration.

7. City Council request that the Minister of Municipal Affairs and Housing undertake dedicated consultation with affected industry stakeholders on any changes to policies related to the protection of employment lands in advance of proceeding with the proposed Provincial Planning Statement.

Origin

(May 17, 2023) Report from the Chief Planner and Executive Director, City Planning

Summary

The policy led planning system under which municipalities within the Greater Golden Horseshoe (GGH) Area have operated since 2006 has experienced numerous changes over the last 5 years requiring the City to continuously review, examine and adapt our planning policies and practices. On April 6, 2023 as part of Bill 97, the Ministry of Municipal Affairs and Housing introduced a draft Provincial Planning Statement that is intended to replace the current Provincial Policy Statement and the Growth Plan for the Greater Golden Horseshoe. Some policies of the Growth Plan are intended to be incorporated into the new Provincial Planning Statement and the Growth Plan is proposed to be repealed.

The proposed repeal of the Growth Plan now treats the region generally the same as any other part of the Province despite it being home to 70% of Ontarians. While some Growth Plan policies are found in the proposed Provincial Planning Statement, virtually all the foundational ones have been eliminated and the overall policy intent of establishing a regional plan to lay out and coordinate planning, resource and infrastructure management efforts has been abandoned. Absent a comprehensive and coordinated regional growth management framework, potential unintended consequences may include, loss of agricultural land and associated worsening food insecurity, degradation of the natural heritage system and it's ability to mitigate the impacts of climate change, impacts on water quality, uncoordinated infrastructure planning that increases costs for local and regional governments, uncoordinated and unsustainable development patterns that encourage car dependency, and the loss and removal of employment lands needed to support a diverse economic base.

The direction for regional planning implied in the draft Provincial Planning Statement represents a seminal change in the land use planning system in the GGH that together with recent and potential future governance changes pose risks to the widely recognized benefits of coordinated and integrated land use, resource and infrastructure planning and calls into question progress toward widely understood and desirable outcomes around climate adaptation, inclusion, economic and financial stability over the next decades. Growing imperatives around housing supply and paying for infrastructure should spark an evolution in regional planning through a focussed collaborative process around making the Growth Plan work better, without jettisoning its fundamental goals around limiting sprawl and long-term land use predictability.

The Province has provided stakeholders 60 days to review the proposed document and comments are due no later than June 5, 2023. Staff will submit the recommendations from Planning and Housing Committee to the provincial ERO posting and will submit additional comments received at City Council's meeting on June 14-16, 2023 as supplementary information to the recommendations contained in this report.

This report outlines staff comments on the proposed Provincial Planning Statement as itemized in Attachment 1. The recommendations contained in this report address concerns raised by City staff intended to inform the Ministry of the City's comments and suggested revisions to the proposed Provincial Planning Statement. Staff from City Planning, Engineering & Construction Services, Economic Development & Culture, the Housing Secretariat, Toronto Water, Parks,

Forestry & Recreation, Corporate Finance and Legal Services reviewed and provided comments organized in the following six themes:

1. Regional Planning;
2. Housing;
3. Employment Lands Planning;
4. Environment;
5. Infrastructure; and
6. Implementation

Background Information (Committee)

(May 17, 2023) Report and Attachments 1 and 3 from the Chief Planner and Executive Director, City Planning on City Comments on the Proposed Provincial Planning Statement
(https://www.toronto.ca/legdocs/mmis/2023/ph/bgrd/backgroundfile-236614.pdf)
Attachment 2 - Provincial Planning Statement 2023: Impact on Film Production Industry
(https://www.toronto.ca/legdocs/mmis/2023/ph/bgrd/backgroundfile-236776.pdf)

Communications (Committee)

(May 29, 2023) Letter from Geoff Kettel and Cathie Macdonald, Co-Chairs, Federation of North Toronto Residents' Associations (PH.New)
(https://www.toronto.ca/legdocs/mmis/2023/ph/comm/communicationfile-169993.pdf)
(May 31, 2023) Letter from Craig McLuckie, President, Toronto Industry Network (PH.New)
(https://www.toronto.ca/legdocs/mmis/2023/ph/comm/communicationfile-170052.pdf)
(May 31, 2023) Letter from Victoria Harding, Executive Director, DGC Ontario (PH.New)
(https://www.toronto.ca/legdocs/mmis/2023/ph/comm/communicationfile-170104.pdf)
(May 31, 2023) Letter from Issac Tang, Borden Ladner Gervais LLP, on behalf of PT Studios Inc. (PH.New)
(https://www.toronto.ca/legdocs/mmis/2023/ph/comm/communicationfile-170105.pdf)
(May 31, 2023) Letter from Peggy Kyriakidou, President, and Jayson Mosek, Business Agent, NABET 700-M UNIFOR (PH.New)
(https://www.toronto.ca/legdocs/mmis/2023/ph/comm/communicationfile-170106.pdf)

Communications (City Council)

(June 14, 2023) Letter from Les Veszlenyi and Angela Barnes, Co-Chairs of the Mimico Lakeshore Community Network (CC.Supp)
(https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-170401.pdf)
(May 31, 2023) Letter from Ian Carmichael and John Caliendo, Co-Chairs, ABC Residents Association (CC.New)
(https://www.toronto.ca/legdocs/mmis/2023/cc/comm/communicationfile-170438.pdf)

Speakers

Victoria Harding, Directors Guild of Canada - Ontario
Cynthia Lynch, FilmOntario
Peggy Kyriakidou, NABET 700M UNIFOR
Angela Mastronardi, IATSE Local 873

	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION	
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:	**September 20, 2023**	
INFORMATION ITEM:	**Emergency Management Coordinator Activities Report**	

BACKGROUND

The following is a summary of some recent activities related to emergency management.

DISCUSSION

Legacy Oil and Gas Wells

In June, the Ministry of Natural Resources and Forestry (MNRF) announced $7.5 million in funding to municipalities to address risks from legacy oil and gas wells and subsurface gas migration hazards. The funding will be available through a municipal transfer payment program over three years. Funding is allocated primarily to rural municipalities in southwestern Ontario where natural gas migration may pose a higher risk to the environment and public health and safety. Funds may be used for activities that increase understanding of risk or build capacity for emergency preparedness and risk prevention. The County has been invited to apply and is coordinating with local municipalities on the application.

Lambton BASES Governance

The County's Emergency Management Coordinator (CEMC) has, historically, participated in local committees, projects, and initiatives related to mutual aid procedures involving municipalities and industry. Much of this work has been advanced through the Community Awareness/Emergency Response (CAER) organization. This spring, the Bluewater Association for Safety, Environment, and Sustainability (BASES) announced that, as part of its strategic planning process, it would be combining the work of CAER, the Sarnia-Lambton Environmental Association (SLEA) and the Industrial Education Cooperative (IEC) – it's other two dependent organizations – into a single entity.

The organization is currently assessing and transitioning its governance and administrative structures and hopes to have that work completed by the new year.

<u>Alternate CEMC</u>

Ontario Regulation 380/04, issued under the *Emergency Management and Civil Protection Act*, requires that every municipality designate an Emergency Management Program Coordinator. In addition, municipalities are encouraged to appoint Alternate (Community) Emergency Management Coordinators (CEMC) to provide coverage for both scheduled and unscheduled absences. Following the retirement of Jeff Brooks, the County will be moving forward to name additional personnel to the Alternate CEMC position. A draft By-Law, updating the appointments, will be presented to County Council for its consideration this fall.

<u>Training</u>

Emergency Management Ontario considers training a core concept of emergency preparedness. Over the past several months, the County has worked with local stakeholders to offer various emergency management training opportunities for its staff, local municipalities, and first responders. Workshops have been coordinated for topics including note-taking procedures for an Emergency Operations Centre, pipeline emergencies, spills to the St. Clair River, water quality incidents, and farm animal transportation emergencies.

FINANCIAL IMPLICATIONS

All items referenced are included in the department's 2023 budget or the budgets of stakeholders.

CONSULTATIONS

Consultations have occurred as follows:

- **Legacy Oil & Gas Wells**: local fire chiefs, local CEMCs, MNRF staff, Emergency Management Ontario, Emergency Management Program Committee.
- **Lambton BASES Governance**: General Manager, Lambton BASES.
- **Alternate CEMC**: Emergency Management Program Committee.
- **Training**: Emergency Management Ontario, County Fire Coordinator, Ontario Federation of Agriculture, Lambton BASES, Lambton Area Water Supply System, local CEMCs.

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.

Application of Area of Effort #4: Progressive Organizational Culture - Creating an organizational culture that is capable of supporting the County's vision and mission by:

- Actively pursuing improvements, evidenced-based practices, innovation and other supports that promote a learning and progressive organization.

CONCLUSION

The County's emergency management program continues to pursue opportunities that will bolster the corporation's ability to prevent, mitigate, prepare for, respond to, and recover from local emergencies, while working closely with local stakeholders.

	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**ASSET MANAGEMENT**
PREPARED BY:	**Dave Graham, P.Eng., Manager**
REVIEWED BY:	**Jason Cole, P. Eng., General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 20, 2023**
SUBJECT:	**Core Infrastructure Asset Management Plan**

BACKGROUND

Asset management is an ongoing and long-term approach for managing and investing in assets owned by the County. The County provides a wide range of services to the public and these services rely on assets such as roads, bridges, and buildings. Each of these assets helps to provide a service that the public values and has come to expect as part of their everyday lives. The main goal of asset management is to provide safe and sustainable services delivered to the community in a predictable and cost-effective manner.

Lambton County Council, at its meeting July 6, 2022, endorsed the following motion of the Committee P.M. minutes dated June 15, 2022:

> *#3: Miller/Boushy: That the addition of up to 2.5 FTEs hereby be approved for the creation of a Corporate Asset Management Team, and that any costs associated therewith, for the fiscal 2022, be funded from the current 2022 Budget, and that any costs thereafter for 2023 and beyond be included in the County's budgets for Council's then review and approval.*
>
> *Carried.*

DISCUSSION

The recommended County of Lambton Core Infrastructure Asset Management Plan is attached. The plan is a tool to help guide decision makers in the management of the County's core infrastructure.

This report is a living document that presents the County of Lambton's Core Infrastructure Asset Management Plan, in accordance with *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure*. The County is responsible for the following core assets:

- Road Network: 1,376 lane kilometres of arterial roads throughout the County including supporting assets such as roundabouts, signalized intersections, signage, flashing beacons, streetlights, and safety barriers.
- Structures: 186 bridges and culverts spanning 3.0 metres or greater.

The current replacement value of all core assets owned by the County is estimated at $912.4 million. A breakdown of the total replacement value by asset class is:

- $727.1 million in Road Network assets.
- $185.3 million in Structures assets.

The County receives annual funding from the province through the Ontario Community Infrastructure Fund (OCIF). Starting in 2023, the province calculates annual allocations to municipalities based on the current replacement values reported in a municipality's Asset Management Plan. The County has provided the province with the current replacement values, as described above, for the purpose of calculating 2024 OCIF allocations. It is important to maintain an accurate and up-to-date Asset Management Plan to support future grant funding applications.

For each asset class, the use of timely maintenance, rehabilitation, and reconstruction techniques can increase an asset's lifespan and lower the overall operating costs. Each asset class has its own unique lifecycle strategy. To execute the lifecycle strategy a certain level of funding is needed. This level of funding is the County's sustainable funding target.

In 2023, the County budgeted $13.1 million towards core infrastructure assets. The 2023 sustainable funding target is estimated at $14.3 million. This represents a $1.2 million funding gap from the 2023 capital allocation. To prevent the funding gap from growing further, future sustainable funding targets will need to be increased annually to keep up with inflationary pressures.

<u>FINANCIAL IMPLICATIONS</u>

There are no direct financial impacts associated with the proposed recommendation. When established and adhered to, the plan guides decision makers in making sound and consistent municipal infrastructure decisions. This recommended plan does not bind the County to specific expenditures on necessary assets or services, which are dynamic decisions. Instead, the plan provides information for consistent decision making and planning, such as development of capital programming, budget preparation, and establishing appropriate sustainability reserves.

CONSULTATIONS

The Chief Administrative Officer, General Managers, the Infrastructure & Development Services Division, and the Finance, Facilities & Court Services Division were consulted in the preparation of this report.

STRATEGIC PLAN

The activities of the department support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan which includes 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.
- Promoting policies and strategies that protect environmental resources and support the area's quality of life and economic development potential, allowing us to pass these resources on intact to future generations.
- Implementing and strengthening of the County's sustainability plan.
- Developing policies and practices that bolster and safeguard municipal infrastructure.

CONCLUSION

Asset management planning is part of a strategic planning process that is integrated with the budgeting process and long-term financial planning. By July 1, 2025, every municipality in the province must have an up-to-date plan that includes all assets owned by the County. The County's Asset Management Plan will be updated in three phases:

- Phase One (2023) – Core Infrastructure Asset Management Plan.
- Phase Two (2024) – Corporate Asset Management Plan including all assets with current levels of service.
- Phase Three (2025) – Corporate Asset Management Plan updated with proposed levels of service, lifecycle management strategy and financial strategy.

This update completes Phase One which addresses the County's core assets. Phases Two and Three will include County-owned facilities, fleet, and equipment.

RECOMMENDATION

That County Council adopt the County of Lambton Core Infrastructure Asset Management Plan as presented.

County of Lambton

Core Infastructure Asset Management Plan

2023

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Glossary

Asset – The County provides a wide range of services to the public and these services rely on physical assets such as roads, bridges, and buildings. Each of these assets helps to provide a service that the public values and has come to expect as part of their everyday lives.

Asset Management Plan (AMP) – A strategic document that states how a group of assets are to be managed over a period of time. The plan describes the characteristics and condition of infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the proposed level of service, and financial strategies to implement the planned actions.

Bridge Condition Index (BCI) – A condition rating system based on the Ontario Structure Inspection Manual published by the Ministry of Transportation (MTO). The BCI rating is on a scale from 0 to 100, with 0 representing the worst possible condition and 100 representing the best possible condition.

Current Replacement Value – The current cost, at the time of publishing the report, that would be incurred to replace an asset with a new equivalent asset.

Core Infrastructure – As defined by O. Reg. 588/17, any municipal infrastructure asset that is associated with water, wastewater, stormwater management, roads and bridges / culverts.

Estimated Useful Life (EUL) – The period in which an asset is expected to be in service.

Lane Kilometres – Lane kilometres take into consideration the number of lanes on the road, which factors in the size of the road and better reflects the maintenance, rehabilitation, and replacement costs. Travelling 1 kilometre on a 2-lane road is equivalent to 2 lane kilometres. Travelling 1 kilometre on a 4-lane road is equivalent to 4 lane kilometres.

Level of Service – The parameters which reflect social, political, environmental, and economic outcomes that the organization delivers. Parameters can include but are not necessarily limited to, safety, customer satisfaction, condition, capacity, reliability, responsiveness, environmental acceptability, cost, and availability.

Lifecycle Activities – Activities undertaken with respect to an asset over its service life, including maintaining, rehabilitating, and replacing.

Lifecycle Costs – The total cost of ownership over the life of an asset.

Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17) – Provincial regulation made under the Infrastructure for Jobs and Prosperity Act, 2015, that sets out requirements for municipal asset management planning to help municipalities better understand their infrastructure needs and inform infrastructure planning and investment decisions.

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Pavement Condition Index (PCI) – A condition rating system based on the Ministry of Transportation Guide SP-022 Flexible Pavement Condition Rating, Guidelines for Municipalities. The guide provides a consistent standard for rating the roadway by establishing an overall rideability value and the pavement's structural condition on a scale from 0 to 100, with 0 representing the worst possible condition and 100 representing the best possible condition.

Sustainable Funding Target – The funding level required for an asset class to provide and maintain levels of service without resorting to unplanned increases in rates or cuts to service.

County of Lambton – Core Infrastructure Asset Management Plan   5

Core Asset Summary

1,376 lane km
of **arterial roads**
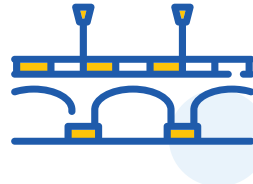
186
Structures

Core Asset Summary

Current replacement value

$912.4 MILLION

2023 capital allocation

$13.1 MILLION *per year*

2023 sustainable funding target
($1.2 million increase from 2023 capital allocation)

$14.3 MILLION *per year*

Road network at a glance:

1,376 lane km of **arterial roads** including:

181 lane km of **urban asphalt**

1,152 lane km of **rural asphalt**

43 lane km of **rural gravel**

Supporting assets, including:

2 roundabouts

51 signalized intersections

5,600 signs

29 flashing beacons

80 streetlights

28,000 m of safety barriers

Average Condition

Excellent | Good | Fair | Poor | Very Poor

GOOD RATING = 84/100

$727.1 MILLION
current replacement value

$10.5 MILLION per year
2023 capital allocation

$11.4 MILLION per year
2023 sustainable funding target
($0.9 million increase from 2023 capital allocation)

Structures at a glance:

186 **Structures** including:

71 Bridges

95 Concrete culverts

20 Steel culverts

49 YEARS **STRUCTURES** average age

Average Condition

Excellent | Good | Fair | Poor | Very Poor
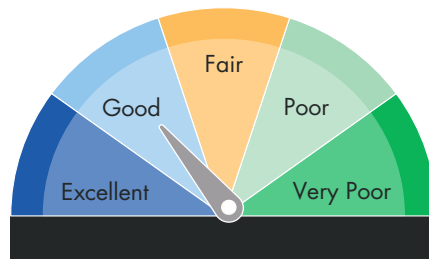
GOOD RATING = 79/100

$185.3 MILLION current replacement value

$2.6 MILLION *per year* 2023 capital allocation

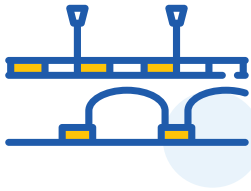**$2.9 MILLION** *per year* 2023 sustainable funding target
($0.3 million increase from 2023 capital allocation)

Executive Summary

Asset management is a long-term approach for managing and investing in assets owned by the County. The County provides a wide range of services to the public and these services rely on physical assets such as roads, bridges, and buildings. Each of these assets helps to provide a service that the public values and has come to expect as part of their everyday lives.

The asset management plan outlines the process of actively managing all the County owned assets in a way that ensures they will continue to contribute to the quality of life of the community now and in the future. The asset management plan provides information the County uses to make strategic decisions. The main goal of asset management is to provide safe and sustainable services delivered to the community in a predictable and cost-effective manner.

The County's Asset Management Plan will be updated in three phases:

- Phase One (2023) – Core Infrastructure Asset Management Plan.
- Phase Two (2024) – Corporate Asset Management Plan including all assets with current levels of service.
- Phase Three (2025) – Corporate Asset Management Plan updated with proposed levels of service, lifecycle management strategy and financial strategy.

This update completes Phase One which addresses the County's core assets.

This report is a living document that presents the County of Lambton's Core Infrastructure Asset Management Plan, in accordance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. The County is responsible for the following core assets:

- Road Network: 1,376 lane kilometres of arterial roads throughout the County including supporting assets such as roundabouts, signalized intersections, signage, flashing beacons, streetlights, and safety barriers.
- Structures: 186 bridges and culverts spanning 3.0 metres or greater.

The current replacement value of all core assets owned by the County is estimated at $912.4 million. A breakdown of the total replacement value by asset class is provided in Table 1 and Figure 1.

Table 1: Core Asset Valuation

Asset Class	Current Replacement Value
Road Network	$727.1 million
Structures	$185.3 million
Total	**$912.4 million**

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Figure 1: Current Replacement Value by Asset Class

Current Replacement Value Summary

Structures,
$185,323,602 , 20%

Road Network,
$727,102,128 , 80%
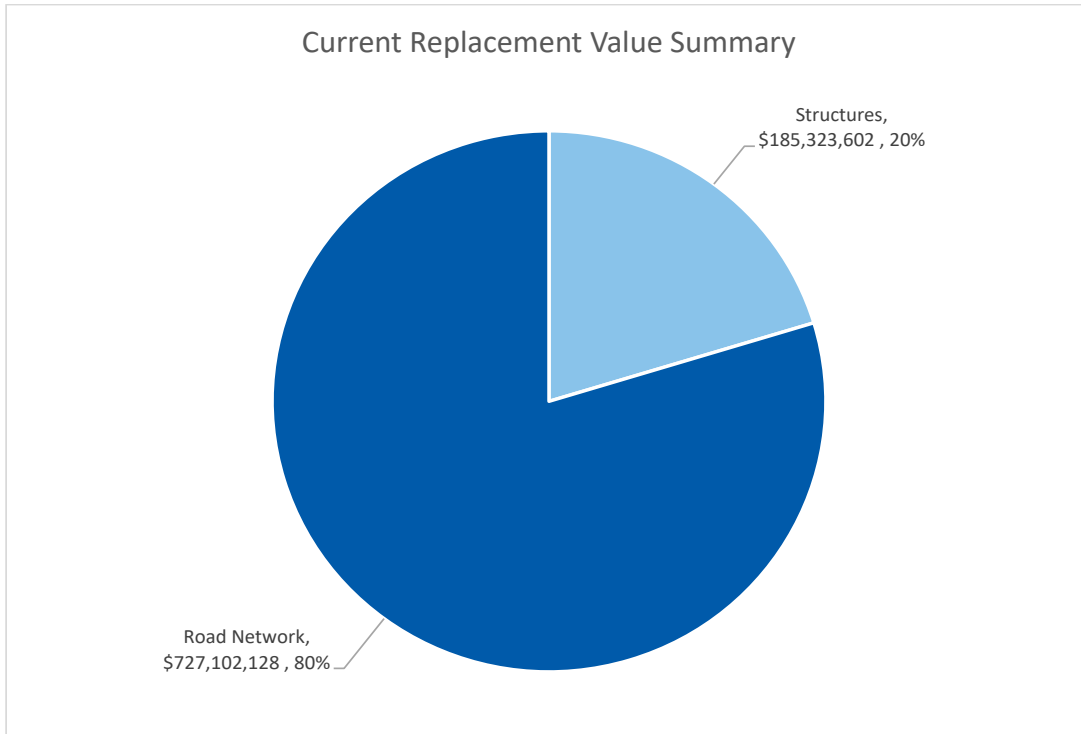
As assets age, understanding the physical condition of the asset is important to help plan for future maintenance, rehabilitation, and replacement. Inspections are routinely performed based on technical standards for each asset class. For consistency amongst all asset classes, a 5-point rating scale is used where conditions range from excellent to very poor. The overall condition of County owned assets relative to the current replacement value is shown in Table 2 and Figure 2.

Table 2: Overall Condition by Current Replacement Value

Condition Rating	Current Replacement Value	Percentage of Current Replacement Value
Excellent	$355.2 million	39%
Good	$309.2 million	34%
Fair	$165.2 million	18%
Poor	$53.1 million	6%
Very Poor	$0	0%
Unknown	$29.9 million	3%

Figure 2: Overall Condition by Current Replacement Value

Overall Condition Breakdown by Current Replacement Value

$29,873,000 , 3%
$53,066,774 , 6%
$165,153,545 , 18%
$355,176,447 , 39%
$309,155,964 , 34%

■ Excellent ■ Good ■ Fair ■ Poor ■ Very Poor ■ Unknown
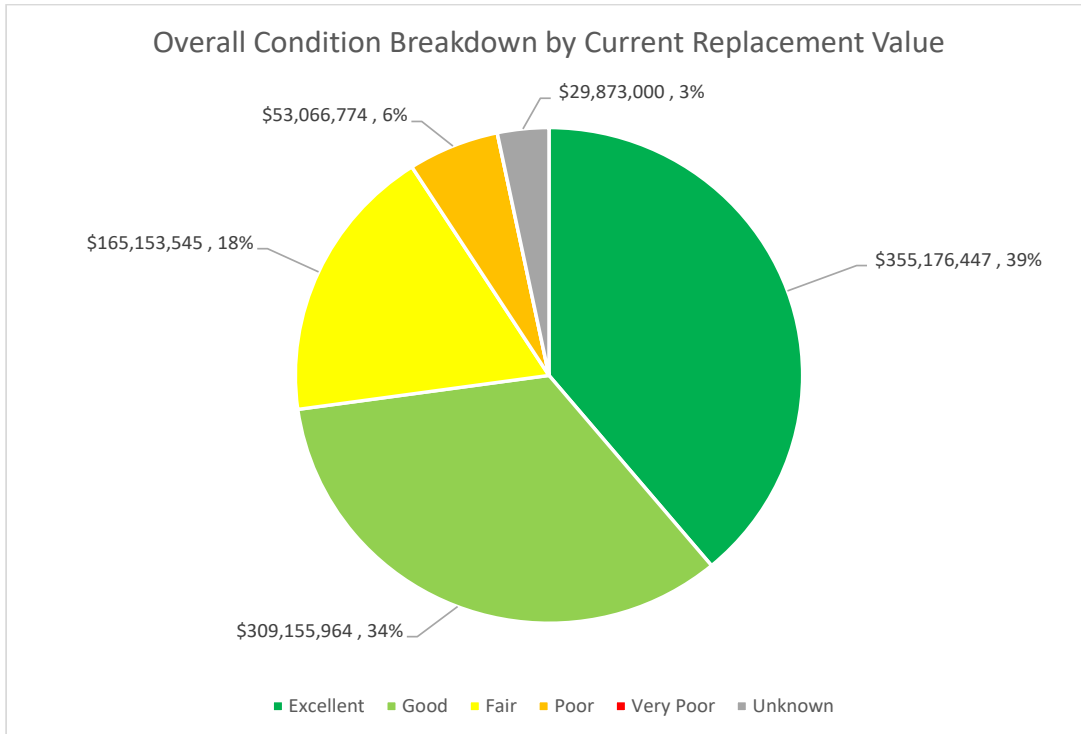
The County owns and maintains assets to provide services to the public. The level of service is how an asset performs in delivering these services. The County has set minimum proposed levels of service for each asset class. The proposed level of service sets the minimum level of service that the County aims to provide. Minimum proposed level of service targets are provided in Table 3.

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Table 3: Core Assets Proposed Level of Service

Proposed Level of Service	Target	Performance
Road Network		
Maintain an average condition of 'Good' or better (PCI greater than 75)	Good (PCI>75)	Good (PCI=83.9)
Maintain 100% of roads above 'Very Poor' condition	100%	100%
Structures		
Maintain an average condition of 'Good' or better (BCI greater than 70)	Good (BCI>70)	Good (BCI=79.2)
Maintain 100% of bridges and major culverts above 'Very Poor' condition	100%	100%

The County is currently meeting the proposed level of service targets set for all core assets.

For each asset class the use of timely maintenance, rehabilitation, and reconstruction techniques can increase an assets lifespan and lower the overall operating costs. Each asset class has its own unique lifecycle strategy. To execute the lifecycle strategy a certain level of funding is needed. This level of funding is the County's sustainable funding target.

The County's total capital allocations for the core assets averaged $12.9 million per year from 2019 to 2023. In 2023, the County budgeted $13.1 million towards core assets. The capital allocations over the last 5 years for the County's core assets are provided in Table 4 and Figure 3.

Table 4: Core Assets Historical Capital Allocations

Asset Class	2019	2020	2021	2022	2023
Road Network	$9,620,000	$10,145,000	$10,175,000	$10,275,000	$10,470,000
Structures	$2,374,000	$1,945,000	$1,945,000	$2,565,000	$2,570,000
Growth and Expansion	$0	$0	$0	$2,500,000[1]	$0
Total Capital Allocations	**$11,994,000**	**$12,090,000**	**$12,120,000**	**$15,340,000**	**$13,040,000**

[1] Growth and Expansion capital allocations in 2022 are for the roundabout construction at County Road 22 (Egremont Road) and County Road 79 (Nauvoo Road).

Figure 3: Core Assets Historical Capital Allocations
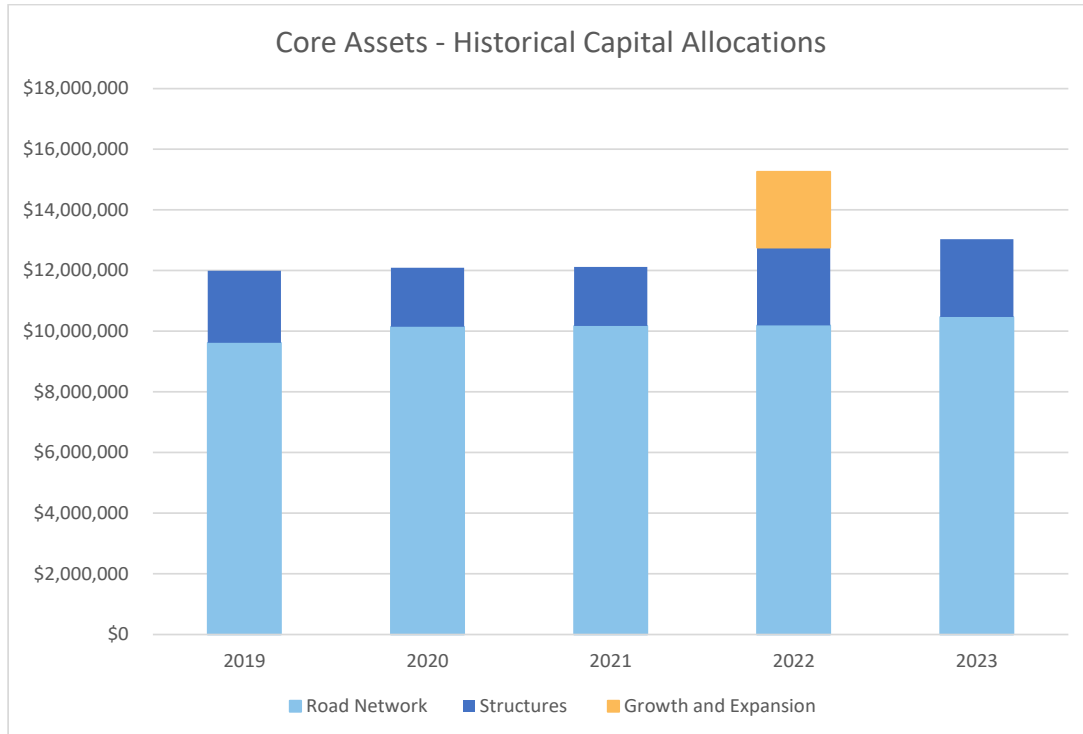
The County has completed a five-year financial plan based on the current needs of the core assets. The five-year long term financial plan is shown in Figure 4. The 2023 sustainable funding target is estimated at $14.3 million. This represents a $1.2 million increase from the 2023 capital allocation. The sustainable funding is summarized in Table 5. The capital plan is adjusted with an inflation factor of 2.0%. Future sustainable funding targets will need to be increased annually to keep up with inflationary pressures. The projected five year increases due to inflationary pressures are shown in Table 6.

Figure 4: Core Assets Five-Year Long Term Financial Plan

Core Assets - Five-Year Long Term Financial Plan

Legend:
- Structures - Annual Required Funding (Inflation Adjusted)
- Road Network - Annual Required Funding (Inflation Adjusted)
- Sustainable Funding (Inflation Adjusted)
- 2023 Actual Funding
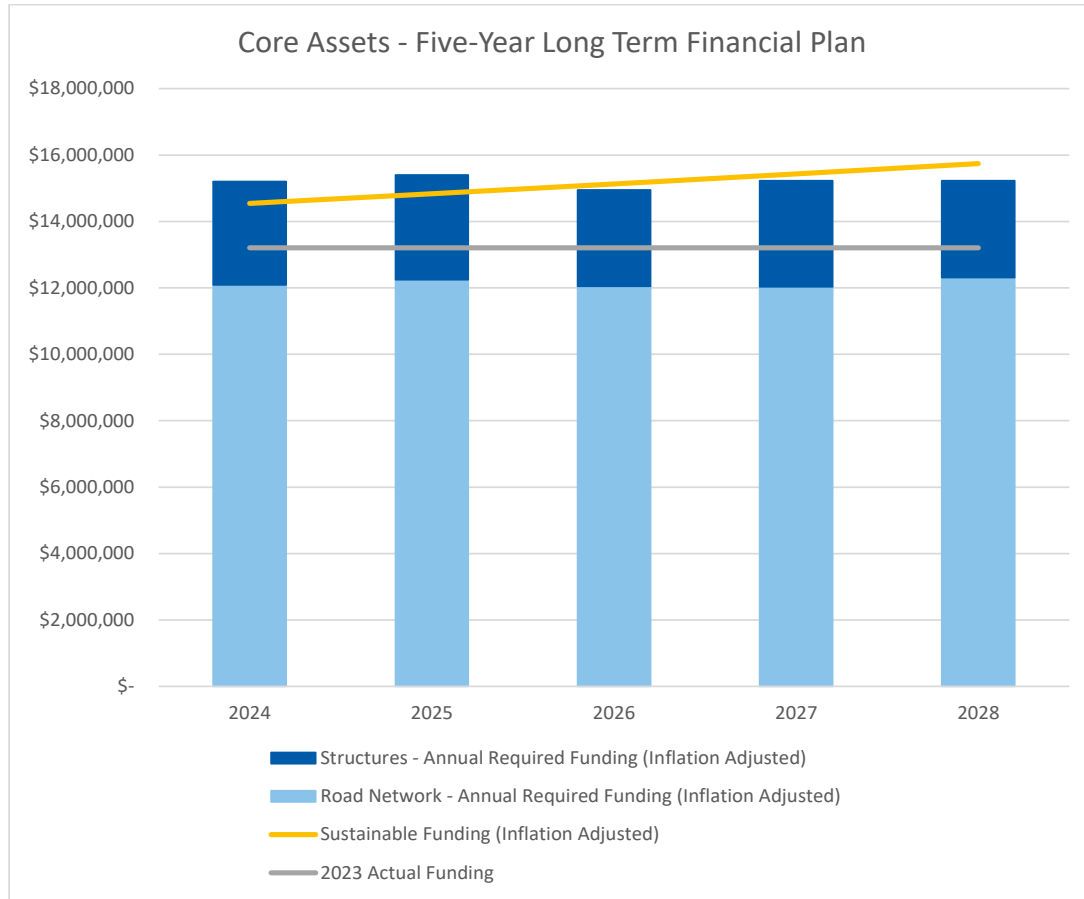
Table 5: Core Assets Sustainable Funding Summary

Asset Category	2023 Sustainable Funding	2023 Capital Allocation	Current Funding Gap
Road Network	$11.4 million	$10.5 million	$0.9 million
Structures	$2.9 million	$2.6 million	$0.3 million
Total	**$14.3 million**	**$13.1 million**	**$1.2 million**

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Table 6: Core Assets Sustainable Funding Projected Inflationary Increases

	2023	2024	2025	2026	2027	2028
Inflation Factor (2.0%)	1.000	1.020	1.040	1.061	1.082	1.104
Road Network	$11,378,068	$11,605,630	$11,837,742	$12,074,497	$12,315,987	$12,562,307
Structures	$2,880,746	$2,938,361	$2,997,128	$3,057,071	$3,118,212	$3,180,576
Total Sustainable Funding Target	**$14,258,814**	**$14,543,991**	**$14,834,870**	**$15,131,568**	**$15,434,199**	**$15,742,883**

When established and adhered to, the Asset Management Plan guides decision-makers in making sound and consistent investment decisions. The Asset Management Plan does not bind the County to specific expenditures but instead sets a framework for consistent decision making and planning. The conclusions shown in Table 7 should be considered when making investment decisions regarding the core assets.

Table 7: Core Assets Conclusions

Road Network Conclusions
- The County owns 1,376 lane kilometres of arterial roads with a current replacement value of $727.1 million.   68% of the network is in good to excellent condition which indicates a well maintained and rehabilitated road network.   - The lifecycle strategy is to maximize the length of time between road reconstruction by completing timely maintenance and rehabilitation.   - The County is currently meeting the proposed level of service targets set for the road network.   - The County has had recent slope stability issues which are difficult to predict and expensive to repair. Additional slope stability issues are a risk to the sustainable funding target.   - The 2023 sustainable funding target is $11.4 million, which is a $0.9 million increase from 2023 capital allocations.   - Growth and expansion projects are not included in the sustainable funding target and would require additional capital allocations.   - Future sustainable funding targets will need to be increased annually to keep up with inflationary pressures.

Structures Conclusions
- The County owns 186 structures with a current replacement value of $185.3 million.   91% of the network is in good to excellent condition which indicates a well maintained and rehabilitated network.   - The structure network is aging and a significant increase in major rehabilitations and replacements is projected over the next 25 years.   - The lifecycle strategy is to maximize a structures life while prioritizing high risk projects for major rehabilitation and replacement.   - The County is currently meeting the proposed level of service for structures.   - The 2023 sustainable funding target is $2.9 million, which is a $0.3 million increase from 2023 capital allocations.   - Growth and expansion projects are not anticipated in the next 10 years.   - Future sustainable funding targets will need to be increased annually to keep up with inflationary pressures.

1. Introduction

1.1.   County of Lambton Overview

The County of Lambton, referred to as the County, is an upper-tier municipality in Southwestern Ontario. It is bordered to the north by Lake Huron, to the west by the St. Clair River which is part of the Canada-United States border, to the south by the municipality of Chatham-Kent and to the east by Middlesex County and Huron County. The County covers a total land area of 3,002 square kilometres. The County is made up of eleven local municipalities. Also, located within the County census division are three independent First Nations reserves.

The County is a community that is both urban and rural in nature and is home to over 128,000 residents. It was founded in the mid-19th century. The County is home to the first commercial oil well in Canada, founded in 1858, and subsequently became the country's petrochemical refining centre. Today, the County has evolved from its roots in agriculture, tourism, and petrochemicals to a position of leadership in the fields of research, innovation, and the new bio-economy.

With nearly 1,200 employees, the County is responsible for programs and services that care for its residents and allow the community to flourish. The County provides and funds the following services as directed by the Strategic Plan:

- Cultural Services
- Finance, Facilities and Court Services
- Infrastructure and Development Services
- Long-Term Care
- Public Health Services
- Social Services

The purpose of the Asset Management Plan is to drive future infrastructure investment in accordance with its Strategic Plan's Mission Statement:

The mission of the County of Lambton is the promotion of economic growth, environmental stewardship, and an enhanced quality of life through the provision of responsive and efficient services. Such promotion is accomplished by working with municipal and community partners.

1.2.   Asset Management Regulation

In 2017, the Province of Ontario enacted Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, under the Infrastructure and Prosperity Act, to support improvements in municipal asset management.

The Regulation provides the authority for the province to regulate municipal asset management planning. It reflects the province's commitment to guide investments in public infrastructure that was first initiated in 2011 when the Province released Building Together Guide for Municipal Asset Management Plans as its long-term infrastructure plan and strategic framework.

The intent of the Regulation is to facilitate asset management best practices throughout the municipal sector, provide a degree of consistency to asset management plans, and leverage asset management planning to optimize infrastructure investment decisions. The requirements of the regulation are phased in, as follows:

- July 1, 2019: Every municipality shall prepare its first strategic asset management policy.
- July 1, 2022: Every municipality shall prepare an asset management plan in respect to its core municipal infrastructure assets.
- July 1, 2024: Every municipality shall prepare an asset management plan in respect of all of its other municipal infrastructure assets.
- July 1, 2025: Every asset management plan must include proposed levels of service, lifecycle management strategy and financial strategy for the following 10 years.

Additionally, the regulation requires the continued evaluation and improvement of the asset management plan, as follows:

- Every municipal council shall conduct an annual review of its asset management progress on or before July 1 in each year, starting the year after the municipality's asset management plan is completed.
- Every municipality shall review and, if necessary, update its strategic asset management policy at least every five years.
- Every municipality shall review and update its asset management plan at least every five years.

Finally, the regulation requires that the asset management plan be publicly available, as follows:

- Every municipality shall post its current strategic asset management policy and asset management plan on a website that is available to the public and shall provide a copy of the policy and plan to any person who requests it.

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1.3. Background

Asset management at the County of Lambton has been an evolving process. Significant milestones that have been achieved to date are summarized below:

- 2014 – The first Asset Management Plan was approved by County council which included roads, structures, and social housing.
- 2019 – Asset Management Plan updated to include buildings, fleet, machinery, and medical equipment.
- 2021 – Strategic Asset Management Policy approved by County council.

In 2021, the County initiated a review of the current Asset Management Plan and processes and established a plan to move forward to ensure compliance with new and updated provincial regulations, specifically, O. Reg. 588/17. Following the review, a Corporate Asset Management Team was created to meet legislative requirements and to have a professionally prepared and monitored Asset Management Plan. The County is taking a phased approach to update the Asset Management Plan to meet current regulations. The Plan will be updated according to the following three phases:

- Phase One (2023) – Core Infrastructure Asset Management Plan
- Phase Two (2024) – Corporate Asset Management Plan with current levels of service
- Phase Three (2025) – Corporate Asset Management Plan updated with proposed levels of service, lifecycle management strategy and financial strategy

1.4. Asset Management Plan

Phase One of the asset management plan focuses on the core assets owned by the County. The County is responsible for the following core assets:

- Road Network: 1,376 lane kilometres of arterial roads throughout the County including supporting assets such as roundabouts, signalized intersections, signage, flashing beacons, streetlights, and safety barriers.
- Structures: 186 bridges and culverts spanning 3.0 metres or greater.

Each core asset class is summarized in a section of the report with the following information:

- State of Infrastructure: An overview of the current state of infrastructure within the category including inventory, value, age, estimated useful life and condition.
- Level of Service: Information on the current levels of service as determined by the regulation along with proposed levels of service.
- Risk Assessment: A framework for assessing risk of individual assets and prioritizing investments to minimize risk.

- Lifecycle Strategy: A summary of the proposed maintenance, rehabilitation and reconstruction techniques.
- Financial Strategy: A long-term financial plan to execute the proposed lifecycle strategy including sustainable funding targets.
- Growth and Expansion: Discussion on increases in demand caused by population and employment growth.
- Conclusions: Summary of key findings to be considered by decision-makers to make informed and consistent municipal infrastructure decisions.

The goal of the Asset Management Plan is to provide an accurate assessment of each asset class. This information should be used by decision-makers in making sound and consistent investment decisions. The Asset Management Plan does not bind the County to specific expenditures but instead sets a framework for consistent decision making and planning.

1.5.   Next Steps

This report completes Phase One of the County's Asset Management Plan that addresses the County's core assets. Future updates to the Asset Management Plan will include:

- Phase Two will build upon this report to include a state of the infrastructure summary for all assets owned by the County. These assets include facilities, fleet and equipment within several different County divisions. Phase Two will also include a summary of the current level of service provided by each asset class. Phase Two is to be completed in 2024.
- Phase Three will establish the proposed levels of service for each asset class. Performance of each asset class will be based on measures developed by the County, such as those that would measure energy usage and operating efficiency. A lifecycle and financial strategy will be developed for all asset classes to meet the proposed levels of service. Phase Three is to be completed in 2025.

Future updates will be presented for approval through a resolution at County Council.
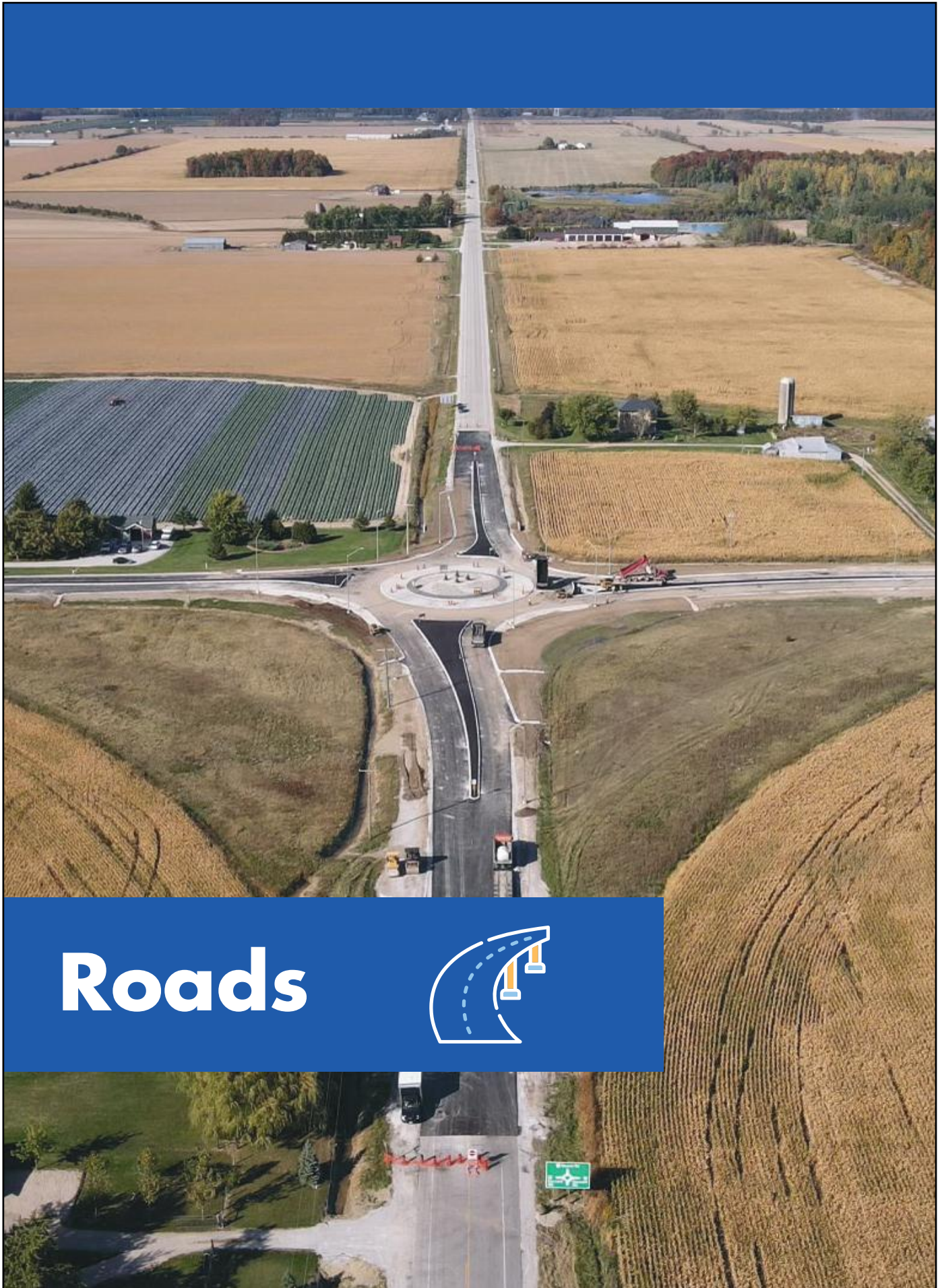
Roads

Roads Gallery

2.1.   State of Infrastructure

The County of Lambton strives to provide a safe, efficient, and reliable arterial road network that supports the movement of traffic throughout the County. A well-maintained road network plays a key part in providing responsive and efficient services to the community. The County owns and maintains 647 centreline kilometres of roads, or a total of 1,376 lane kilometres.

Centreline kilometres are a measurement of the actual length of roads within the County or the distance travelled between locations. While, lane kilometres take into consideration the number of lanes on the road, which factors in the size of the road and better reflects the maintenance, rehabilitation, and replacement costs. The asset management plan will provide all measurements in lane kilometres.

For the purposes of the asset management plan the road network is divided into the following three asset types:

- 181 lane km's of urban arterial asphalt roads
- 1,152 lane km's of rural arterial asphalt roads
- 43 lane km's of rural arterial gravel roads

The road network also includes many supporting assets that are required for the safe movement of vehicles. These assets include roundabouts, signalized intersections, signage, flashing beacons, street lights and safety barriers. A summary of the road network infrastructure in the County of Lambton is provided in Table 2-1 and Table 2-2.

Table 2-1: Road Network Asset Summary

Road Network				
Asset Type	Length (lane-km)	Pavement Area (m^2)	Average Age[1] (years)	Average Condition (PCI)
Urban Arterial – Asphalt	181	623,371	15.1	83.5
Rural Arterial – Asphalt	1,152	4,840,059	12.3	83.8
Rural Arterial – Gravel	43	157,989	N/A	98.0
Total	**1,376**	**5,228,501**	**13.5**	**83.9**

[1] *Age of a road segment is considered from the date of the last major rehabilitation. Age information for gravel roads is not reliable as they are maintained annually.*

Table 2-2: Road Network Supporting Assets Summary

Supporting Assets			
Asset Type	Quantity	Unit	Average Age (years)
Roundabouts	2	Each	7.5
Signalized Intersections	115	Legs[1]	N/A
Signage	5,600	Each	N/A
Flashing Beacons	29	Each	N/A
Streetlights	80	Each	N/A
Safety Barriers	28,000	Length (m)	N/A

[1] *Intersections have shared ownership if the joining road is owned by a local municipality. A leg is considered as one direction of travel (i.e., a standard four-way intersection has 4 total legs).*

2.1.1.   Asset Inventory and Valuation

The County's road network is comprised of a total of 34 numbered County roads. Each County road is divided into clearly identified segments that are distinguished by major intersections, in total there are 621 road segments. A map showing the location of all County Roads is provided in Appendix A.

Each segment is labelled with an asset type that identifies what setting the roadway is in. The County has two distinct roadway settings, including:

- Urban which has curb and gutter at the edge of the pavement and underground infrastructure that is owned by the local municipality.
- Rural which has granular or paved shoulders and roadside ditches.

Most of the roads within the County network are paved with a small quantity of gravel roads identified as Rural Arterial Gravel. Each road segment is assigned with various attribute information, such as:

- Condition
- Age
- Road dimensions
- Traffic conditions
- Current replacement costs
- Maintenance and rehabilitation history

The County also follows Ontario Regulation 239/02: Minimum Maintenance Standards for Municipal Highways which defines classes of highways based on the posted speed limit and average daily traffic. Roads with higher speed limits and average daily traffic require more frequent inspections and quicker response times to identified deficiencies

such as potholes, debris, snow and ice accumulation, etc. County roads are divided into the classes summarized in Table 2-3. A map showing the class of all County roads is provided in Appendix A.

Table 2-3: Minimum Maintenance Standards Classification

Road Class	Patrolling Frequency	Length (lane-km)
Class 1	3 times every 7 days	0.7
Class 2	2 times every 7 days	306.3
Class 3	Once every 7 days	857.7
Class 4	Once every 14 days	171.1
Class 5	Once every 30 days	40.6

The current replacement values of assets in the road network are based on recent trends in reconstruction costs and totals an estimated $727.1 million, including:

- $99.5 million in Urban Arterial Asphalt Roads
- $576.2 million in Rural Arterial Asphalt Roads
- $21.6 million in Rural Arterial Gravel Roads
- $29.9 million in Supporting Assets

A summary of current replacement values is provided in Table 2-4 and 2-5.

Table 2-4: Road Network Valuation

Road Network		
Asset Type	Length (lane-km)	Current Replacement Value[1]
Urban Arterial Asphalt	181	$99,502,568
Rural Arterial Asphalt	1,152	$576,155,992
Rural Arterial Gravel[2]	43	$21,570,568
Subtotal	**1,376**	**$697,229,128**

[1] The following unit rates were used to calculate Current Replacement Value: Urban Arterial Asphalt = $550,000 / lane km, Rural Arterial Asphalt = $500,000 / lane km and Rural Arterial Gravel =$500,000 / lane km.

[2] Rural Arterial Gravel roads will be replaced with asphalt roads whenever feasible, as such Rural Asphalt Arterial unit rates have been used for Rural Arterial Gravel roads.

Table 2-5: Supporting Assets Valuation

Additional Road Assets			
Asset Type	**Quantity**	**Units**	**Current Replacement Value[1]**
Roundabouts	2	Each	$4,000,000
Signalized Intersections	115	Legs	$6,900,000
Signage	5,600	Each	$980,000
Flashing Beacons	29	Each	$85,000
Streetlights	80	Each	$520,000
Safety Barriers	28,000	Length (m)	$17,388,000
Subtotal	**N/A**	**N/A**	**$29,873,000**

[1] *The following unit rates were used to calculate Current Replacement Value: Roundabouts = $2,000,000 each, Signalized intersections = $60,000 / leg, Signage = $175 / sign, beacons = $2,500 / beacons and $5,000 / overhead beacon, Streetlights = $6,500 / streetlight, and Safety barriers = $400 / m for cable barriers and $800 / m for steel beam barriers.*

2.1.2.   Age and Estimate Useful Life

The exact age of roads is difficult to determine due to historical data gaps. Some roadways have existed in the County for well over one hundred years and continue to be maintained, rehabilitated, and reconstructed to provide service to the community. Additionally, the ownership of roads has varied over time with roads either being uploaded by local municipalities or downloaded from the province. Road rehabilitation and reconstruction dates are collected as projects are completed to establish reliable age information.

Once a road is built the pavement will start to deteriorate and the rate of deterioration will increase over time. A typical pavement performance curve is included in Figure 2-1 (Taken from City of Toronto, Core Infrastructure Asset Management Plan, 2021).

Figure 2-1: Typical Roadway Performance Curve Without Interventions
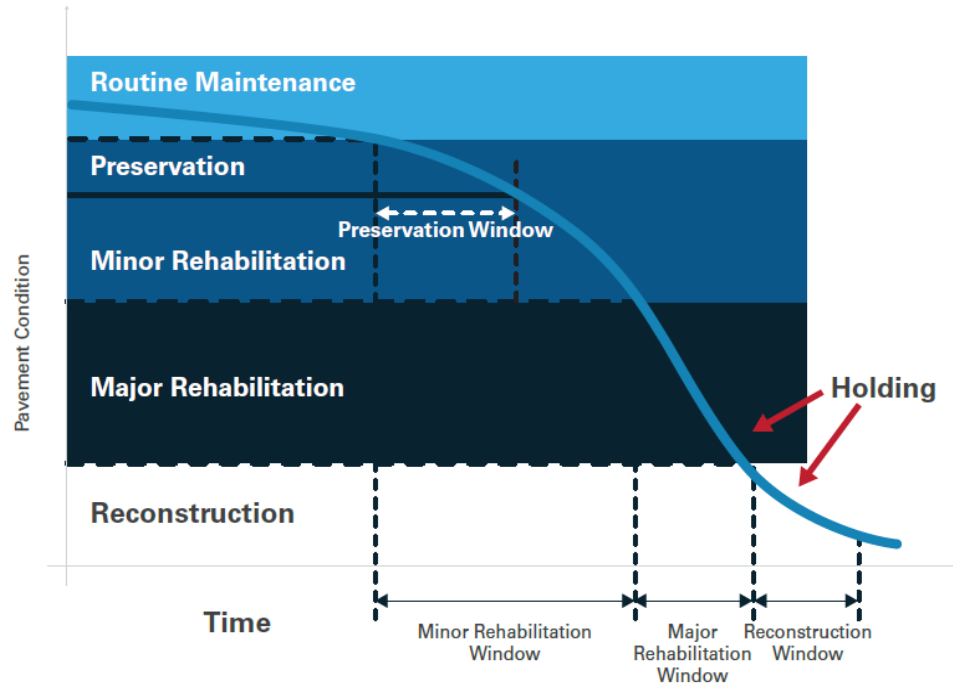
As a road deteriorates there are windows to apply maintenance and rehabilitation to extend the life of the roadway. If a road is left to deteriorate without any intervention it will reach a very poor condition in approximately 20 to 25 years. Once the road deteriorates to this point a full reconstruction is required. However, a properly maintained and rehabilitated road can provide approximately 75 to 100 years of service life or more before full replacement is required. During this time roads will generally undergo three to four cycles of major rehabilitation occurring about every 25 to 35 years. A typical service life of a well-maintained road is included in Figure 2-2 (Taken from City of Toronto, Core Infrastructure Asset Management Plan, 2021).

Figure 2-2: Typical Roadway Service Life with Interventions
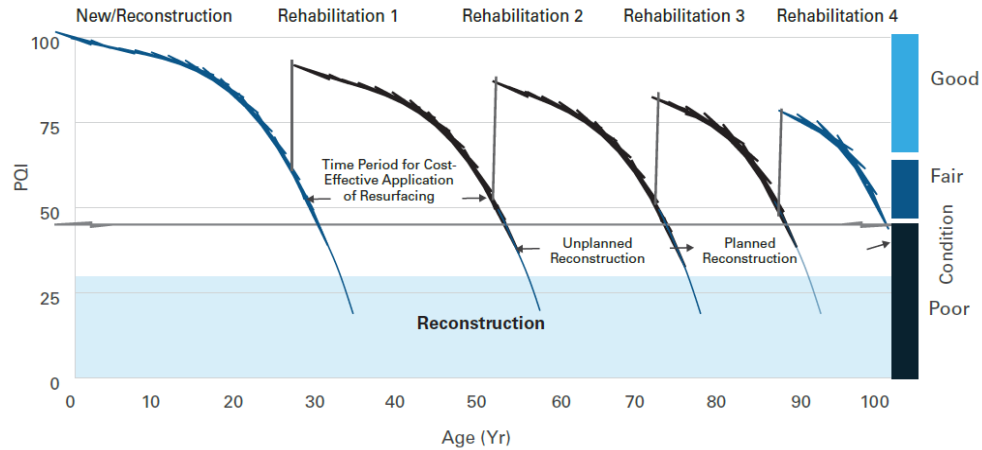
The County has accurate data on the date roads have undergone their last rehabilitation. A histogram with the last rehabilitation date by lane kilometres is shown in Figure 2-3.

Figure 2-3: Road Network Last Rehabilitation Date

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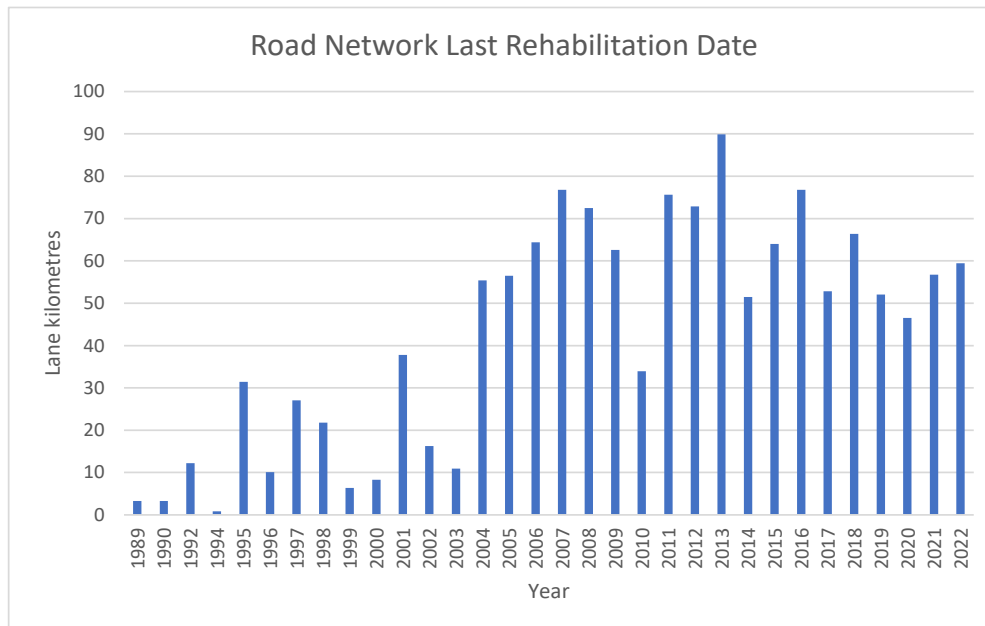
2.1.3.   Condition

The County uses a pavement condition index (PCI) as the primary performance indicator when determining lifecycle strategies. Road condition is analyzed by County staff for each road segment and the frequency of inspections is at a minimum of once every 5 years. Road segments observed as being in distress may be analyzed at a higher frequency to ensure accurate and up to date conditions are recorded. The County's inspection frequency for roads is summarized in Table 2-6.

Table 2-6: Road Network Inspection Frequency

Asset Type	Inspection Frequency
Road Network	MTO Flexible Pavement Condition Rating every five (5) years

The network is reviewed in compliance with Ministry of Transportation Guide SP-022 Flexible Pavement Condition Rating, Guidelines for Municipalities. This is a standard guide used by highway authorities throughout Ontario. The guide provides a consistent standard for rating the roadway by establishing an overall rideability value and the pavement's structural condition. The condition is determined by reviewing the severity and density of thirteen various distress manifestations observed within the road surface. The resulting data is translated into a five-point condition scale shown in Table 2-7.

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Table 2-7: Road Network Condition Descriptions

PCI	Condition Scale	Service Level	Associated Work
90 or greater	**Excellent**	Recently reconstructed or rehabilitated. There are no visual cracks or structural issues. The ride is smooth.	No action is required.
75 to 90	**Good**	The road is showing a few signs of surface deterioration, random cracks or rutting. The ride is relatively smooth	Maintenance
60 to 75	**Fair**	The road is showing signs of surface deterioration, random cracks, rutting and some patching of surface defects. The ride is becoming rough.	Maintenance or Rehabilitation
40 to 60	**Poor**	The road is showing signs of deterioration, cracks, rutting, and patching of surface defects that occurs over 50 percent of the surface. Some structural issues are starting to show. The ride is uncomfortable.	Rehabilitation or Reconstruction
Below 40	**Very Poor**	The road is showing significant structural issues with large visible cracks, rutting, and patching of surface defects that occurs over 75 percent of the surface. The road is difficult to drive at the posted speed limit	Reconstruction or reconstruction

The County also undertakes an annual road coring program to determine the condition of granular material located underneath the asphalt. This is completed by an external geotechnical consultant. The program consists of coring through the road platform to confirm asphalt, granular and existing soil thicknesses to a depth of 1.0 metre. The road cores provide accurate data on how the roads have been built and any deficiencies that need to be addressed that could not be determined by visual inspection.

The condition of the road network is shown relative to the current replacement value of each asset, which includes:

- $305.4 million or 42% in excellent condition
- $190.0 million or 26% in good condition
- $152.8 million or 21% in fair condition
- $49.1 million or 7% in poor condition
- $29.9 million or 4% in unknown condition

A pie chart with the condition of the road network and the associated current replacement value is shown in Figure 2-4. A map showing the location of roads and their condition is included in Appendix A.

Figure 2-4: Road Network Condition by Current Replacement Value

Road Network Condition

- $29,873,000 , 4%
- $49,057,052 , 7%
- $152,797,402 , 21%
- $305,381,792 , 42%
- $189,992,882 , 26%

Legend: ■ Excellent ■ Good ■ Fair ■ Poor ■ Very Poor ■ Unknown

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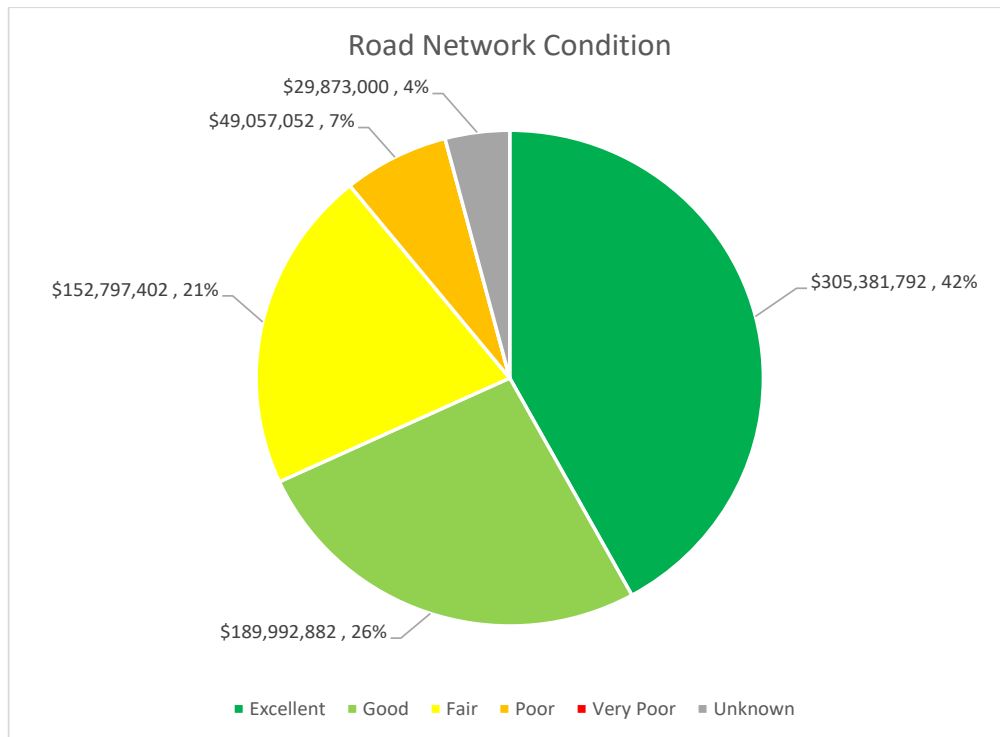
2.2. Level of Service
2.2.1. Current Level of Service

The current level of service provided by the County's road network is summarized as community levels of service in Table 2-8 and technical levels of service in Table 2-9.

Table 2-8: Community Level of Service

Qualitative Description	Current Level of Service
Description, which may include maps, of the road network in the municipality and its level of connectivity.	The County's road network is classified as arterial roads and as such the type of traffic supported by the structures includes motor vehicles, heavy transport vehicles, emergency response vehicles, school buses, cyclists and pedestrians. The County also supports the Lambton County Regional Trail System which is an on-road, shared access route for motorists, cyclists and pedestrians. A map showing the County road network is included in Appendix A.
Description or images that illustrate the different levels of road class pavement condition.	Images of the condition of roads are shown in Figure 2-5.

Table 2-9: Technical Level of Service

Technical Metrics	Current Level of Service
Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality.	(1,376 lane km / 3,002 km² land area) = 0.46 lane km / km² land area
The average pavement condition index of the road network.	Good (PCI = 83.9)

Figure 2-5: Local Examples of Road Network Condition
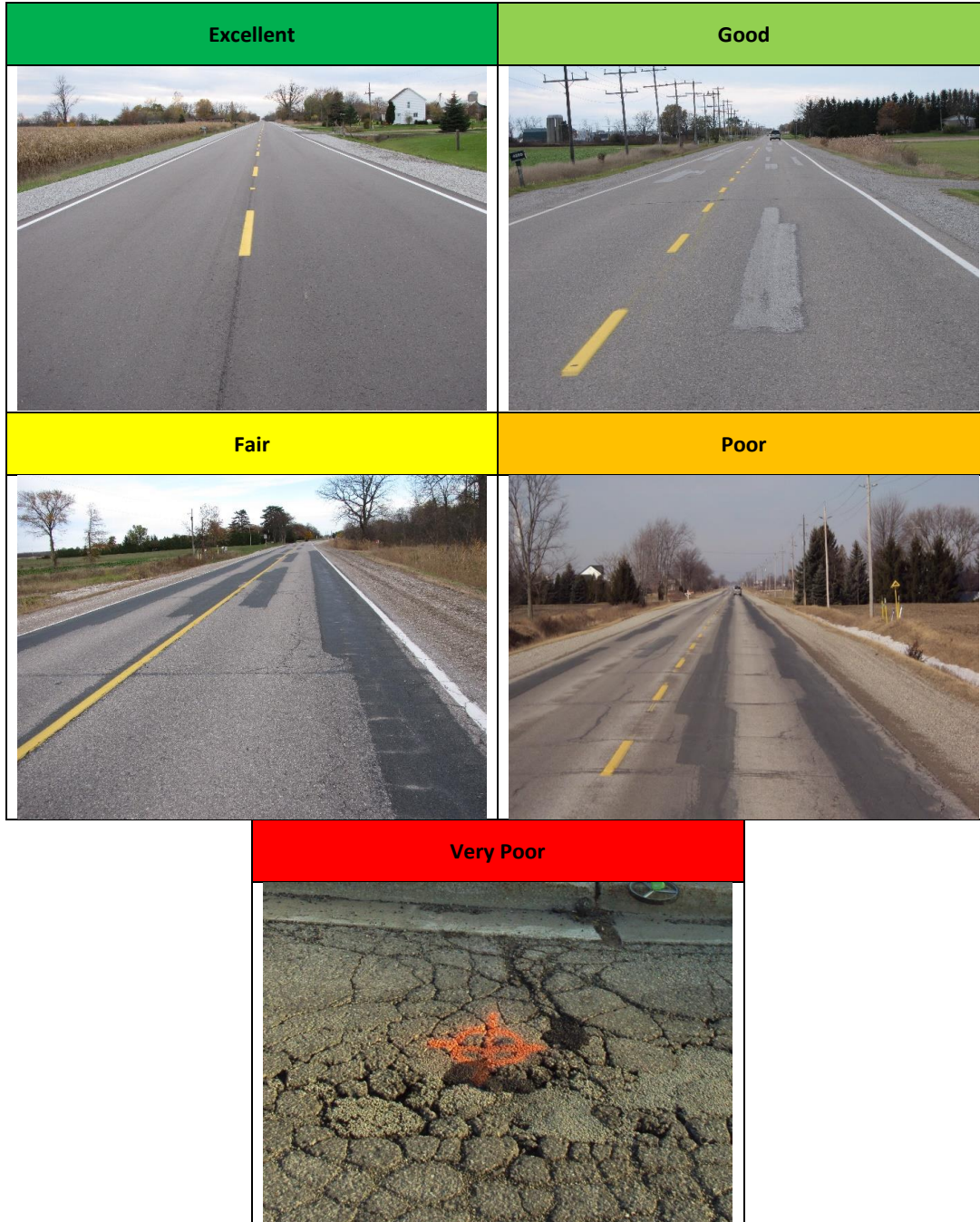
2.2.2. Proposed Level of Service

The proposed level of service for roads focuses on the physical condition of the overall road network and sets the minimum level of service that the County aims to provide. Pavement condition is the main factor used to determine lifecycle events and is also the most noticeable by the residents and visitors of the County. Proposed levels of service are summarized in Table 2-10.

Table 2-10: Road Network Proposed Level of Service

Proposed Level of Service	Target	Performance
Maintain an average condition of 'Good' or better (PCI greater than 75)	Good (PCI>75)	Good (PCI=83.9)
Maintain 100% of roads above 'Very Poor' condition	100%	100%

Roads identified for replacement are allowed to decline to 'poor' condition. Poor condition roadways are considered acceptable in the short-term, except for any roads that have concerns with safety or performance.

The County is currently meeting the proposed level of service targets set for the road network.

2.3. Risk Assessment

The County currently assesses risk for individual projects when determining a long-term capital plan. This evaluation is based on:

- Physical condition
- Urgency of identified needs
- Service impact

In recent years, slope stability issues have increased the risk of failure in several areas where the roadway has been constructed on a large amount of fill material. These slope stability issues are difficult to predict and expensive to repair. Future versions of the asset management plan will look to identify areas that are at risk of slope stability issues.

A network wide risk assessment is currently being developed by the County and will be included in future versions of the asset management plan.

2.4. Lifecycle Strategy

The key to long-term cost-effective pavement performance is the use of timely maintenance, rehabilitation, and reconstruction techniques. The benefits of applying these techniques appropriately are realized in lower lifecycle costs, longer service life, reuse of existing materials, increased service levels and less disruptions to the travelling public. The

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lifecycle strategies that the County uses in the overall sustainable management of its road network are summarized in Table 2-11.

Table 2-11: Summary of Structures Lifecycle Strategy

Category	Lifecycle Strategy
Non-Infrastructure	The County implements seasonal half-load restrictions to select roadways identified as being susceptible to damage due to traffic loading during freeze/thaw events. Overlap between County assets and those of local municipalities are reviewed and coordinated with key stakeholders. Financial and logistical savings can be recognized by using a coordinated asset management approach.
Maintenance	Maintenance is applied to maintain the current level of service and prevent further deterioration. The County groups maintenance into two categories: • Routine maintenance including catch basin cleaning, ditch cleaning, roadside cleaning, pothole repair, pavement marking, snow removal, ice prevention, etc. This maintenance is done on a routine basis to address immediate issues. • Preservation including crack sealing and spray patching. This maintenance is designed to be proactive and is used to preserve the current condition and to slow deterioration.
Rehabilitation	Rehabilitation is completed to increase the condition of the road and extend its estimated useful life. The County groups rehabilitation into two categories: • Minor Rehabilitation (Surface Renewal) including micro surfacing, bonded wearing course, asphalt overlay and topcoat mill and pave. • Major Rehabilitation (Resurfacing) including full depth mill and pave, cold-in-place recycling (CIR), cold in place recycling with expanded asphalt mix (CIREAM) and full depth reclamation (pulverizing).
Replacement	Total reconstruction of a section of roadway is determined when it is no longer financially practical or technically viable to continue maintenance and rehabilitation strategies. Other reasons for replacement may include: • Issues with underlying soil • Slope stability issues in areas with fill.

	• Improvements to the geometric design such as road re-alignment, turn lanes, road widening, etc. Prior to reconstructing, maintenance and rehabilitation is minimized and the road condition is left to decline in advance of replacement.
Disposal	Based on road network reviews, segments of road may be downloaded to local municipalities, closed, or abandoned, subject to approval by Council.
Expansion	Based on road network reviews, segments of road may be uploaded from either local municipalities, subject to approval by Council or downloaded from the Province of Ontario. Other expansions may be necessary to provide operational or geometric design improvements to the network. Such expansions to the network coincide with areas of growth within the County and is subject to approval by Council.

The lifecycle strategy used for road segments is affected by many factors including road classification, pavement structure, traffic volume, traffic distribution, construction materials, quality of construction, and maintenance and rehabilitation history. Condition and performance can also be impacted by underground utility work and private development activities. Generally, a properly maintained and rehabilitated road will provide approximately 75 to 100 years of service or more before full replacement is required. Roads will generally undergo three to four cycles of major rehabilitation occurring about every 25 to 35 years of their service life. The lifecycle strategy for a major rehabilitation cycle used for the road network is summarized in Table 2-12.

Table 2-12: Road Network Lifecycle Strategy

Event Name	Event Trigger	Impact to BCI	Event Cost Urban	Event Cost Rural
Maintenance	Age = 5 to 10 years PCI < 80	PCI = 85	$2,500 / lane km	$2,500 / lane km
Minor Rehabilitation	Age = 12 to 18 years PCI <70	PCI = 90	$85,000 / lane km Urban Arterial	$50,000 / lane km Rural Arterial
Maintenance	Age 20 to 25 PCI < 80	PCI = 85	$2,500 / lane km	$2,500 / lane km
Major Rehabilitation or Reconstruction	Age 25 to 35 years PCI < 60	PCI = 98 or 100	Major Rehab: $200,000 / lane km	Major Rehab: $175,000 / lane km
			Reconstruction: $550,000 / lane km	Reconstruction: $500,000/ lane km

2.5. Financial Strategy

2.5.1. Historical Allocations

The County's total capital allocations for the road network averaged $10.6 million per year from 2019 to 2023. In 2023, the County budgeted $10.5 million towards the road network. This includes $90,000 in capital allocations to supporting assets for sign replacements and intersection improvements. The capital allocations over the last 5 years for the County's structures network are provided in Table 2-13 and Figure 2-6.

Table 2-13: Road Network Historical Capital Allocations

Asset Type	2019	2020	2021	2022	2023
Road Network	$9,585,000	$10,060,000	$10,085,000	$10,195,000	$10,380,000
Growth and Expansion	$0	$0	$0	$2,500,000[1]	$0
Sign Pool	$35,000	$35,000	$40,000	$30,000	$40,000
Intersection Improvement	$0	$50,000	$50,000	$50,000	$50,000
Total Capital Allocations	**$9,620,000**	**$10,145,000**	**$10,175,000**	**$12,775,000**	**$10,470,000**

[1] Growth and Expansion capital allocations in 2022 are for the roundabout construction at County Road 22 (Egremont Road) and County Road 79 (Nauvoo Road).

Figure 2-6: Road Network Historical Capital Allocations
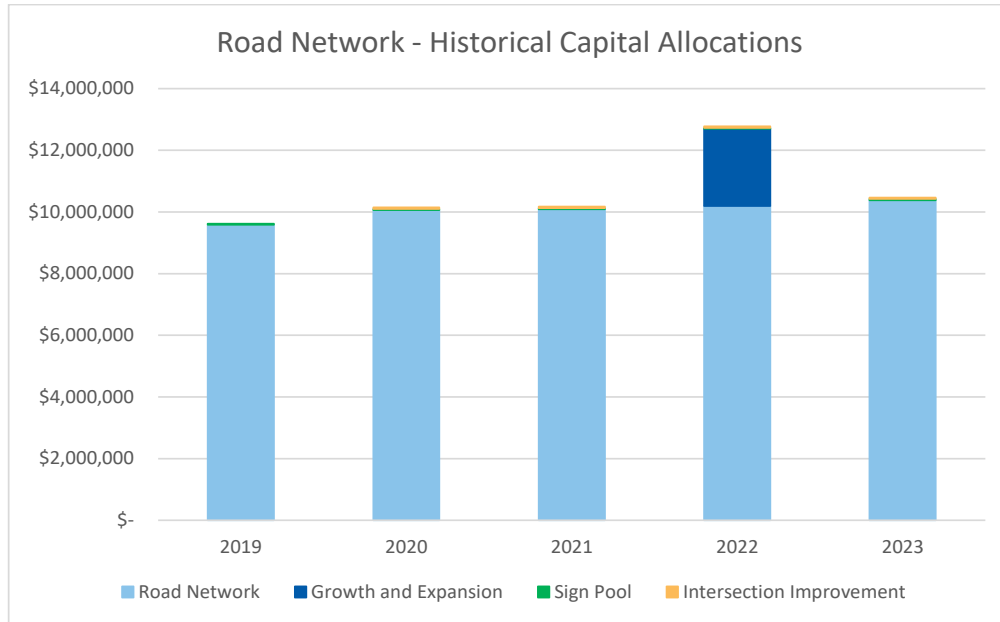
2.5.2. Long-Term Financial Plan

The sustainable funding target for the road network is determined by averaging the combined costs of lifecycle events and asset replacements over the next major rehabilitation cycle. This includes maintenance, minor rehabilitations, major rehabilitations, and reconstruction. It is assumed that 90% of the network will require a major rehabilitation and 10% will require a reconstruction at the end of this cycle. The annual funding requirement does not incorporate a backlog as the road network currently meets the proposed level of service.

The total cost to maintain all roads over the next major rehabilitation cycle is $375.5 million. When appropriate lifecycle events are completed on the road network, the estimate useful life for a major rehabilitation cycle is approximately 33 years. Dividing the total network cost by the estimated useful life results in an annual sustainable funding target. Additionally, the $90,000 that is currently allocated to supporting assets is assumed to be sufficient to maintain these assets. The sustainable funding target is $11.4 million. This represents a $0.9 million increase from the 2023 capital allocation. The sustainable funding is summarized in Table 2-14.

Table 2-14: Sustainable Funding Summary of Major Rehabilitation Cycle

Total Network Lifecycle Events Costs	Estimated Useful Life	2023 Sustainable Funding[1]	2023 Capital Allocations[1]	Current Funding Gap	Percent Increase
$375,476,250	33	$11,378,068	$10,470,000	$908,068	8.7%

[1]*Includes $90,000 allocated to supporting assets.*

Additionally, the County completes a five-year long term financial plan based on the current needs of the road network. This plan is updated every year. The plan lists approved projects for the current construction season, along with a list of future planned projects. The five-year long term financial plan is shown in Figure 2-7 below and a copy of the plan is available for review on the County of Lambton website within the Roads webpage. The financial plan is adjusted with an inflation factor of 2.0%. Future sustainable funding targets will need to be increased annually to keep up with inflationary pressures. The projected five year increases due to inflationary pressures are shown in Table 2-15.

Figure 2-7: Road Network Five-Year Long Term Financial Plan
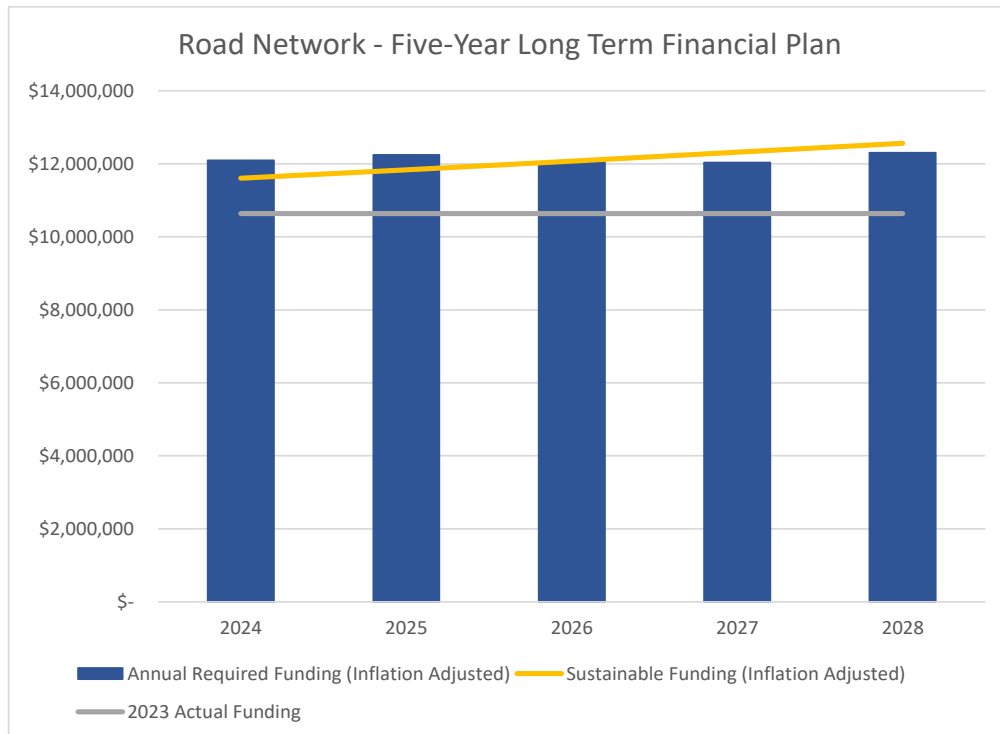

Road Network - Five-Year Long Term Financial Plan

Legend: Annual Required Funding (Inflation Adjusted) — Sustainable Funding (Inflation Adjusted) — 2023 Actual Funding

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Table 2-15: Sustainable Funding Projected Inflationary Increases

	2023	2024	2025	2026	2027	2028
Inflation Factor (2.0%)	1.000	1.020	1.040	1.061	1.082	1.104
Sustainable Funding Target	$11,378,068	$11,605,630	$11,837,742	$12,074,497	$12,315,987	$12,562,307

2.6. Growth and Expansion

Population and employment growth within the County will result in an increased demand on the road network. The County has seen an increase in growth and development recently and the County Official Plan is currently being updated to provide new population, demographic and employment projections for all local municipalities.

During the approval process for development applications a traffic impact study is completed to assess any required upgrades to County roads in the area. The County requires that any upgrades identified in the traffic impact study are paid for by the developer as part of the development process.

Significant increases in traffic volumes or shifts in traffic patterns can result in a need for road widenings or intersection improvements. It is not projected that any road widening projects will be required in the next ten years. However, there are currently intersection improvements, such as traffic lights or roundabouts, that are being considered to provide an increased level of service. While the need for these intersection improvements may be influenced by growth within the County they are not captured in development projects and are funded directly from capital allocations.

Any growth and expansion projects are not considered in the annual sustainable funding target and would require additional capital allocations.

2.7. Conclusion

The County's road network plays a key role in providing responsive and efficient services to the community. The following conclusions should be considered by decision-makers to make sound and consistent municipal infrastructure decisions:

- The County owns 1,376 lane kilometres of arterial roads with a current replacement value of $727.1 million.
- 68% of the network is in good to excellent condition which indicates a well maintained and rehabilitated road network.

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- The lifecycle strategy is to maximize the length of time between road reconstruction by completing timely maintenance and rehabilitation.
- The County is currently meeting the proposed level of service targets set for the road network.
- The County has had recent slope stability issues which are difficult to predict and expensive to repair. Additional slope stability issues are a risk to the sustainable funding target.
- The 2023 sustainable funding target is $11.4 million, which is a $0.9 million increase from 2023 capital allocations.
- Growth and expansion projects are not included in the sustainable funding target and would require additional capital allocations.
- Future sustainable funding targets will need to be increased annually to keep up with inflationary pressures.

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Structures

Structures Gallery

3.1.   State of Infrastructure

Structures assist in the safe and efficient movement of vehicular traffic and form part of the County's road network. The County of Lambton owns and maintains 186 structures totaling over 40,000 square metres of deck area. For the purposes of the asset management plan the structures are divided into the following three asset types:

- 71 bridges
- 95 concrete culverts spanning 3.0 metres or greater
- 20 steel culverts spanning 3.0 metres or greater

In accordance with the Canadian Highway Bridge Design Code (CHBDC), a bridge is defined as "a structure that provides a roadway or walkway for the passage of vehicles, pedestrians, or cyclists across an obstruction, gap, or facility and is greater than 3.0 metre in span".

The CHBDC defines culverts as "a structure that forms an opening through soil". Culverts that are included in the Ontario Structures Inventory Manual (OSIM) have a span greater than or equal to 3.0 metres and more than 600 millimetres of cover and are referred to as major culverts. Culverts of less than 3.0 metres in span are not assessed based on OSIM methodology and are referred to as minor culverts. Minor culverts are not identified in this report but are maintained as part of the associated road asset.

A summary of the bridge and major culvert infrastructure in the County of Lambton is provided in Table 3-1. Data is based on structure inspections completed in 2022.

Table 3-1: Structures Asset Summary

Asset Type	Number of Structures	Total Deck Area (m2)	Average Age	Average Condition (BCI)
Bridges	71	24,621	51	Good (80.8)
Concrete Culverts (>3.0m)	95	12,612	48	Good (78.6)
Steel Culverts (>3.0m)	20	3,372	45	Good (76.1)
Total	**186**	**40,605**	**49**	**Good (79.2)**

3.1.1.   Asset Inventory and Valuation

The County owns and maintains a total of 186 structures consisting of 71 bridges, 95 concrete culverts and 20 steel culverts. A total of 17 structures or 9.1% are jointly owned with bordering Counties or Railways and the costs associated with inspection, maintenance, rehabilitation and reconstruction are shared. A map showing the location of all structures is provided in Appendix B.

Structures are identified with a unique identification number issued by County staff. This numbering system follows the format XX-Y-ZZZ where:

- XX is the County Road number or boundary location (EB = east boundary, SB = south boundary and IB = interior boundary)
- Y is the type of structure (3 = bridge and 5 = culvert)
- ZZZ is the location of the bridge measured as a distance (chainage) from the starting point of the road.

The current replacement values of bridges and major culverts is based on recent trends in reconstruction costs for equivalent structures and totals an estimated $185.3 million, including:

- $129.5 million in bridges
- $44.1 million in concrete culverts (>3.0m)
- $11.7 million in steel culverts (>3.0m)

A summary of current replacement values is provided in Table 3-2. The values shown below only reflect the County's portion for any shared assets.

Table 3-2: Structures Valuation

Asset Type	Number of Structures	Current Replacement Value[1]
Bridges	71	$129,527,074
Concrete Culverts (>3.0m)	95	$44,079,385
Steel Culverts (>3.0m)[2]	20	$11,717,143
Total	**186**	**$185,323,602**

[1] The following unit rates were used to calculate Current Replacement Value: Bridges = $6,000 / m² deck area, Concrete Culverts = $3,500 / m² deck area and Steel Culverts = $3,500 / m² deck area.

[2] Steel Culverts are replaced with Concrete Culverts whenever feasible. Concrete Culvert unit rates have been used for Steel Culverts

3.1.2.   Age and Estimate Useful Life

The County records the date each structure was built, this age information is summarized below:

- Average age of bridges is 51 years, 63.4% are older than 50 years.
- Average age of concrete culverts is 48 years, 68.4% are older than 50 years.
- Average age of steel culverts is 45 years, 50.0% are older than 50 years.

Overall, there are 120 structures greater than 50 years old which is 64.5% of the network. Therefore, the structure network is trending to an older age profile. A histogram with the structure construction dates is shown in Figure 3-1.

Figure 3-1: Structures Construction Date
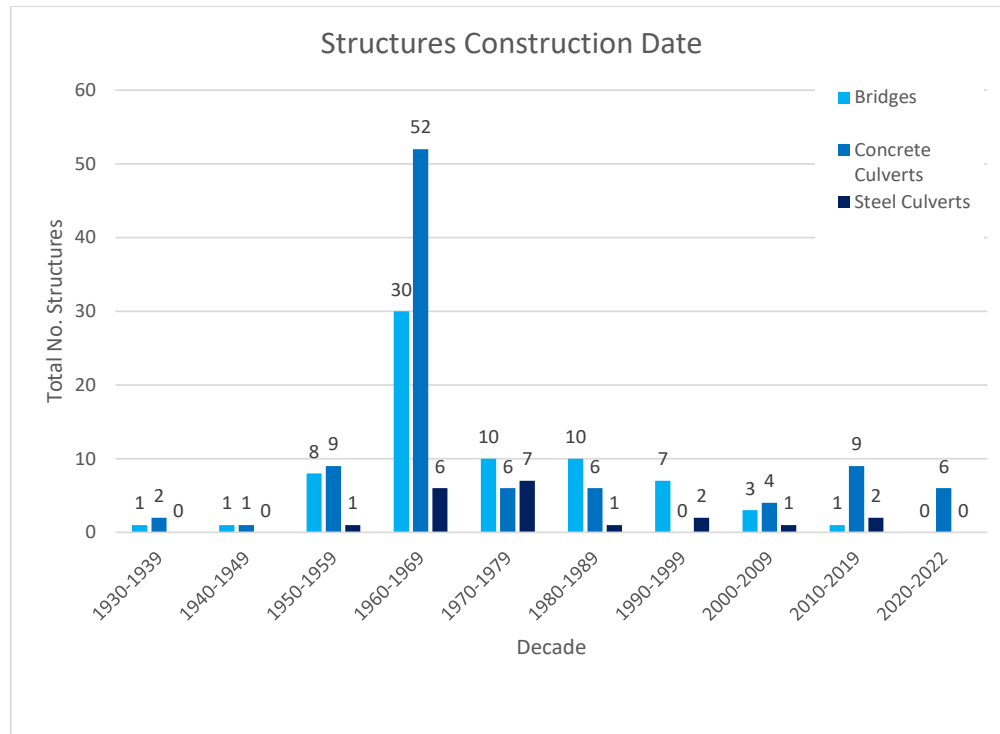
Many of the structures in the County's network were constructed during the 1960's. During this period there was major infrastructure investments that occurred throughout Canada, and this was fundamental to the construction of the bridge and highway system that we utilize today. Therefore, many structures in the County network are projected to reach the end of their useful lives in the next 25 years.

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The Canadian Highway Bridge Design Code estimates that the useful life for bridges and concrete culverts is 75 years, while steel culverts have a shorter estimated useful life of 50 years. However, the actual useful life of a structure may vary due to a variety of factors such as design, construction methods, previous rehabilitation and maintenance schedules, traffic volumes, traffic loading, etc.

The County reviews each structure on a case-by-case basis as it ages and approaches the end of its estimated useful life. Based on the structures current condition, age, and maintenance history a replacement date is determined and the estimated useful life is adjusted accordingly. A total of 99 structures, totaling 53.2% of the network, may reach the end of their estimated useful life prior to 2050. A histogram with the structures projected replacement date is shown in Figure 3-2.

Figure 3-2: Structures Projected Replacement Date
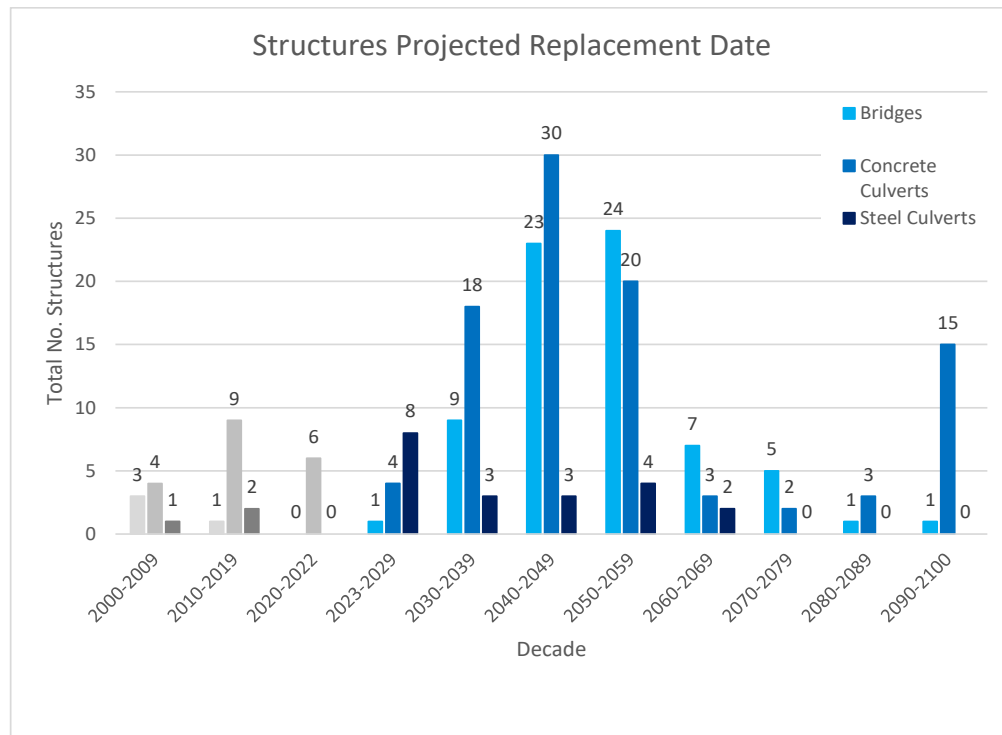
3.1.3.   Condition

Bridges and major culverts are legislated through Ontario Regulation 104/97: Standards for Bridges as amended by Ontario Regulation 472/10 made under the Public Transportation and Highway Improvement Act. In accordance with the regulation "The structural integrity, safety and condition of every bridge shall be determined through the performance of at least one inspection in every second calendar year under the direction of a professional engineer and in accordance with the Ontario Structure Inspection Manual (OSIM)". The County's inspection frequency for structures is summarized in Table 3-3.

Table 3-3: Structures Inspection Frequency

Asset Type	Inspection Frequency
Bridges and major culverts as per O.Reg. 472/10	OSIM inspection every two (2) years, 100% biennially
Minor culverts	Normal maintenance inspections by operations staff and prior to completing road rehabilitation or reconstruction in the area

The County's most recent OSIM inspection was completed in 2022 by an external consultant. These inspections are used to develop a condition rating, known as the Bridge Condition Index (BCI), which is based on the Ministry of Transportation (MTO) rating system. The BCI rating is on a scale from 0 to 100, with 0 representing the worst possible condition and 100 representing the best possible condition. While there are several factors associated with prioritizing needs, the BCI is used to reflect the general condition of bridges and culverts.

The BCI provided by the OSIM inspection is translated into a five-point condition scale shown in Table 3-4.

Table 3-4: Structures Condition Descriptions

BCI	Condition Scale	Service Level	Associated Work
85 or greater	Excellent	Recently reconstructed or rehabilitated. The structure is new or like new condition.	No action is required.
70 to 85	Good	The structure or components of the structure are showing signs of minor defects. The structure is performing as intended.	Maintenance. Rehabilitation is not usually required within five years.
60 to 70	Fair	The structure or components of the structure are showing signs of moderate defects. Performance of the structure may be slightly impacted.	Minor or Major rehabilitation is usually required within the next five years. This is the ideal time to schedule major bridge or culvert repairs from an economic perspective.
30 to 60	Poor	The structure or components of the structure are showing signs of severe defects. The structure is not performing as intended however a poor rating does not necessarily mean the bridge or structure is unsafe or unsuitable for use. Load restrictions may be required.	Major rehabilitation or reconstruction is usually required within approximately one year.
Below 30	Very Poor	The structure or components of the structure are showing signs of very severe defects. Load restrictions or temporary closure may be required.	Reconstruction is usually required immediately and is likely the most economical solution.

The condition of the structure network is shown relative to the current replacement value of each asset, which includes:

- $49.8 million or 27% in excellent condition
- $119.2 million or 64% in good condition
- $12.4 million or 7% in fair condition
- $4.0 million or 2% in poor condition

A pie chart with the condition of structures and the associated current replacement value is shown in Figure 3-3. A map showing the location of structures and their condition is included in Appendix B.

Figure 3-3: Structure Network Condition Breakdown by Current Replacement Value

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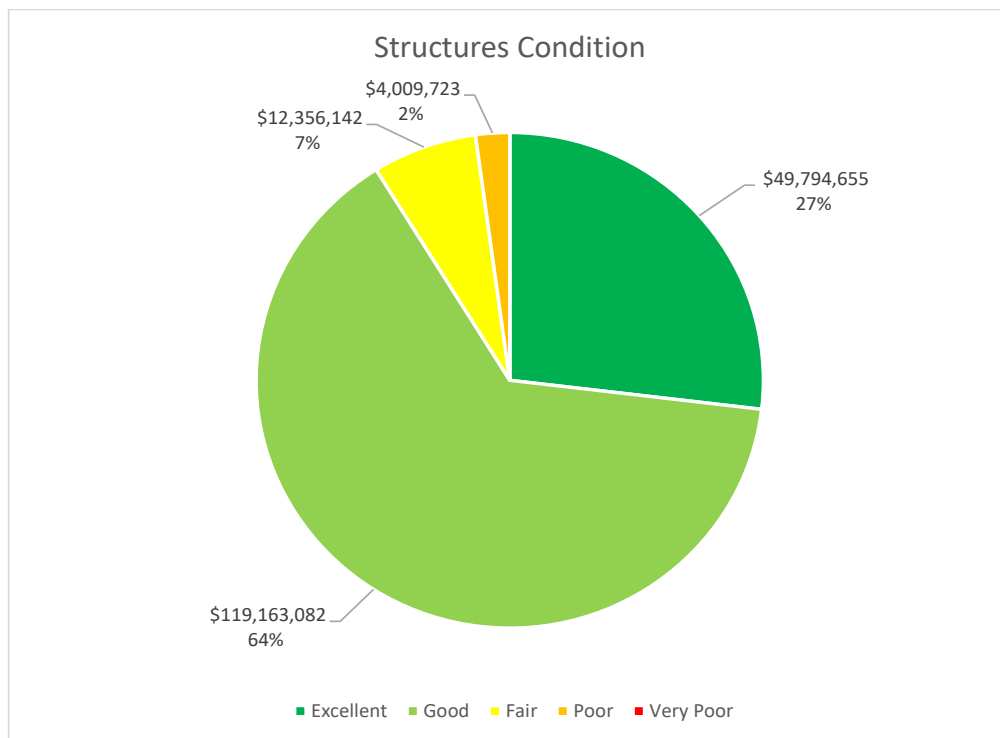
3.2.   Level of Service

3.2.1.   Current Level of Service

The current level of service provided by the County's structure network is summarized as community levels of service in Table 3-5 and technical levels of service in Table 3-6.

Table 3-5: Community Level of Service

Qualitative Description	Current Level of Service
Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	The County's road network is classified as arterial roads, which support the following type of traffic: motor vehicles, heavy transport vehicles, emergency response vehicles, school buses, cyclists, and pedestrians. The County also supports the Lambton County Regional Trail System which is an on-road, shared access route for motorists, cyclists and pedestrians. A map showing the location of County structures is included in Appendix B.
1. Description or images of the condition of bridges and how this would affect use of the bridges. 2. Description or images of the condition of culverts and how this would affect use of the culverts.	Images of the condition of bridges are shown in Figure 3-4. Images of the condition of culverts are shown in Figure 3-5. A map showing the location of structures and their condition is included in Appendix B.

Table 3-6: Technical Level of Service

Technical Metrics	Current Level of Service
Percentage of bridges in the municipality with loading or dimensional restrictions.	0.0%
For bridges in the municipality, the average bridge condition index value.	Good (BCI = 80.8)
For concrete culverts in the municipality, the average bridge condition index value.	Good (BCI = 78.6)
For steel culverts in the municipality, the average bridge condition index value.	Good (BCI = 76.1)

Figure 3-4: Local Examples of Bridge Condition

Excellent - Structure No. 22-3-334, BCI = 100, Construction Date = 2019	Good - Structure No. 80-3-497, BCI = 72, Construction Date = 1959

Fair - Structure No. IB-3-031, BCI = 69, Construction Date = 1963	Poor – Structure No. 26-3-140, Construction Date = 1961 (Photo taken in 2007 prior to rehabilitation)

Very Poor – Structure No. 79-3-118, Construction Date = 1957 (Photo taken in 2004 prior to rehabilitation)

County of Lambton – Core Infrastructure Asset Management Plan   52

Figure 3-5: Local Examples of Culvert Condition

| Excellent - Structure No. 79-5-474, BCI = 100, Construction Date = 2022 | Good - Structure No. 09-5-010, BCI = 75, Construction Date = 1977 |
| Fair - Structure No. 22-5-307, BCI = 64, Construction Date = 1960 | Poor – Structure No. 02-5-385, BCI = 44, Construction Date = 1962 |

Very Poor – Structure No. 08-5-102, BCI = 28, Construction Date = 1974 (Photo taken in 2022 prior to reconstruction)

3.2.2.   Proposed Level of Service

Proposed level of service for structures focuses on the physical condition of the overall network as this provides the best indication of how a structure will perform in the short to medium term. The proposed level of service sets the minimum level of service that the County aims to provide. Proposed levels of service are summarized in Table 3-7.

Table 3-7: Structures Proposed Level of Service

Proposed Level of Service	Target	Performance
Maintain an average condition of 'Good' or better (BCI greater than 70)	Good (BCI>70)	Good (BCI=79.2)
Maintain 100% of bridges and major culverts above 'Very Poor' condition	100%	100%

Bridges identified for replacement are allowed to decline to 'poor' condition. Bridges rated as poor are considered as acceptable in the short-term except for any structures that have concerns with safety or performance.

The County is currently meeting the proposed level of service targets set for structures.

3.3.   Risk Assessment

The County currently assesses risk for individual projects when determining a long-term capital plan. This evaluation is based on:

- Physical condition
- Urgency of identified needs
- Service impact

A network wide risk assessment is currently being developed by the County and will be included in future versions of the asset management plan.

3.4.   Lifecycle Strategy

The main goal of the lifecycle strategy is to maximize the life of the structure while maintaining a proposed level of service at the lowest possible cost. During the bi-annual OSIM review a list of recommended improvements is produced for each structure. These lifecycle events are classified as maintenance, minor rehabilitation, major rehabilitation, and replacement. The lifecycle strategies that the County uses in the overall sustainable management of its structures is summarized in Table 3-8.

Table 3-8: Summary of Structures Lifecycle Strategy

Category	Lifecycle Strategy
Non-Infrastructure	Structure lifecycle events are coordinated with the road network whenever possible. Financial and logistical savings can be recognized by using a coordinated asset management approach.
Maintenance	Maintenance is performed through spring bridge washing, crack sealing, minor concrete repairs, slope repairs, tree trimming, etc. Structures are continually reviewed for possible inclusion into these operations as well as other selective repairs, to maintain current level of service and to maximize useful life.
Minor Rehabilitation	Minor rehabilitations include the replacement of bridge bearings, resurfacing, replacement of waterproofing, concrete patching, replacement of joint seals, barrier repairs, etc.
Major Rehabilitation	Major rehabilitations involve more extensive work such as concrete overlays on decks, deck replacements, replacement of barriers, replacement of joint assemblies, resurfacing of substructure components, recoating structural steel, etc.
Replacement	Total reconstruction of a bridge or culvert is determined when it is no longer financially or technically viable to duplicate maintenance or rehabilitation strategies. The remaining useful life of the bridge or culvert is balanced with the associated risk prior to the ultimate replacement of the structure.
Disposal	Bridges and major culverts may be downloaded to the local municipalities or removed, subject to approval by Council.
Expansion	Bridges and major culverts may be uploaded from local municipalities or downloaded from the Province of Ontario. Existing structures may be widened to accommodate additional lanes of traffic, sidewalks, or to provide clear zone to remove the need for protective barriers. Structures that cross a water course may need to be expanded to accommodate increased hydraulic demands. All expansions are subject to approval by Council.

The lifecycle strategy that is used is different for bridges, concrete culverts, and steel culverts. Bridges are more complex with a variety of different components that are exposed to the elements, this results in more maintenance and rehabilitation work. Concrete and steel culverts are made up of very few components that are buried in soil which provides protection from the elements, resulting in less maintenance and rehabilitation work.

Maintenance is an important part of a structure's lifecycle strategy to sustain current levels of service and extend a structures useful life. Bridges, concrete culverts, and steel culverts are included in annual maintenance activities. These costs are reflected in the County's

Public Works operating budget. Currently, the maintenance budget is sufficient for the County's structure network.

Lifecycle strategies provide a general guideline for what maintenance and rehabilitation will be required throughout the life of a structure. However, recommendations from inspections may vary from the general timeline due to a variety of factors. Where possible, lifecycle events are planned in conjunction with the activities of the road network to minimize disruption and realize cost efficiencies. The lifecycle strategy for each asset type is summarized below.

3.4.1.   Bridge Lifecycle Strategy

The bridge lifecycle strategy consists of minor rehabilitations, major rehabilitations, and full asset replacement. First, a minor rehabilitation is triggered at an age between 20 to 40 years and a BCI between 70 to 80 at an estimated cost of 15% of the current replacement value. Second, a major rehabilitation is triggered at an age between 40 to 60 years and a BCI of between 60 to 70 at an estimated cost of 35% of the current replacement value. Third, an additional major rehabilitation or replacement of the bridge is triggered at an age between 60 to 80 years and when the BCI drops below 60. At this stage an assessment is required to determine the preferred option between rehabilitation or replacement. Finally, if the structure is still in service replacement of the bridge will typically occur between 80 to 100 years or later and when the BCI drops below 60. The bridge lifecycle strategy is summarized in Table 3-9.

Table 3-9: Bridge Lifecycle Strategy

Event Name	Event Trigger	Impact to BCI	Event Cost
Minor Rehabilitation	Age = 20 to 40 years BCI = 70 to 80	BCI = 90	15% of replacement value
Major Rehabilitation	Age = 40 to 60 years BCI = 60 to 70	BCI = 85	35% of replacement value
Major Rehabilitation or Replacement	Age = 60 to 80 years BCI = >60	BCI = 85 or 100	55% of replacement value or 100% replacement value
Replacement	Age = 80 to 100 years BCI = <60	BCI = 100	100% replacement value

3.4.2.   Concrete Culvert Lifecycle Strategy

The concrete culvert lifecycle strategy consists of a possible major rehabilitation and full asset replacement. The potential for a major rehabilitation is evaluated between 50 to 75 years and a BCI of 60 to 70 at an estimated cost of 35% of the current replacement

County of Lambton – Core Infrastructure Asset Management Plan   56

value. If a major rehabilitation is completed it will extend the life of the structure. The replacement of the culvert is triggered at an age between 75 to 100 years and when the BCI drops below 60. The concrete culvert lifecycle strategy is summarized in Table 3-10.

Table 3-10: Concrete Culvert Lifecycle Strategy

Event Name	Event Trigger	Impact to BCI	Event Cost
Major Rehabilitation	Age = 50 to 75 years BCI = 60 to 70	BCI = 85	35% of replacement value
Replacement	Age = 75 to 100 years BCI = <60	BCI = 100	100% replacement value

3.4.3.   Steel Culvert Lifecycle Strategy

The steel culvert lifecycle strategy consists of a possible major rehabilitation and full asset replacement. The potential for a major rehabilitation is evaluated between 40 to 50 years and a BCI of 60 to 70 at an estimated cost of 35% of the current replacement value. The replacement of the culvert is triggered at an age between 50 to 75 years and when the BCI drops below 60. The County aims to replace steel culverts with concrete culverts whenever it is feasible due to the longer life span of concrete culverts. The steel culvert lifecycle strategy is summarized in Table 3-11.

Table 3-11: Steel Culvert Lifecycle Strategy

Event Name	Event Trigger	Impact to BCI	Event Cost
Major Rehabilitation	Age = 40 to 50 years BCI = 60 to 70	BCI = 85	35% of replacement value
Replacement	Age = 50 to 75 years BCI = <60	BCI = 100	100% replacement cost

3.5.   Financial Strategy

3.5.1.   Historical Capital Allocations

The County's total rehabilitation and replacement allocations for structures averaged $2.3 million per year from 2019 to 2023. In 2023, the County budgeted $2.6 million. The capital allocations over the last 5 years for the County's structures network are provided in Table 3-12 and Figure 3-6.

Table 3-12: Structures Historical Capital Allocations

2019	2020	2021	2022	2023
$2,374,000	$1,945,000	$1,945,000	$2,565,000	$2,570,000

Figure 3-6: Structures Historical Capital Allocations

Structures - Historical Capital Allocations
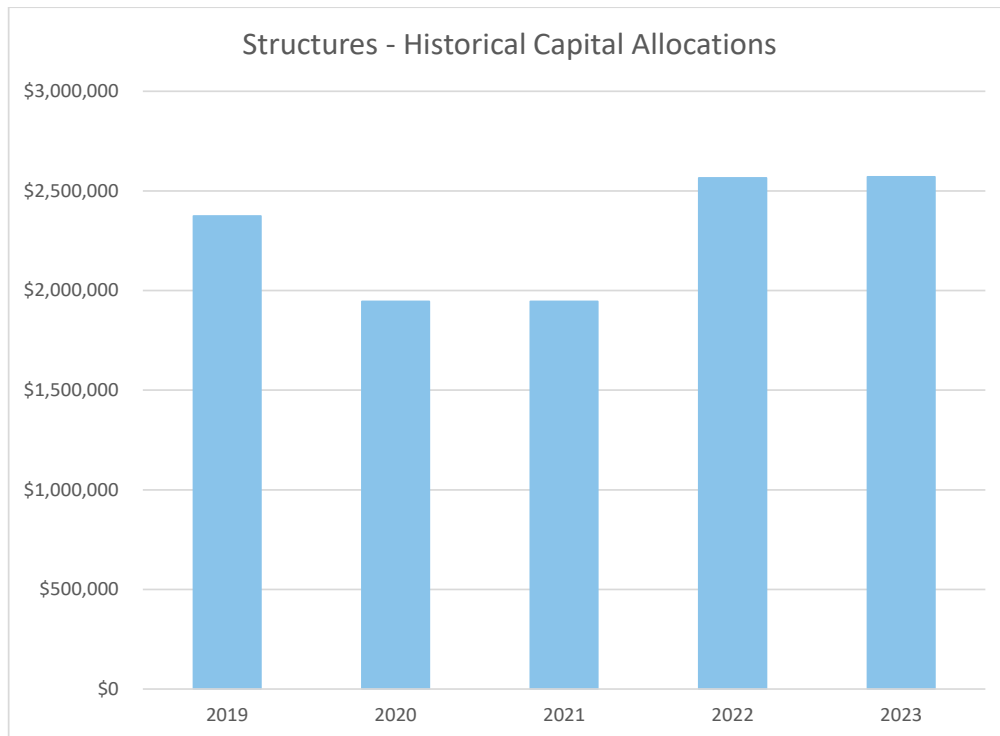
3.5.2.   Long Term Financial Plan

The sustainable funding target of the structure network is determined by reviewing rehabilitation and replacement requirements for individual structures. The goal is to maintain the current level of service by completing rehabilitations and replacements of the County's structures in line with the proposed lifecycle strategy. The proposed projects are selected based on age, condition, and recommendations from inspections.

The County completes a five-year financial plan based on the current needs of the structure network. This plan is updated every year. The plan lists approved projects for the current construction season, along with a list of future planned projects. The five-

County of Lambton – Core Infrastructure Asset Management Plan   58

year long term financial plan is shown in Figure 3-6 below and a copy of the plan is available for review on the County of Lambton website within the Roads webpage. The 2023 sustainable funding target is estimated at $2.9 million. This represents a $0.3 million increase from the 2023 capital allocation. The sustainable funding is summarized in Table 3-13. The capital plan is adjusted with an inflation factor of 2.0%. Future sustainable funding targets will need to be increased annually to keep up with inflationary pressures. The projected five year increases due to inflationary pressures are shown in Table 3-14.

Figure 3-6: Structures Five-Year Long Term Financial Plan
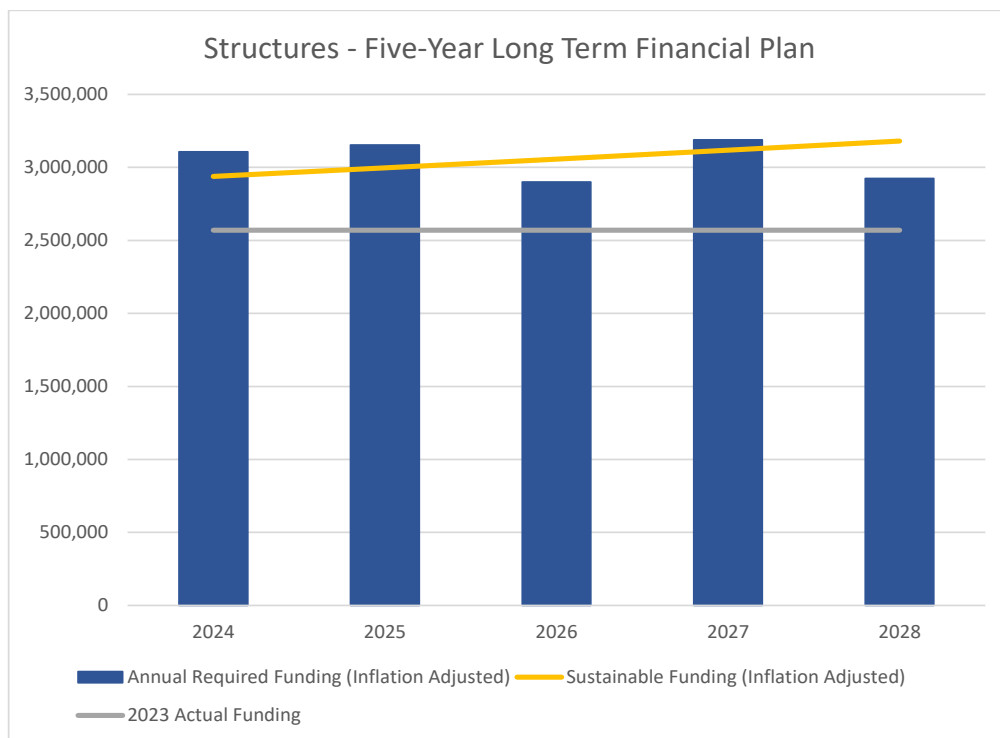

Table 3-13: Structures Sustainable Funding Summary

2023 Sustainable Funding	2023 Capital Allocations	Current Funding Gap	Percent Increase
$2,880,746	$2,570,000	$310,746	12.1%

Table 3-14: Sustainable Funding Projected Inflationary Increases

	2023	2024	2025	2026	2027	2028
Inflation Factor (2.0%)	1.000	1.020	1.040	1.061	1.082	1.104
Sustainable Funding Target	$2,880,746	$2,938,361	$2,997,128	$3,057,071	$3,118,212	$3,180,576

3.6.   Growth and Expansion

Significant increases in traffic volumes or shifts in traffic patterns can result in a need for structure widenings. It is not projected that any structure widening projects will be required in the next ten years.

Any growth and expansion projects are not considered in the annual sustainable funding target and would require additional capital allocations.

3.7.   Conclusion

Structures are an important part of the safe and efficient movement of vehicles across the County's road network. The following conclusions should be considered by decision-makers to make sound and consistent municipal infrastructure decisions:

- The County owns 186 structures with a current replacement value of $185.3 million.
- 91% of the network is in good to excellent condition which indicates a well maintained and rehabilitated network.
- The structure network is aging and a significant increase in major rehabilitations and replacements is projected over the next 25 years.
- The lifecycle strategy is to maximize a structures life while prioritizing high risk projects for major rehabilitation and replacement.
- The County is currently meeting the proposed level of service for structures.
- The 2023 sustainable funding target is $2.9 million, which is a $0.3 million increase from 2023 capital allocations.
- Growth and expansion projects are not anticipated in the next 10 years.
- Future sustainable funding targets will need to be increased annually to keep up with inflationary pressures.

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Appendix A – Road Network Maps

The Corporation of the County of Lambton
Asset Management Plan
Road Network

Legend

Lambton County Road Network
Roadway Type
- Asphalt - Urban Arterial
- Asphalt - Rural Arterial
- Asphalt - EDR (Emergency Detour Route)
- Gravel
- Provincial Roadways
- Local Roadways
- USA Major Roads
- Administrative Boundaries
- Neighbouring Municipalities
- USA

N

Detail - A

See Detail - A

Lake Huron

Huron County

Middlesex County

Municipality of Chatham - Kent

0 2 4 8 12
Kilometers
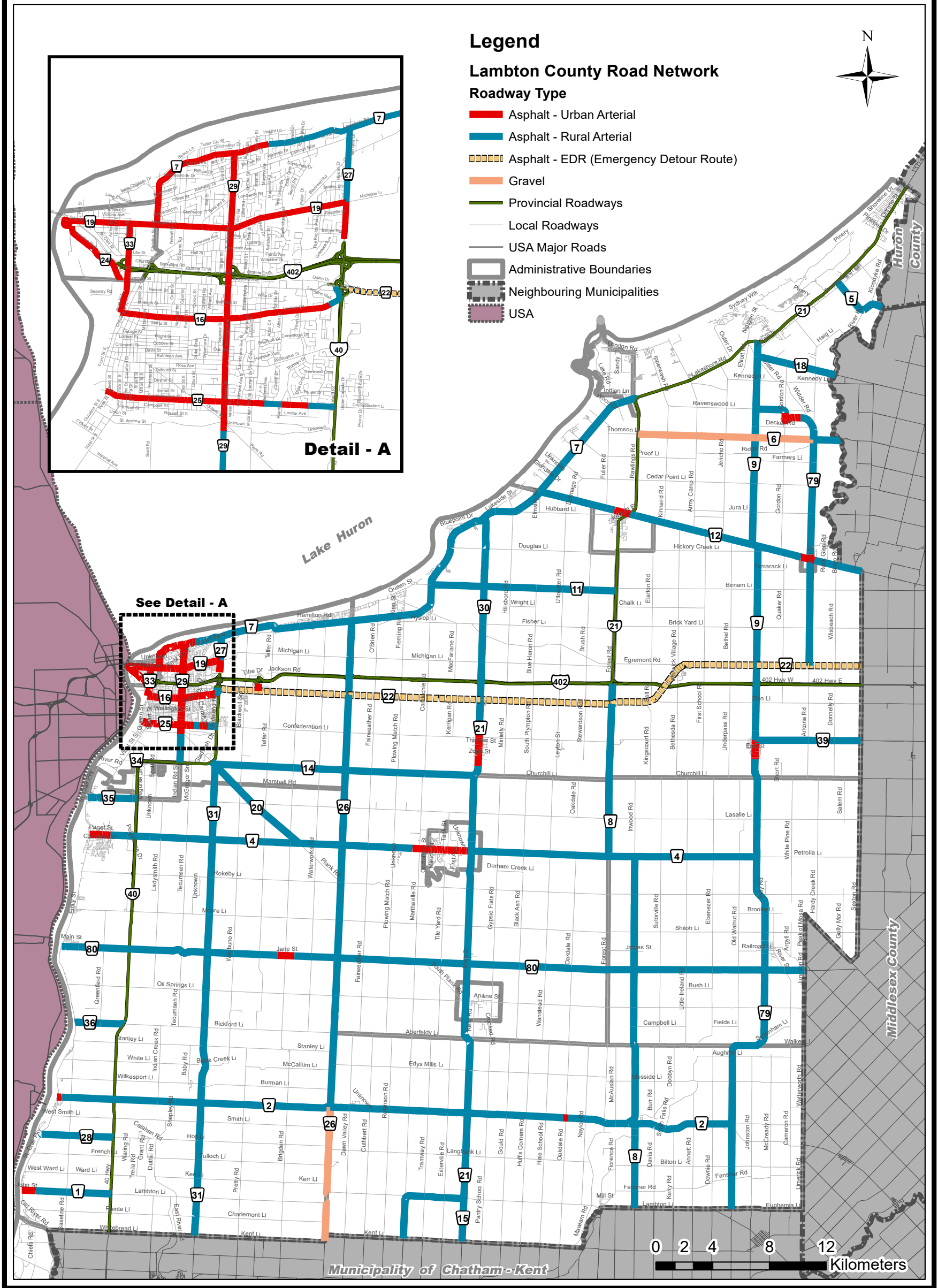
The Corporation of the County of Lambton
Asset Management Plan
Minimum Maintenance Standards Classes

Legend

Minimum Maintenance Standards (366/18)

Highway Classification

- Class 1
- Class 2
- Class 3
- Class 4
- Class 5
- Provincial Roadways
- Local Roadways
- USA Major Roads
- Administrative Boundaries
- Neighbouring Municipalities
- USA
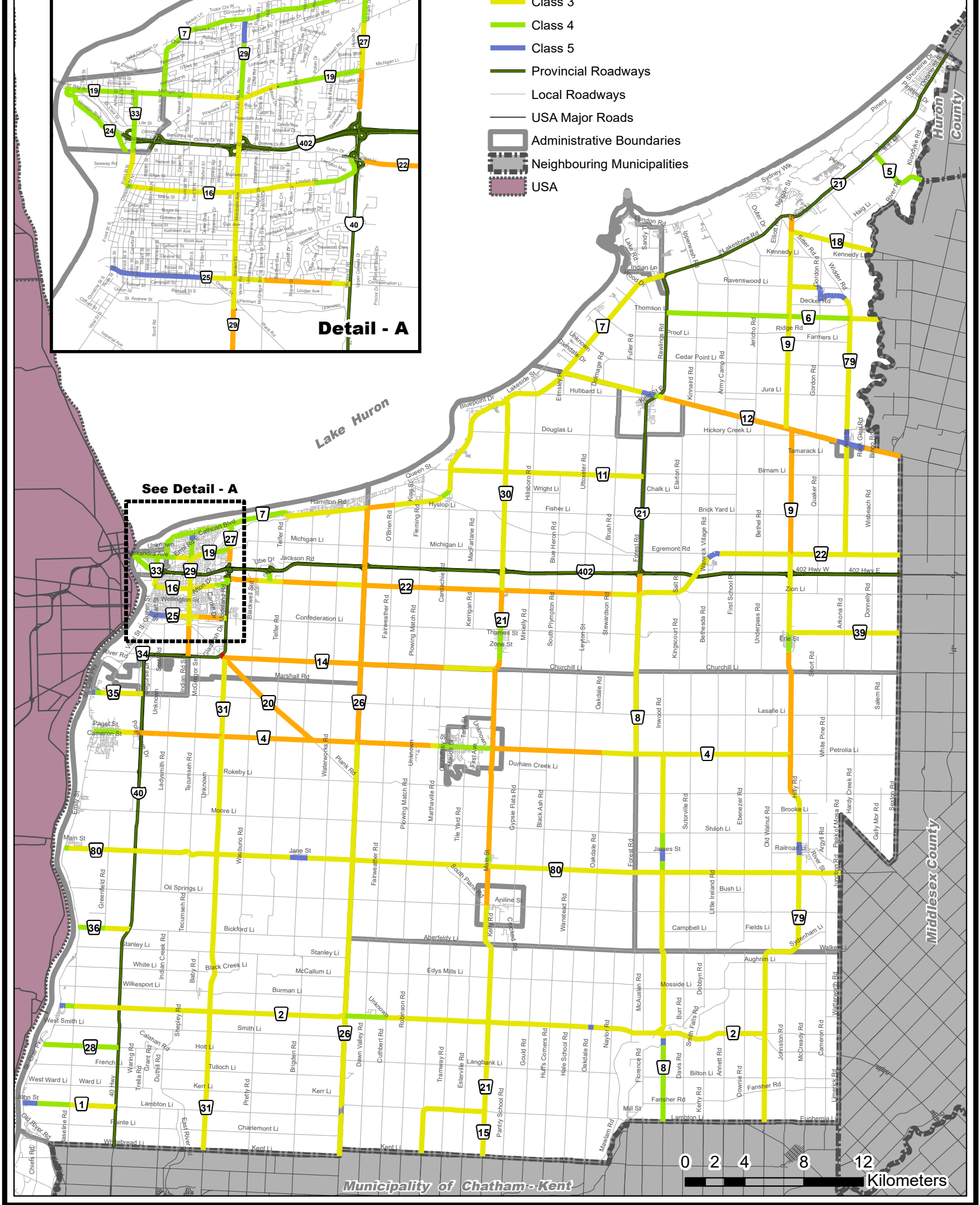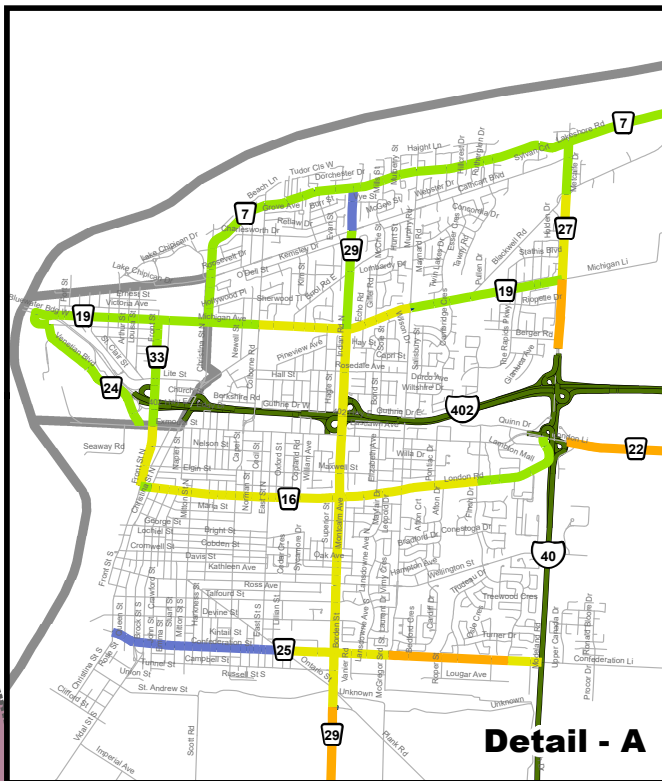
The Corporation of the County of Lambton
Asset Management Plan
Road Conditions
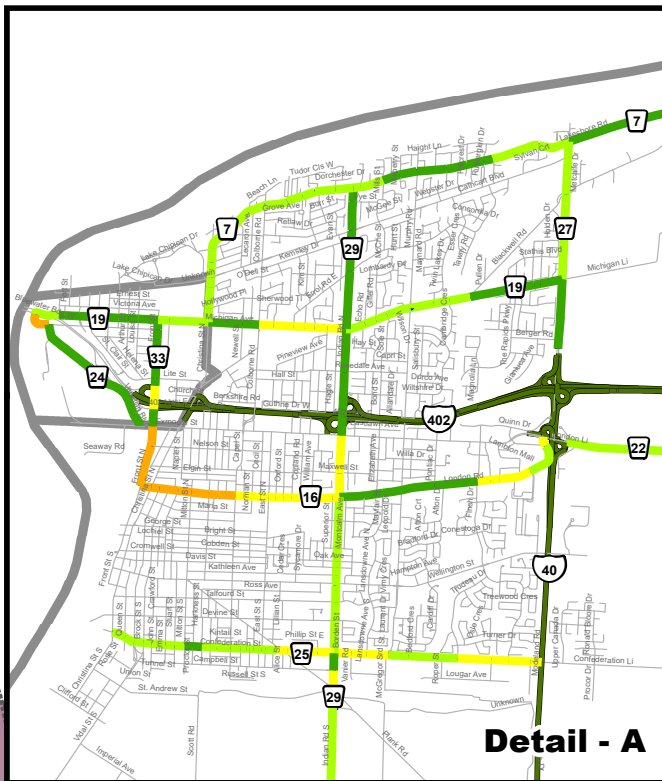
Legend

Lambton County Road Network

PCI

— Excellent (PCI of 90+)
— Good (PCI of 75 - 89)
— Fair (PCI of 60 - 74)
— Poor (PCI of 40 - 59)
— Very Poor (PCI Below 40)
— Provincial Roadways
— Local Roadways
— Administrative Boundaries
— Neighbouring Municipalities
— USA

Detail - A

See Detail - A

Lake Huron

Municipality of Chatham-Kent

Huron County

Middlesex County

0 2 4   8   12 Kilometers
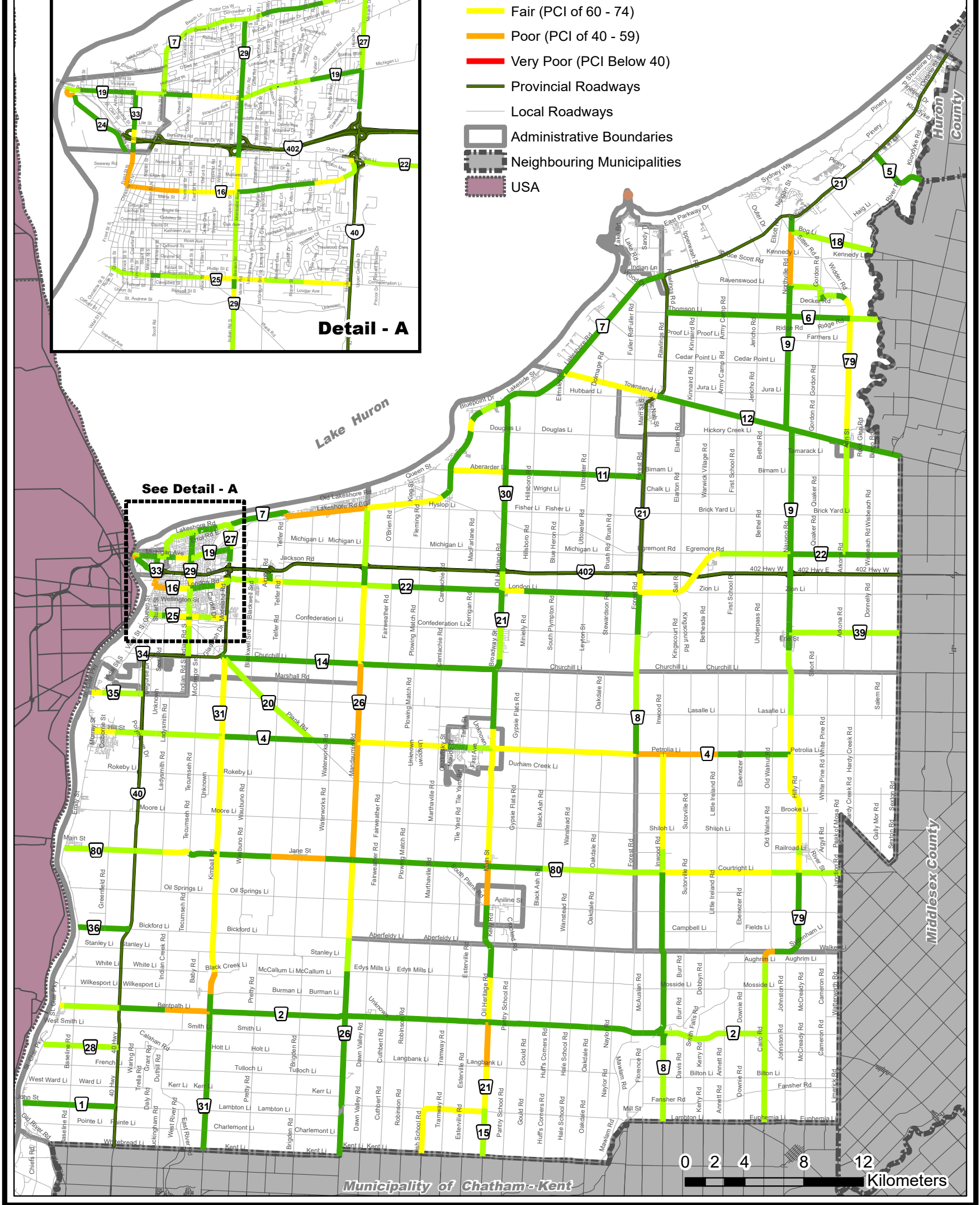
Appendix B – Structure Maps

The Corporation of the County of Lambton
Asset Management Plan
Bridges and Culverts
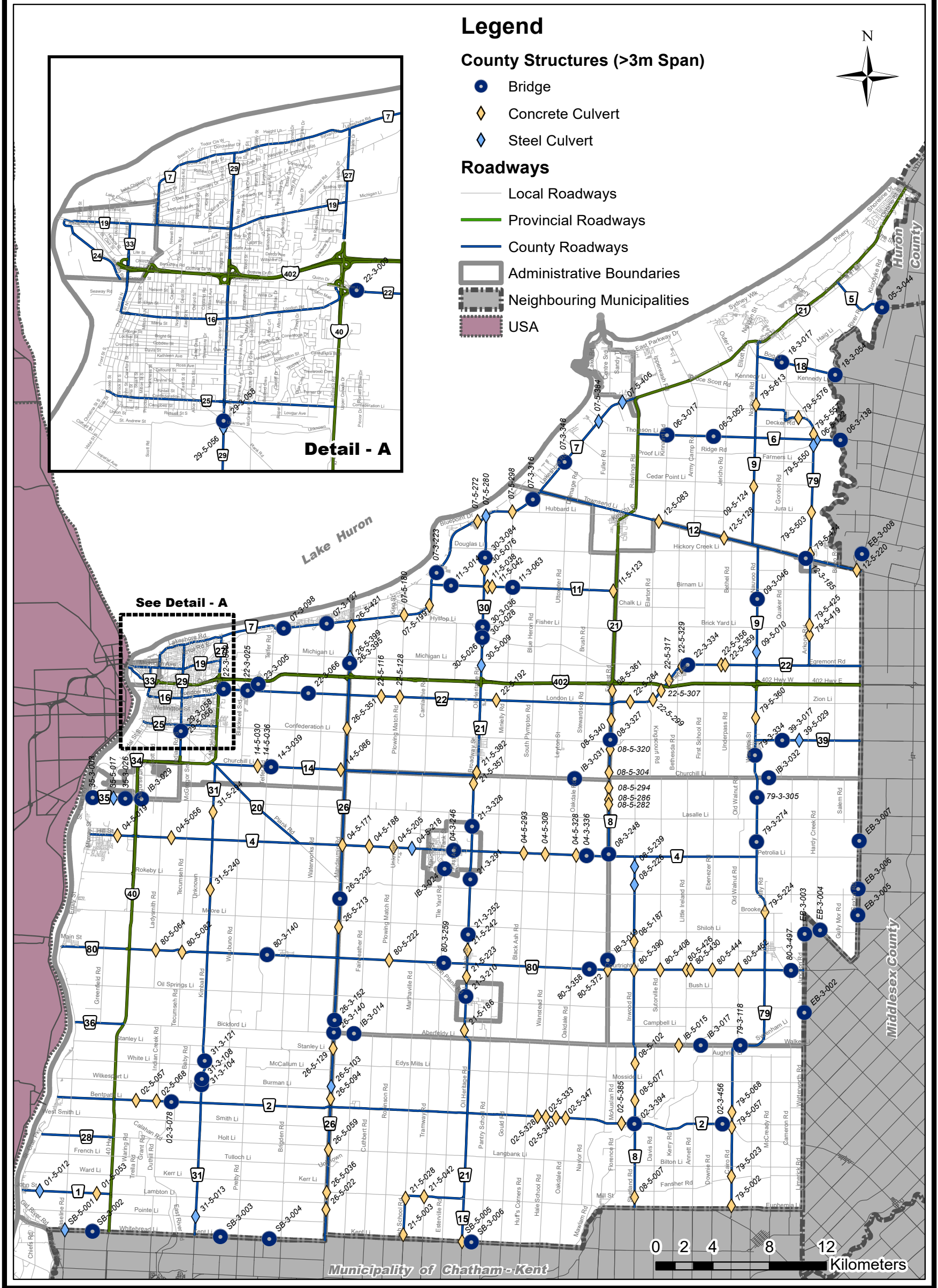
The Corporation of the County of Lambton
Asset Management Plan
Bridge and Culvert Conditions

Legend

County Structures (>3m Span)

⊙ Bridge

◇ Culverts - Concrete and Steel

Condition Scale Colour

Excellent (BCI = 85+)

Good (BCI from 70-85)

Fair (BCI from 60 - 70)

Poor (BCI from 30 to 60)

Very Poor (BCI below 30)

Detail - A
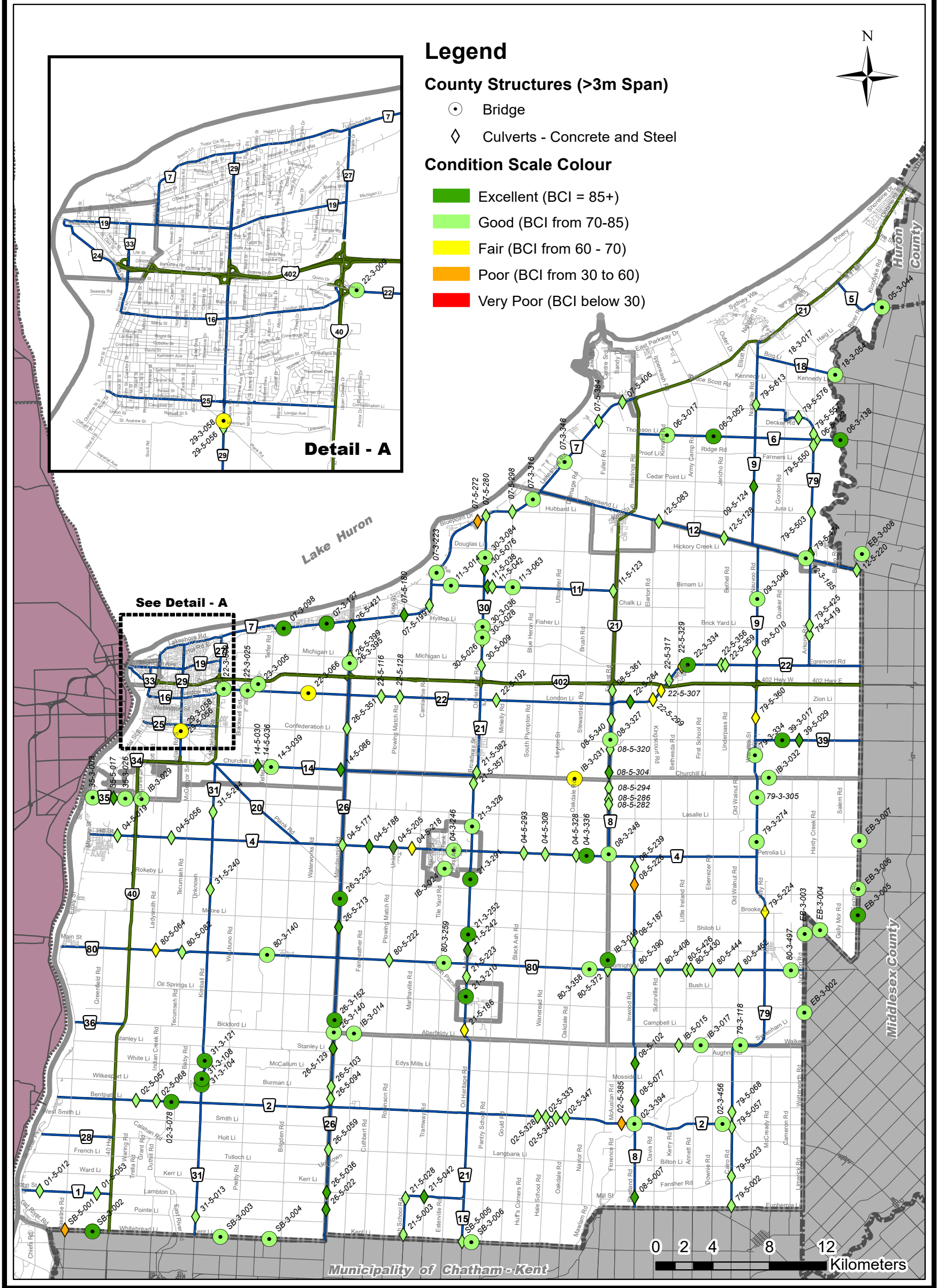
2023 Core Infrastructure Asset Management Plan

	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:	**September 20, 2023**	
INFORMATION ITEM:	**2023 Emergency Medical Services Exemplary Service Medal Recipients**	

BACKGROUND

The Emergency Medical Services (EMS) Exemplary Service Medal, created on July 7, 1994, recognizes professionals in the provision of pre-hospital emergency medical services to the public, who have performed their duties in an exemplary manner, characterized by good conduct, industry, and efficiency.

Recipients must have been employed with emergency medical services on or after October 31, 1991, and have completed 20 years of exemplary service, including at least 10 years in the performance of duties involving potential risk.

DISCUSSION

This year, Lambton EMS had the honour to nominate 19 staff for either the Exemplary Services Medal or the subsequent bars recognizing each additional 10 years of service. Of the 110 medal recipients across Ontario, Lambton EMS is proud to be represented by 6 paramedics in this honoured group. While not all of our nominees were recognized this year, we believe they are all deserving of the award. Each of these members has our deep respect and thanks for their service. Their names will be resubmitted next year, in addition to those who will have reached the 20-year mark in their careers.

On September 28, 2023, the Ontario Association of Paramedic Chiefs will host this year's Gala at the Blue Mountain Resort where the EMS Exemplary Services Medals will be presented to paramedics from across the province. The awards ceremony is presided over by Canada's Surgeon General, Major General Marc Bilodeau, serving as the official representative of The Governor-General of Canada, Her Excellency the Right Honorable Mary Simon.

Lambton EMS paramedics receiving their Exemplary Services Medal this year are:

Kymberly McLean
Grant Purdy
Daniel McBean
Gordon Marsh
Jayson Cudney

Chris Stolte, who passed away suddenly in January of this year, will also receive the EMS Exemplary Service Medal posthumously. Mr. Stolte's wife will be presented with the medal privately at a later date.

In addition to the recipients of the Exemplary Service Medal, the County of Lambton (County) will be recognizing 11 members of the Lambton EMS team at the County's upcoming Employee Achievement Awards. The County award ceremony takes place on September 28, 2023, and will recognize Lambton EMS staff who have 15, 20, and 25 years of service.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

Nominations were submitted to, and reviewed by, the Ontario EMS Awards Committee. Successful nominations were then vetted by the Chancellery for the Governor-General of Canada.

STRATEGIC PLAN

These awards help further the Principles and Values of the County's Strategic Plan by promoting an Organizational Culture which recognizes and values the contributions of our staff.

CONCLUSION

Lambton EMS is proud of the accomplishments of our staff and honoured to be able to recognize their achievements and ongoing contributions to our community.

	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:	**September 20, 2023**
INFORMATION ITEM:	**EMS Operational Update – Q2 2023**

BACKGROUND

Lambton Emergency Medical Services (EMS) provides emergency medical response around the clock to calls for service throughout the County of Lambton (County). Lambton EMS staffs 84 full-time paramedics who operate 10 ambulances on a 24-hour basis, and one additional ambulance from 10:00 a.m. until 10:00 p.m. 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 9-1-1 calls each year, with an average annual increase in call volume over the past five years of 5.6%. In July 2022, with County Council's approval, Lambton EMS added 12 hours of daily service to help address this increase in demand and to help improve ambulance availability and workload. This service augmentation has helped to better distribute workload and decrease the need for 'Code 8' standby movement of other ambulances in the fleet, however, the increase in call volume continues to markedly outpace the average annual growth in the County's population, which currently sits at 0.67%, per the 2022 Census.

Benchmark monitoring will be essential to managing service demands in the years to come. This report is intended to provide County Council with key performance and demand metrics on a quarterly basis. These benchmarks will include call volumes, demand growth, response times and hospital offload performance.

DISCUSSION

Lambton EMS 911 Call Volume (past 5 years)

2018	2019	2020	2021	2022	Average annual change

EMS Operational Update – Q2 2023 (page 2)   September 20, 2023

16,463	17,363	18,043	20,069	21,050	5.57%

Analysis – Call volume (Codes 1-4) continues to increase year-on-year, outpacing population growth. While the ambulance service maintains some capacity to absorb additional workload, this increase will create pressure on the County to add additional resources in the near future. Staff continue to develop strategies to mitigate these impacts and provide improved utilization of resources. These strategies include reducing Code 8 standby assignments and deferring lower-urgency calls.

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

	2022				2023	
	Q1	Q2	Q3	Q4	Q1	Q2
Code 3 - Urgent	1,388	1,790	1,855	1,923	1,766	2,013
Code 4 - Emergent	3,190	3,568	3,664	3,531	3,167	3,176
Code 8 - Standby	3,228	3,973	3,623	3,405	2,815	2,932
Percentage of C3&4 calls requiring standby	70.5%	74.2%	65.6%	62.4%	57.1%	56.5%

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 2022 and to minor changes in the deployment of resources through the Wallaceburg Central Ambulance Communications Centre (CACC). Further work to improve the efficiency of Code 8 standbys is underway and is anticipated to provide tangible improvements.

Offload Delays – Bluewater Hospital – Sarnia

	2022				2023	
	Q1	Q2	Q3	Q4	Q1	Q2
Offload Delays - Bluewater Hospital (HHH:mm:ss)	43:51:00	101:51:00	143:34:00	251:46:00	197:54:00	105:26:00
% of calls with offload > 30min	8.05%	10.70%	13.30%	19.00%	15.20%	11.20%

Analysis - Bluewater Health continues to perform well in minimizing the amount of time paramedic crews wait in hospital to transfer care of their patients. Seasonal pressures in Q4 2022 and Q1 2023 were still manageable, averaging less than 3 hours per day, in the aggregate, during peak demand. 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	
	Q1	Q2	Q3	Q4	Q1	Q2
Average Response time (min)	6.86	6.65	6.66	6.6	6.49	6.57
90th Percentile Response time (min)	12.00	11.00	12.00	12.00	11.00	11.00

Analysis – County Council has set the Response Time Performance Plan (RTPP) parameters for EMS and Lambton EMS continues to meet or perform better than the assigned standards. The RTPP is reported annually to the Ministry of Health and County 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 the County.

Approximately 2/3rds of calls for Lambton EMS services throughout the County occur in the City of Sarnia, where response times are faster than in rural areas of the County, helping to keep these benchmark figures reasonably low from a system-wide perspective. In some areas of the County, 90th percentile response times can exceed 20 minutes. Work is currently underway to update Lambton EMS' deployment plan which will help to provide more balanced emergency coverage and reduce response times in the more rural areas of the County.

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 the region, 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 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 for Emergency Medical Services is provided on a 50:50, cost-share basis between the Ontario Ministry of Health and the County. Any future service augmentations determined by County Council could have an increased financial impact on the funders.

CONSULTATIONS

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

STRATEGIC PLAN

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

CONCLUSION

Lambton EMS continues to provide prompt and professional emergency medical care to those living, working, or visiting the County. Increasing call volume pressures associated with an aging population will place more demands on Lambton EMS services in the near future, likely requiring additional resources in response.

	CULTURAL SERVICES DIVISION
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**CULTURAL SERVICES DIVISION**
PREPARED BY:	**Andrew Meyer, General Manager, Cultural Services** **Valerie Colasanti, General Manager, Social Services**
REVIEWED BY:	**Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 20, 2023**
SUBJECT:	**Naming Request for Lambton Shared Services Centre Meeting Space**

BACKGROUND

With the renovation of the Lambton Shared Services Centre facility in Sarnia now completed, staff have requested that consideration be given to naming the multi-use meeting space that is located above the main entrance of the facility that faces south over Lochiel Street.

The County of Lambton's *Policy of Naming* grants Council discretion over the naming or renaming of properties. This report will examine this request in relation to existing policy, and offer options for naming this meeting space for Council's consideration.

DISCUSSION

For context on how the County of Lambton considers naming requests, the *Policy of Naming* stipulates the following:

Priority (in order of preference) shall be given to continuing the current naming/renaming practice of the County of Lambton property and buildings after:

1. *The area or planning district in which the property or building is located to provide geographical association to help the public to locate the site more easily;*

2. *The most dominant "constant feature either within or nearby" the selected site such as an associated significant ecological or natural resources feature;*

3. *A historical name related to the County's heritage and/or historical folklore;*

4. *An event or person of international, national or provincial significance; or*

5. *An organization (or individual) to recognize:*

Naming Request for Lambton Shared Service Centre Meeting Space (page 2)   September 20, 2023

       a. *Particular activities and significant contributions to the County of Lambton community and/or society; and/or*
       b. *Outstanding contributions and/or sponsorships made toward the development and/or enhancement of a property or building.*

To align with policy, staff has identified a naming option that recognizes both the history of the area and the most significant ecological and natural feature in proximity to the facility: The St. Clair River. With its clear sightlines down Lochiel Street to the river bank, it is proposed that the meeting space be named after the most prominent geographical feature in the area.

Further, the naming of this space also presents the opportunity to bring awareness to the traditional place names used prior to colonization. 'Ottissippi' was an Indigenous name used to describe the St. Clair River, meaning 'clear water'. To honour this history, staff has proposed to name the meeting space "Ottissippi Room", with an interpretive plaque that provides an English interpretation ("Clear Water") and pronunciation, as well as the history of the river compiled by Indigenous historian and author, David D Plain. A report authored by Plain on the history of Ottissippi and its use is attached for reference.

As part of the renovation plans, staff intend to incorporate historic images and maps of the St. Clair River or "Ottissippi" within the meeting space, as well as the historical interpretation.

FINANCIAL IMPLICATIONS

The historical display and integration of images related to the history of the St. Clair River would be accomplished within the existing budget allocation related to museum outreach exhibit development.

CONSULTATIONS

In preparation for this report, staff consulted with David D Plain, Indigenous historian and author and member of the Aamjiwnaang First Nation heritage club to provide historical interpretation related to the use of this placename. Staff also consulted with museum and archives staff to support placename research, and consulted existing policy and past practice in relation to such matters.

STRATEGIC PLAN

The naming of the new meeting space at Lambton Shared Services Centre with an Indigenous placename aligns with Area of Effort 2 within the County of Lambton strategic plan related to 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". This initiative also aligns with the Cultural Services Division Strategic Plan (2022 to 2026), including action item 1.5: "Strengthen relationships

Naming Request for Lambton Shared Service Centre Meeting Space (page 3)   September 20, 2023

with Indigenous communities and work toward reconciliation, which will require a new collaborative partnership approach".

CONCLUSION

With the renovation of the Lambton Shared Services Centre in Sarnia drawing to a close, staff have given consideration to the naming of a multi-purpose meeting space located above the main entrance on Lochiel Street. County policy does allow the naming of a property/asset after historic and/or natural features of the area. With this in mind, staff have recommended drawing from Indigenous culture to name this space in an effort to bring awareness to placenames used for the St. Clair River prior to colonization. The proposed name, "Ottissippi" (meaning "Clear Water") evokes the rich history of the communities that have existed at the site of the river for millennia.

RECOMMENDATION

That Council directs staff to name the new multi-purpose meeting space at Lambton Shared Services Centre in Sarnia as "Ottissippi Room", in an effort to raise awareness of Indigenous placenames used to describe the St. Clair River prior to colonization and to celebrate the rich history of the area.

Ottissippi

Description

The French called the waterway between Lake Huron and Lake Erie de Troit or the Straight during the French regime in North America. The Anishnaabeg living on both sides of the channel called it Ottissippi. Today it is known as the St. Clair, Detroit Rivers, connected by Lake St. Clair. Jolliet was the first European to see Ottissippi in 1669, but his canoe overturned, and his notes were lost. La Salle's Griffon, the first sailing ship west of Niagara, sailed through the channel in 1679. Father Hennepin, a Recollet priest on the Griffon, recorded the trip in his diary. He wrote about the Lake Huron mouth of Ottissippi.

> The current of that strait is very violent, but not half
> so much as that of Niagara, and therefore we sailed up
> with a brisk gale and got into the strait between the
> Lake Huron and the Lake St. Claire; this last is very
> shallow, especially at its mouth. The Lake Huron falls
> into this of St. Claire by several canals, which are
> commonly interrupted by sands and rocks. We sounded all
> of them and found one at last about one league broad
> without any sands, its depth being
> everywhere from three to eight fathoms water. We
> sailed up that canal but were forced to drop our
> anchors near the mouth of the lake for the
> extraordinary quantity of waters which came down
> from the upper lake and that of Illinois because of a
> strong northwest wind had so much augmented the
> rapidity of the current of this strait that it was as
> violent as that of Niagara. "The wind- turning
> southerly, we sailed again, and with the help of twelve
> men who hauled our ship from the shore got safely
> the 23rd of August, into the Lake Huron.[1]

In 1686 de Lhut built a fort named St. Joseph at the entrance of Lake Huron, where Ottissippi was the narrowest. Today the site is at Pine Grove Park in Port Huron, Michigan. He built a small fort named Fort St. Joseph at the entrance of Lake Huron. Today the site is at Pine Grove Park in Port Huron, Michigan. Coureurs de bois actively garrisoned the fort for military reasons for two years and served as a trading post for another six years.

In 1701 either Antoine de Lamothe Cadillac or someone connected with him at Detroit wrote the following very enthusiastic description of the strait between Lakes Huron and Erie.

> The banks are so many vast meadows, where the freshness

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[1] William Jenks, *St. Clair County Michigan Its History and Its* People, vol. 1
(Chicago & New York: The Lewis Publishing Co., 1912), 10-11 available
from https://archive.org/details/stclaircountymi01jenkgoog/page/n10/mode/2up?view=theater&q=hennepin last
accessed 13 August 2023. By the upper lake and Illinois F. Hennepin means Lake Superior and Lake Michigan.

1

of these beautiful streams keeps the grass always green. These same meadows are fringed with long and broad avenues of fruit trees, which have never felt the careful hand of the watchful gardener; and fruit trees, young and old, droop under the weight and multitude of their fruit, and bend their branches towards the fertile soil which has produced them. In this soil so fertile, the ambitious vine which has not yet wept under the knife of the industrious vine-dresser, forms a thick roof with its broad leaves and its heavy clusters over the head of whatever it twines round, which it often stifles by embracing it too closely. Under these vast avenues you may see assembling in hundreds the shy stag and the timid hind with the bounding roebuck, to pick up eagerly the apples and plums with which the ground is paved. It is there that the careful turkey hen calls back her numerous brood, and leads them to gather the grapes; it is there that their big cocks come to fill their broad and gluttonous crops. The golden pheasant, the quail, the partridge, the woodcock, the teeming turtle-dove, swarm in the woods and cover the open country, intersected and broken by groves of full-grown forest trees, which form a charming prospect, which of itself might sweeten the melancholy tedium of solitude. There the hand of the pitiless mower has never shorn the juicy grass on which bisons of enormous height and size fatten. The woods are of six kinds-walnut trees, white oaks, red, bastard ash, ivy, white wood trees and cottonwood trees. But these same trees are as straight as arrows, without knots, and almost without branches except near the top, and of enormous size and height. It is from thence that the fearless eagle looks steadily at the sun, seeing beneath him enough to glut his formidable claws. The fish there are fed and laved in sparkling and pellucid waters, and are none the less delicious for the bountiful supply (of them). There are such large numbers of swans that the rushes among which they are massed might be taken for lilies. The gabbling goose, the duck, the teal and the bustard are so common there that, in order to satisfy you of it, I will only make use of the expression of one of the savages, of whom I asked before I got there whether there was much game there. 'There is so much,' he told me, 'that it only moves aside (long enough) to allow the boat to pass.' Can it be thought that a land

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in which nature has distributed everything in so complete a manner could refuse to the hand of a careful husbandman who breaks into its fertile depths the return which is expected of it? "In a word, the climate is temperate, the air very pure; during the day there is a gentle wind, and at night the sky, which is always placid, diffuses sweet and cool influences, which cause us to enjoy the benignity of tranquil sleep.[2]

Uses

The Anishnaabeg, or Ojibwe, lived in four villages along Ottissippi. One village was located at the mouth of the Black River, another directly across the river at Sarnia, a third on Walpole Island and one on Swan Creek at Lake St. Clair.

Ottissippi provided the Anishnaabeg with one of the staples of their diet, white fish. They were expert canoeists and had a novel way of fishing during spawning season. They would go to the head of the rapids at Aamjiwnaang with two men in each canoe. The fishermen would then shoot the rapids while standing in their canoes. The man in the front had a large dipnet which he would dip into the rapids and scoop out two or three whitefish throwing them over his shoulder into the bottom of the canoe. The man in the rear would steer the canoe through the rushing water.

Ojibwe fishermen in the St. Mary's Rapids, 1901 in Sault Ste. Marie in Ontario, Canada.[3]

The women and children operated a processing camp at the end of the rapids. The fishermen would drop their catch off at the processing camp and then return to the head of the rapids for another run. The processors cleaned and smoked the fish at the base. They would pound some of the smoked fish into a powder stored in containers for soup stock. The women also cooked a small portion of the fish over an open fire to be eaten that day.

The Ottissippi was part of a north-south corridor used by First Nations for trade purposes to distant lands for millennia as well as a significant gathering place. "Lake Huron and the St. Clair

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[2] Ibid., 11-12.
[3] Photo from https://www.1854treatyauthority.org/images/LSOGGuide_FinalCommitteeApproval.pdf 8 last viewed 12 August 2023.

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River were highways that provided water transportation networks for pre-contact aboriginal people to travel from distant locations The Chippewas of Samia First Nation relate in their oral traditions that people came from many places to meet one another at this site and to trade for exotic goods and materials."[4]

The Anishnaabeg living along Ottissippi also used the waterway as part of their trade routes. Cadillac founded Port Ponchartrain in 1701 as a French trading post. Traders would travel to the fort to trade via Ottissippi. If the prices were low enough, they would bypass Fort Ponchartrain and continue to Albany, New York, to deal with the British. British trade goods were also of better quality than the French's. When the British took over Fort Pontchartrain in 1760, they renamed it Fort Detroit.

During the American Revolutionary War, the Anishnaabeg also contracted an agreement with the Spanish to serve as mercenaries against the British Colonials in case of attack. Ottissippi was the first link in a long route to St. Louis, where they would collect their "annual presents" for their service. The Spanish did a warrior enumeration of all the First Nations in 1778. The following excerpt is from that census:

> The Sotu [Saulteur] Tribe
> This tribe is composed of three thousand warriors.
> The name of the principal chief of this tribe is
> Leturno. They are located three hundred and twenty-
> five leagues from this village, and eighty leagues from
> the Misisipy on a river formed by two lakes, one called
> Lake Huron, and the small Lake Sencler [St. Clair}
> which leads to the village of Detroit belonging to
> Canada. This tribe being so large and being divided in
> various districts, no individual notice can be given of
> it, except that the principal chief gives signs of great
> affection to the district.[5]

This enumeration of warriors extrapolates to a total population of approximately 15,000 persons.

The Anishnaabeg also used the Ottissippi for travel in times of war. In 1700-01 the Three Fires Confederacy, the Ojibwe, Odawa, and Potawatomi, were at war with the Haudenosaunee or Five Nation Iroquois Confederacy. The Western Division of the Three Fires, led by Kioscance or Young Gull, destroyed a large Seneca town on the Thames River just west of present-day Chatham. The force then moved up the St. Clair River into Lake Huron, headed for Saugeen. Young Gull's son, Animikance or Little Thunder, reported that his father's fleet of war canoes was 400, each manned by eight warriors.[6] A historian recording Michigan history writes,

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[4] https://ontarioarchaeology.org/wp-content/uploads/an1999-04.pdf 13, last viewed 13 August 2023.
[5] MS. in General Archives of the Indies. Seville; pressmark, "Papeles procedientes de la Isla de Cuba", WHS, Vol. 17, 358.
[6] Peter Schmalz, The Ojibwa of Southern Ontario (Toronto: University of Toronto Press, 1991), 23.

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"It is related that Kioscance was chief of the Otchipwes in their wars against the Wyandots and Six Nations. In his expedition from Lake Superior to Lake Erie, his fleet was so extensive as to cover the St. Clair River from Fort St. Joseph, or Gratiot, to Walpole Island."[7]

The Anishnaabeg also used Ottissippi to get to Upstate New York during the French and Indian War from 1754 to 1757. They withdrew from the war in 1757.

They also used the waterway during Pontiac's War in 1763 to put Fort Detroit under siege and block the British from using it to travel between York and Southern Georgian Bay.

During the American Revolution, they fought for the British from 1778 to 1779, protecting the Mississippi River frontier. They withdrew from a battle with George Rogers Clark and his regiment of American rebels, including some Frenchmen from Louisiana. When the warriors saw that he had Frenchmen with him, they accused the British of tricking them into fighting against the former allies, who they still had a sense of loyalty to.[8]

The Anishnaabeg joined Little Turtle's coalition of First Nations to fight against the United States for control of the Ohio Valley from 1790 to 1794. The First Nations defeated two American Armies in 1790 and 1791 but lost the Battle of Fallen Timbers in 1794. The two adversaries signed a peace treaty in 1795 at Greenville, Ohio.

Finally, they used Ottissippi in the War of 1812 while fighting in Tecumseh's coalition for the British. Under the leadership of Tecumseh and General Isaac Brock, they stopped the American invasion of Upper Canada by taking Fort Detroit in 1812. The St. Clair River at Aamjiwnaang also saw some action. Anishnaabeg warriors were clearing the area of American sympathizers when they inadvertently killed one of their own, Mr. Rodd, who was half Anishnaabe and married to a niece of one of their chiefs. Mr. Rodd and a British settler named Mr. King were returning from Detroit together when they were both killed.[9]

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[7] History of St. Clair County, Michigan, Illustrated (Chicago: A.T. Andreas Co., 1883), 608 available from https://archive.org/details/arx2236.0001.001.umich.edu/page/608/mode/2up?view=theater&q=bunce last accessed 13 August 2023. By the Wyandots it is thought that he meant Huron that had been captured and incorporated into the Iroquois.

[8] Haldimand Papers: Capt. Alexander McKee to Captain R.B. Lernoult in Michigan Historical Pioneer Society Collection, Vol. 19, 423.

[9] David D Plain, *The Plains of Aamjiwnaang*, (Victori, B.C.: Trafford Pubishing 2007), 88,89.

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	CULTURAL SERVICES DIVISION
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**CULTURAL SERVICES DIVISION**
PREPARED BY:	**Darlene Coke, Manager, Library Services**
REVIEWED BY:	**Andrew Meyer, General Manager, Cultural Services** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 20, 2023**
SUBJECT:	**Building Security and Employee Safety at Sarnia Library**

BACKGROUND

The County of Lambton operates Sarnia Library and Sarnia Library Theatre, located at 124 Christina Street South in downtown Sarnia. The building is open to the public seven days a week. Sarnia Library is Lambton County Library's largest branch, and it generally sees the most circulation activity and in-person traffic compared to any other library in Lambton's system.

Given its location in an urban, downtown core, Sarnia Library serves a more diverse patron base and a larger number of its visitors use the library to seek relief from the weather, to access electricity, public washrooms or free internet, compared to other libraries. There are many patrons who have complex needs and behaviours and use the library as a refuge.

Since 2017, various initiatives have been implemented to both improve the confidence and knowledge base of library employees so that they can serve all of the library's patrons and improve the safety of employees at the library.   A video surveillance system was installed in 2017 followed by employee training based on The Librarian's Guide to Homelessness and a secondary training program offered by Canadian Mental Health. In 2019, the Library's Rules of Conduct Policy was updated and in the fall of 2022, the Library stationed a contracted security guard at the premises in response to increased incident reports and to support staff when dealing with banned patrons, or patrons who were in violation of the Library's Rules of Conduct Policy.

DISCUSSION

In the month of December 2022, employees filed 20 incident reports and called for emergency services on ten occasions. Since that time, the number of incidents and the number of calls for emergency services have declined slightly. Over the eight-month

AGENDA ITEM #b)

period (November 2022 to June 2023), employees have filed an average of 12 incident reports monthly, and have called for emergency services 4 times monthly.

Incident Reports & Calls to 9-1-1 at Sarnia Library
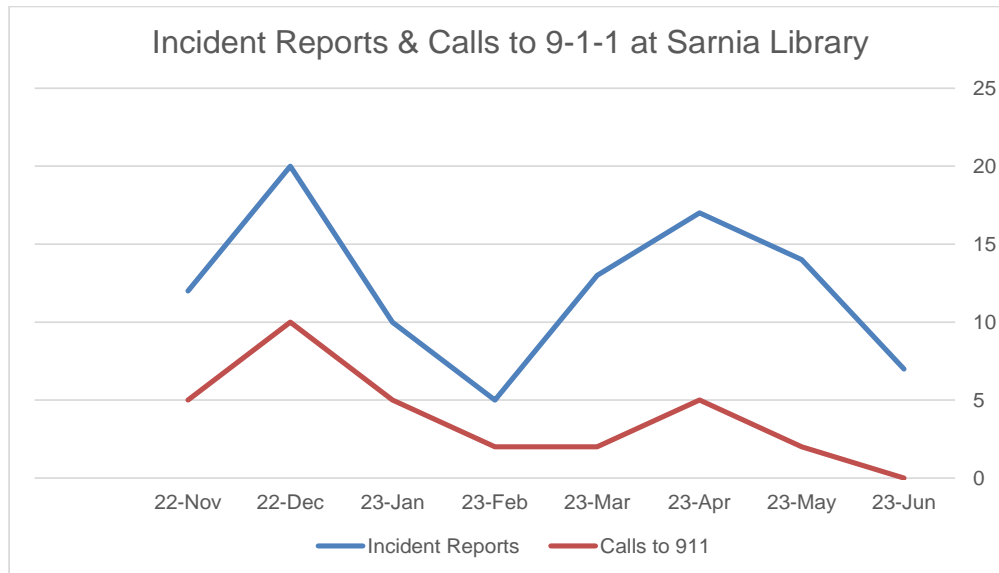
While the number of incident reports has not peaked higher than the levels they were at before security started working in the building, there continues to be a significant amount of employee time spent dealing with the perimeter of the building. Specifically, multiple times a day, employees are faced with cleaning up belongings and trash that have been left behind by people seeking shelter, cleaning up human waste and vandalism, and safely disposing of used sharps. Much of this activity is centered around the open-air patio adjacent to the children's library, the theatre's emergency exit, and alcoves along the North-East side of the building.

In an effort to limit vandalism and waste in this open-air patio, members of the library's management team have met with representatives from The City of Sarnia to formally request that fencing be installed around the open-air patio so that the children's library can be extended and the space can be designed and programmed in an effort to enhance the library's space and provide an attractive venue for outdoor programming and passive play and reading for children. The City of Sarnia has requested the creation of a working group, including representation from Lambton County Library, Lambton Public Health, Lambton County Social Services and Sarnia Police to hold discussions about efforts that can be taken to make improvements to the area. Subject to the endorsement of a recommendation for improvements by City Council, The City of Sarnia then intends to engage the services of an Architect to create designs for the space. Making this outdoor space more usable supports previous studies, including the 2014 Sarnia Library Review led by Jorden and Cook Architecture Ltd., the 2017 Sarnia Space and Services Study, the Cultural Services Division's most recent Strategic Plan (2022 to 2026), and the Joint Library Facilities Review study completed by Monteith Brown Planning Consultants and

presented to both County and City Council in early 2023. All of these studies advocate for the enhancement of the outdoor space for children's programming. Investing in an expanded area for children to read and learn and gain important early literacy skills is also in alignment with the goals of the Social Services Division.

Further, the plan for safety improvements to the site will also involve the installation of a community sharps disposal bin in close proximity to the park area. The goal of this program is to reduce the risk of blood-borne illness from accidental exposure to needles/sharps and increase access to safe sharps disposal options for the public. The bin will be installed and monitored on a regular basis by Lambton County Emergency Medical Services (EMS) Paramedics. EMS staff will have keys to the locked units, the proper training and personal protective equipment to safely open and inspect the units and change out the interior containers.

FINANCIAL IMPLICATIONS

Should The City of Sarnia move forward with plans to expand the footprint of the children's space at Sarnia Library, the County of Lambton would be responsible for funding the purchase of furniture and programming equipment, along with any décor elements. Donations reserves would be used to purchase necessary items. The community sharps disposal bin and the associated maintenance are incorporated into the Lambton Public Health operating budget.

CONSULTATIONS

The General Manager, Cultural Services Division was consulted in the preparation of this report, along with the Community Library Supervisor and the Assistant Library Supervisor (Region 1). The Manager, Clinical and Family Services, Lambton Public Health was consulted concerning the community sharps disposal unit.

STRATEGIC PLAN

Expanding the children's space at Sarnia Library aligns with the County of Lambton's mission to work with municipal and community partners to provide an enhanced quality of life for its residents by building a community where residents are safe, can raise a family, and feel a sense of pride and purpose. Additionally, expanding the children's space at Sarnia Library is in alignment with the Cultural Services Division's Strategic Plan which sets forth direction to create great experiences, maximize the value of spaces, and manage resources efficiently and effectively.

CONCLUSION

While contracted security has benefitted the library and its employees by conducting perimeter checks and managing behavioural incidents or illegal activity, additional solutions are required to address physical spaces outside of the library that are in close

Building Security and Employee Safety at Sarnia Library (page 4)   September 20, 2023

proximity to the children's space. By limiting access to the open-air patio and programming the space for children, it is anticipated that the changes will lead to a reduction in the amount of staff time spent cleaning up debris.

RECOMMENDATION

That Lambton County Council direct staff to work with representatives from The City of Sarnia and other working group members, to find solutions to improve the building security at Sarnia Library and enhance underutilized exterior space for active programming use.

	CULTURAL SERVICES DIVISION
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**LIBRARIES**
PREPARED BY:	**Darlene Coke, Manager**
REVIEWED BY:	**Andrew Meyer, General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 20, 2023**
SUBJECT:	**Library Policy Manual**

BACKGROUND

Lambton County Council serves as the Lambton County Public Library Board as a result of Private Bill 113 which received Royal Assent on June 23, 1994. Lambton County Library operates as an operating department (Libraries Department) within the organizational structure of the Cultural Services Division. The Library operates in accordance with a number of policies that have been adopted by Lambton County Council and / or senior staff members of the Library.

DISCUSSION

Since 2019, the Libraries Department has worked toward updating and modernizing its Policy Manual. Some policies dated to the Library Board's origins in the 1990s and required updating, while other long-standing practices required formalizing in the form of a policy. The policy requirements set forth in the Ontario Public Library Guidelines have been guiding the Department's work; should the Library seek accreditation at some future date, the policies named in the Guidelines are requirements for a successful outcome. Since November 2019, Lambton County Council has considered and approved 29 departmental policies. The next set of four new policies is available for Committee members' consideration.

The four new policies are included in the Committee's package for review. Included in this set of policies is the Library's proposed Facility Standards Policy. Lambton County Council directed staff to develop this policy following a special meeting of Lambton County Council on January 18, 2023 where Council received the results of the Joint Library Facilities Review. The motion was as follows:

#3: Bradley / Dennis: That the recommendations in the report dated January 18, 2023 regarding Lambton County Library Joint Facilities Review be approved and amended

to include "That the report be brought to all lower tier municipalities first for their review for a period of no less than 45 days," so that the motion now reads:

a) *That Lambton County Library formally adopt a Library Classification System that aligns with the ARUPLO (Administrators of Rural and Urban Public Libraries of Ontario) Guidelines, consisting of four types of libraries: Urban, Large, Medium, and Small.*
b) *That Lambton County Council direct staff to draft a Facility Standards Policy that defines the minimum standards for design, amenities and upkeep of buildings occupied by Lambton County Library.*
c) *That Lambton County Council, as Lambton's Public Library Board, adopt the Joint Library Facilities Review in principle, directing County staff to evaluate individual library sites against policy directives and enter into discussions with each lower-tier municipality / school board partner to define a path to achieving these directives.*
d) *That the report be brought to the lower tier municipalities first for their review for a period of no less than 45 days.*

Carried.

Summaries of substantial changes are noted below for the Board's information.

- **Accessibility Policy:** It is a requirement of the Ontario Public Library Guidelines that the Library has established an Accessibility for Ontarians with Disabilities Library Statement that outlines the Library's commitment to meet the accessibility needs of persons with disabilities. Additionally, the guidelines require that concepts of accessibility are incorporated into the Library's collections, physical spaces, programs and service delivery. It is a requirement that the Library assess its physical accessibility and maintain its Accessibility Plan in partnership with the lower-tier and school board building owners. This policy commits the organization to ensuring a public computer workstation is available at each library, that its materials are accessible, and that it offers access to communications, among other items.

- **Equity, Diversity and Inclusion Policy:** It is a requirement of the Ontario Public Library Guidelines that the Library has an approved Equity, Diversity and Inclusion Policy. This policy ensures that 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. Part of the policy states the Library's endorsement of the Canadian Federation of Library Associations' Position Statement on Diversity and Inclusion.

- **Indigenous Awareness and Reconciliation Policy:** It is a requirement of the Ontario Public Library Guidelines that the Library recognize and embrace the principles of Truth and Reconciliation with Ontario's diverse Indigenous population. In addition to a statement that endorses a Respect and Land Acknowledgement Declaration of original Indigenous peoples, the policy includes language that commits the organization to providing welcoming spaces and library services to Indigenous peoples and 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.

- **Facility Standards Policy:** The Facility Standards Policy is an outcome of the Joint Library Facility Review that included consultation with the lower-tier municipalities, public school board and one First Nations community. While the relationship between the County of Lambton and lower-tier municipalities to deliver library service will continue unchanged through the existing Division of Responsibilities Between Municipalities and Lambton County Library Agreement (1989), the Facility Standards Policy outlines the minimum standards required at each public library to ensure that the Library can offer accessible services, welcoming spaces, and spaces that are suitably sized and designed for modern library services which include access to technology and meeting spaces. This policy will be used to inform discussions between lower-tier municipalities and Lambton County Library when evaluating each Library for its ongoing suitability for library space. An appendix is attached to this report to illustrate which of Lambton's libraries meet the baseline measurement criteria related to physical size, which also impacts collection size and the ability to offer public computer workstations.

In addition to these four new policies, the supervisory team has also started a review of current policies to ensure they are reviewed once in a four-year period. The following policies were reviewed and revised and are included in this package for consideration:

- **Circulation Policy:** This policy was re-numbered for administrative purposes, and language was added to establish hard dates concerning refunds and lost items. Language was also added to permit the acceptance of documentation from social service agencies to permit transitional memberships for patrons without proof of address.
- **Privacy and Access to Information Policy:** This policy was adjusted to make the collection of a date of birth mandatory, remove gender as a data field as it is not required for service delivery and permit the collection of a preferred name in addition to legal name.
- **Collection Development Policy:** This policy was re-numbered for administrative purposes.
- **Inter-library Loan Policy:** This policy was re-numbered for administrative purposes, and references to the Southern Ontario Library Service (SOLS) were replaced with Ontario Library Service (OLS) to reflect the provincial government's consolidation of provincial library services.

FINANCIAL IMPLICATIONS

Any costs associated with the implementation of the policies, such as the availability of accessible materials or workstations, would be funded through the Department's annual operating budget. The evaluation of libraries using the Facility Standards Policy is likely to result in significant capital expenses for both the lower-tier and upper-tier municipalities and will require consideration in future capital budgets.

CONSULTATIONS

A number of library employees were consulted in the creation of these policies including: Technical Services Supervisor, Community Library Supervisor, Facilities Supervisor and the Executive Assistant / Administrative Services Supervisor.

STRATEGIC PLAN

The development of these policies follows the direction set forth by the Corporation's strategic plan. By adopting these policies, the Department will be in a better position to provide efficient and responsive services to Lambton's residents and help achieve a healthy community. Aspects of the policies follow the directions set forth in the Cultural Services Division's strategic plan.

CONCLUSION

The adoption of these Library policies will help the Department move forward with its efforts to modernize operations.

RECOMMENDATIONS

That Lambton County Council approve the following Library policies, as amended (if applicable), as presented: Accessibility; Equity, Diversity and Inclusion; Indigenous Awareness and Reconciliation; Facility Standards; Circulation; Privacy and Access to Information; Collection Development; and Inter-library Loan Policy.

	THE CORPORATION OF THE COUNTY OF LAMBTON **LAMBTON COUNTY LIBRARY POLICY MANUAL**		
	Subject:	**Accessibility Policy**	**Section A24**	**Index #01**
	Effective Date:	September 6, 2023	Approved By: Lambton County Council
	Revision Date:	September 6, 2023	
	Drafted on:	August 2, 2023	

PURPOSE

This policy ensures that Lambton County Library meets or exceeds the compliance requirements set by the Accessibility for Ontarians with Disabilities Act (AODA) 2005 and the Integrated Accessibility Standards Regulation (IASR) (O.Reg 191/11 as amended by O.Reg 165/16).

Lambton County Library's implementation of the accessibility legislation is in alignment with the County of Lambton Cultural Services Division's strategic plan, and aligns with the Library's values of equity, diversity and inclusion. Lambton County Library acknowledges that accessibility is a shared responsibility between Library patrons, staff, partners, lower-tier municipalities and the general public.

POLICY

This policy addresses the requirement for public libraries to serve all people in the community and ensures accessibility is incorporated into the Library's physical structures and its programs and services.

RESPONSIBILITY

The responsibility for the implementation of this policy lies with the Manager, Library Services.

DEFINITIONS

"Accessible formats" – may include, but are not limited to, large print, recorded audio and electronic formats, braille and other formats used by persons with disabilities. Also referred to as alternate formats.

"Assistive devices" – any products, equipment or technological aids used by persons

with disabilities that enable a person with a disability to do everyday tasks. Examples include Braille recorders, recording devices, magnifiers and more.

"Barrier" – anything that prevents a person with a disability from fully participating in all aspects of society because of their disability, including a physical barrier, an architectural barrier, an information or communications barrier, an attitudinal barrier, a technological barrier, a policy or a practice.

"Communications supports" – tools or devices that facilitate communications for a person with a disability that may include but are not limited to, captioning, alternative and augmentative supports, plain language, sign language and other supports that facilitate effective communications.

"Disability" – as defined in the AODA means: a) any degree of physical disability, infirmity, malformation or disfigurement that is caused by bodily injury, birth defect or illness and, without limiting the generality of the foregoing, includes diabetes mellitus, epilepsy, a brain injury, any degree of paralysis, amputation, lack of physical co-ordination, blindness or visual impediment, deafness or hearing impediment, muteness or speech impediment, or physical reliance on a guide dog or other animal or on a wheelchair or other remedial appliance or device, b) a condition of mental impairment or a developmental disability, c) a learning disability, or a dysfunction in one or more of the processes involved in understanding or using symbols or spoken language, d) a mental disorder, or e) an injury or disability for which benefits were claimed or received under the insurance plan established under the Workplace Safety and Insurance Act, 1997.

"Service Animal" – means any animal that is individually trained to do work or perform tasks for the benefit of an individual with a disability, including a physical, sensory, episodic, intellectual, or a mental health disability. Tasks performed can include, among other things, guiding, pulling a wheelchair, retrieving dropped items, alerting a person to a sound, reminding a person to take medication, or pressing an elevator button.

"Support Person" – another person who accompanies the individual with a disability in order to help with communication, mobility, personal care, or medical needs or with access to goods or services.

REGULATIONS

1. Lambton County Library is committed to providing accessible, equitable and inclusive access to library services and facilities. The Library will ensure that each employee, volunteer and patron receives equitable treatment with respect to employment and services without discrimination and receives accommodation where required in a timely manner, and in accordance with the Ontario Human Rights Code and the ADOA and its regulations.
2. Lambton County Library will develop and support a service environment where the needs of persons with disabilities are addressed in accordance with the principles of dignity, respect, equity and inclusion.

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3. Lambton County Library will adhere to requirements set forth in the County of Lambton Accessibility Standards for Customer Service Policy (L11.04).
4. For the purposes of the AODA, the library provides services on behalf of the municipality and therefore is considered, along with the municipality, to be a designated public sector organization that is a "large organization" […] with 50 or more employees in Ontario, other than the Government of Ontario, the Legislative Assembly or a designated public sector organization" as defined within the O.Reg. 191/11. The Library complies with the obligations for this sector as set out in the AODA regulations.
5. Lambton County Council, as the Library's Board, ensures that the Library complies with the spirit, principles, and intent of the AODA and designates the Chief Administrative Officer (CAO) as the individual accountable for the organization's compliance with legislation.
6. The CAO will ensure that policies, procedures and training comply with the AODA and any regulations made under the AODA.
7. The Library will adopt the multi-year Accessibility Plans authored by the County of Lambton and lower-tier municipalities that outline the Library's strategy to identify, prevent, and remove systemic accessibility barriers and meet its legislated compliance requirements under the IASR.
8. The plan will be posted on the Library's website in an accessible format and be provided in accessible formats upon request.
9. Lambton County Library will ensure that accessibility is incorporated into its Internet and Computer Services Policy (A04.01), Training Policy (H12.01), Collection Development Policy (R02.03), and Programming Policy (R06.01). Accessibility provisions will be incorporated into communications tools including the Library's website, and in its training programs.
10. Lambton County Library will make every reasonable effort to ensure that its services and programs are accessible by:
    a. Encouraging the use of personal assistive devices to access library services and programs.
    b. Providing at least one computer workstation at each library which is equipped with assistive technology and a range of accessibility features.
    c. Arranging for the provision of accessible materials where they exist which may include archival materials and special collections.
    d. Providing a library website with content that will meet or exceed World Wide Web consortium Web Content Accessibility Guidelines (WCAG).
    e. Supporting the inclusion of support persons or service animals accompanying people with disabilities, such as by waiving fees for support persons assisting users and when fees are required, providing advance notification and permitting service animals to assist users and providing alternative accommodation in situations where a service animal is excluded from the premises by law. While using the Library's premises, the person with a disability is responsible for ensuring their service animal is clearly identified by a vest, harness, or documentation provided by the individual, and that the service animal behaves in a professional manner. Section 80.45(3) of 191/11 *Integrated Accessibility Standards* defines a

service animal.

11. The Library will make every effort to communicate with users in a manner that enables the use of services and programs by providing:
    a. Its Accessibility Policy in alternative formats upon request.
    b. Information on the provision of customer service for people with disabilities and accessible services and programs.
    c. Reasonable notification of all interruptions that especially relate to the provision of services and programs for people with disabilities such as the Library's elevator.
    d. A process for receiving feedback about the manner in which the Library provides services to persons with disabilities.

12. The Library will provide training to its board members, staff and volunteers on how to provide customer service to people with disabilities and will keep a record of when the training was provided and the individuals who received the training.

13. The Library shall make its communications available, upon request, in accessible formats for persons with disabilities and make the public aware of the availability of accessible formats. This applies to communications such as:
    a. Policies.
    b. Accessibility plans.
    c. Emergency Procedures, plan and public safety information prepared for the public.
    d. Forms, surveys and other tools used to gather feedback.
    e. Information on collections / materials in accessible format.
    f. Employment standards.

14. Accessible formats of the Library's communications shall be made available:
    a. In a timely manner.
    b. At no additional cost to the individual.
    c. In consultation with the person making the request.

15. In the event of a scheduled service disruption that will impact persons with disabilities in accessing the Library, notice of the planned disruption will be provided at least 48 hours in advance. The notice will include the reason for the disruption, anticipated length of the disruption and a description of alternate accommodations (if any). In the event of an unplanned service disruption, notice will be provided as quickly as possible.

16. The Library welcomes feedback from persons with disabilities on the accessibility of its collections, services, programs and facilities. The Library will strive to communicate with persons with disabilities in a manner that meets their individual accessibility needs.

ASSOCIATED DOCUMENTS

County of Lambton Accessibility Standards for Customer Service Policy (L11.04)
Integrated Accessibility Standards
Lambton County Library Internet and Computer Services Policy (A04.01)
Lambton County Library Training Policy (H12.01)
Lambton County Library Collection Development Policy (R02.03)

Lambton County Library Programming Policy (R06.01)

POLICY HISTORY

REVISION	DATE	PREPARED BY
Reviewed/Created	August 2, 2023	Manager, Library Services

	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNTY LIBRARY POLICY MANUAL		
Subject:	**Equity, Diversity and Inclusion Policy**	**Section R02**	**Index #12**
Effective Date:	October 5, 2023	Approved By: Lambton County Council	
Revision Date:	October 5, 2023		
Drafted on:	August 2, 2023		

PURPOSE

The purpose of this policy is to ensure the Library operates its services in a manner that ensures equitable access, meets the needs of a diverse population and is inclusive to all persons.

POLICY

This policy expresses the understanding that Lambton County Library recognizes and embraces the diversity of the community and strives to exist as an inclusive space for all community members.

RESPONSIBILITY

The responsibility for the implementation of this policy lies with the Manager, Library Services.

DEFINITIONS

"Equity" – Reflects the ideals of justice and fairness.

"Diversity" – the range of human differences, including but not limited to race, ancestry, place of origin, citizenship, gender, gender identity, sexual orientation, age, social class, physical ability or attributes, religious or ethical values system, mental ability, education and political beliefs.

"Inclusion" – the act of creating environments and spaces in which any individual or group feels welcomed, valued, respected, supported and can fully participate. An inclusive and welcoming environment embraces differences and offers respect in words

and actions for all people.

REGULATIONS

1. Lambton County Library is committed to fostering an environment which makes equity, diversity and inclusion a priority in planning and decision making for staffing, collections, services and spaces. Staff training will include accessibility, anti-racism, and cultural awareness training.
2. Lambton County Library endorses the Canadian Federation of Library Associations (CFLA) Position Statement of Diversity and Inclusion prepared by the Canadian Federation of Library Associations which reads:
   > "The Canadian Federation of Library Associations (CFLA-FCAB) believes that a diverse and pluralistic society is central to our country's identity. Libraries have a responsibility to contribute to a culture that recognizes diversity and fosters social inclusion.
   >
   > Libraries strive to deliver inclusive service. Canada's libraries recognize and energetically affirm the dignity of those they serve, regardless of heritage, education, beliefs, race, religion, gender, age, sexual orientation, gender identity, physical or mental capabilities, or income.
   >
   > Libraries understand that an acceptance of differences can place individual and collective values in conflict. Libraries are committed to tolerance and understanding. Libraries act to ensure that people can enjoy services free from any attempt by others to improve values, customs or beliefs."
3. Lambton County Library will provide diverse collections relating to cultures, languages, religious traditions, and peoples, in all formats from books to audio and video materials. A broad range of authors, content creators and experiences will be included and highlighted in the collection. The Library's bibliographic database will use subject headings and descriptors which are more inclusive and respectful.
4. Lambton County Library will work with all communities to develop inclusive consultation and engagement processes and develop services in appropriate ways. The Library will seek to understand how diverse community groups define and describe themselves and listen to, and learn from, communities rather than relying on indirect sources.
5. Lambton County Library will provide welcoming spaces for all. Spaces will be inclusive with areas free of bias (e.g. gender neutral, universal washroom facilities, collection arrangement, etc.). Spaces will be designed in accordance with the Library's Facility Standards Policy (O04.01).

ASSOCIATED DOCUMENTS

Lambton County Library Facility Standards Policy (O04.01)

CFLA Position Statement of Diversity and Inclusion

POLICY HISTORY

REVISION	DATE	PREPARED BY
Created	August 2,2023	Manager, Library Services

DRAFT

	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNTY LIBRARY POLICY MANUAL		
	Subject:	**Indigenous Awareness and Reconciliation Policy**	**Section R02**	**Index #11**
	Effective Date:	October 5, 2023	Approved By: Lambton County Council
	Revision Date:	October 5, 2023	
	Drafted on:	August 2, 2023	

PURPOSE

The purpose of this policy is to ensure the Library recognizes and embraces the principles of Truth and Reconciliation with Ontario's diverse Indigenous population.

POLICY

Lambton County Library will engage in meaningful dialogue with Indigenous people and First nation bands. Further, the Library will ensure that its services and programs are reflective of the needs of Indigenous people.

RESPONSIBILITY

The responsibility for the implementation of this policy lies with the Manager, Library Services.

REGULATIONS

1. Lambton County Library understands the need to recognize and embrace the principles of Truth and Reconciliation with Ontario's Indigenous population, as outlined in the Truth and Reconciliation Commission Report.
2. Lambton County Library makes the following declaration: Lambton County Library acknowledges the First Peoples on whose traditional territories we live and work. We believe that acknowledging territory shows recognition of and respect for Indigenous Peoples, both in the past and the present. We believe that the territorial acknowledgements are not simply a pro forma statement made before a meeting; but a vital part of the business. We believe that recognition and respect are essential elements of establishing healthy, reciprocal relations and are key to reconciliation.

Lambton County Library will post the following acknowledgement of ancestral lands in all of its libraries and read this acknowledgement at the beginning of its meetings with external parties, all-staff meetings, and special events:

Preamble:
We acknowledge that the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg, inhabited these lands at the time of transfer to the Crown by treaty. Lambton County was part of the Huron Tract Purchase, which was transferred under Treaty #29 in 1827, and also includes lands associated with the Sombra Township Purchase transferred under Treaty #7 in 1796, and Long Woods Purchase transferred under Treaty #21 in 1819. We also acknowledge the earlier Indigenous people who travelled these lands in the time of the Wampum treaties.

We acknowledge that we are all treaty people, with our own set of rights and responsibilities. Treaties are a foundational part of our society, and the settlement of Lambton County within a treaty area was made possible through the treaty process. The existence of treaties is proof that the first settlers of what is now Canada acknowledged First Nations as sovereign people and negotiated Nation to Nation. By understanding the colonial history of Canada we can renew our relationships with each other and move towards meaningful reconciliation.

Further, it is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Today, we are part of this same land that sustains all life, and it is the sacred responsibility of all people to ensure that the environment remains protected. Finally, we acknowledge that the inherent languages of the Anishinaabeg preclude any English/French meaning.

Acknowledgement of Ancestral Lands:
We acknowledge that this land on which we are gathered today is part of the ancestral land of the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg. It is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Together as treaty people, we have a shared responsibility to act with respect for the environment that sustains all life, protecting the future for those generations to come.

Language Pronunciations:
Anishinaabeg (ah-nish-i-nah-beg)
Chippewa (chip-uh-wah)
Odawa (o-dah-wah)
Potawatomi (pot-uh-wah-tuh-mee)

3. Lambton County Library will provide collections relating to Indigenous cultures,

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languages, and peoples, including books, audio and video materials. The Library's collection will include titles by, and about, First Nation communities and will include titles presented in the First Nation Communities Read program. Teen and adult materials will also include First Nations and Metis graphic novels and a selection of DVDs on history, culture and Indigenous issues. Employees engaged in collections work will continue to be guided by Lambton County Library's Collection Development Policy (R02.03).

4. Lambton County Library will provide welcoming spaces and library services to Indigenous peoples and share elements of First Nations culture with non-Indigenous persons. Employees engaged with all aspects of library services will continue to be guided by Lambton County's Programming Policy (R06.01) and Circulation Policy (R02.02). Library spaces will be designed in accordance with the Library's Facility Standards Policy (O04.01).

ASSOCIATED DOCUMENTS

Lambton County Library Circulation Policy (R02.02)
Lambton County Library Collection Development Policy (R02.03)
Lambton County Library Facility Standards Policy (O04.01)
Lambton County Library Programming Policy (R06.01)

POLICY HISTORY

REVISION	DATE	PREPARED BY
Created	August 2, 2023	Manager, Library Services

	THE CORPORATION OF THE COUNTY OF LAMBTON **LAMBTON COUNTY LIBRARY POLICY MANUAL**		
	Subject:	**Library Facility Standards Policy**	**Section O04**	**Index #01**
	Effective Date:	October 5, 2023	Approved By: Lambton County Council
	Revision Date:	October 5, 2023	
	Drafted on:	August 2, 2023	

PURPOSE

The Library Facility Standards Policy ("the Policy") establishes minimum standards for Lambton County Library ("the Library") and Property Owners providing land and buildings for library services in order to provide generally consistent library designs and amenities to residents of Lambton County living in each lower-tier municipality. The Policy shall guide the construction of new Library Facilities, guide the redevelopment of existing Library Facilities as categorized through the Lambton County Library Facility Classification System, and establish standards for facility maintenance.

POLICY

The intent of this Policy is to inform shared responsibilities between Lambton County Library and its municipal/institutional partners that provide built facilities for library services. The Policy establishes design specifications, amenities and maintenance standards for Library Facilities that have regard for the Lambton County Library Facility Classification System, the ARUPLO Guidelines for Rural/Urban Public Library Systems, and the Ontario Public Library Guidelines.

RESPONSIBILITY

The responsibility for the implementation of this policy lies with the Manager, Library Services.

DEFINITIONS

"Library Facilities" include all library spaces, buildings and property where Lambton County Library operates service.

"Property Owners" include any entity – including lower-tier municipalities and school boards – that owns or leases land and/or buildings through which Library services are delivered.

REGULATIONS

System Wide Design

1. **General Design**

   Library Facilities shall comply with applicable legislation including, but not limited to, the Ontario Building Code. Library Facilities shall reflect the broad needs of the public by providing appropriate spaces for collections and materials, equipment, storage, program delivery, user seating and staff work areas. Adequate consideration will be given to creating comfortable user experiences through use of in-library furniture including provisions for children and persons with disabilities, climate control systems, and more.

2. **Accessibility**

   Library Facilities shall comply with the Accessibility for Ontarians with Disabilities Act (AODA) and approved facility accessibility design guidelines established by the County of Lambton or lower-tier municipalities where a Library Facility is located. Library Facilities shall be reflected in Accessibility Plans prepared by the County of Lambton, and lower-tier municipal Accessibility Advisory Committees established under the authority of the AODA. Property owners will work to proactively provide barrier-free accessibility in existing facilities, and where barrier-free accessibility is not achievable, commit to identifying an alternative service delivery location that is suitable. Decision making concerning Library Facilities shall be made in accordance with the Library's Accessibility Policy (A24.01).

3. **Environmental Stewardship**

   In accordance with the County of Lambton Strategic Plan and its outcomes related to Environmental Stewardship, Library Facilities shall strive to promote energy conservation, reduce greenhouse gas emissions, and demonstrate resiliency to climate change through progressive design. Energy conservation and demand management audits shall be periodically undertaken under the direction and at the cost of Property Owners.

4. **Equity, Diversity & Inclusion**

   The design of Library Facilities shall have regard for the Ontario Human Rights Code and the rights of individuals to be free from discrimination when they receive goods or services or use facilities.

The design of Library Facilities will explore opportunities to advance reconciliation and inclusion of Indigenous Peoples using findings from the Truth and Reconciliation Commission of Canada, the Canadian Federation of Library Associations, and local Indigenous communities.

The design of Library Facilities will include strategies to promote usability, inclusion, safety, ergonomics, quality lighting, and mental and physical wellness. Design shall also address inclusion across race, culture, gender, age, disability, neurodiversity, 2SLGBTQIA+ identity and other aspects of human diversity.

Decision making concerning Library Facilities will be made in accordance with the Library's Equity, Diversity and Inclusion Policy (R02.12) and the Library's Indigenous Awareness and Reconciliation Policy (R02.11).

5. **Safety**

All public areas within a library shall have clear lines of sight for adequate supervision of the space or measures to address design or other facility challenges related to visibility of activity. Library entrances, staff entrances, pathways, pedestrian walkways and parking areas shall be clearly illuminated with appropriate exterior lighting to support the visibility of hazards so that drivers and pedestrians can safely move through them. Property Owners will ensure that Library Facilities offer dedicated parking for library staff and adequate parking for patrons, and ensure that these parking areas and walkways are in a state of good repair and maintenance. Emergency and lifesaving equipment shall be provided in accordance with appropriate legislation.

Jointly, the County of Lambton and Property Owners shall review Library Facilities using the CPTED (Crime Prevention through Environmental Design) evaluation criteria or similar principles and findings shall inform their respective capital budgets and/or asset management plans.

Where practical, Lambton County Library will install, maintain and manage video surveillance at Libraries to safeguard assets and support the health and safety of patrons and staff in accordance with Lambton County Library Video Surveillance Policy (A20.01).

6. **Access**

Access to the Library shall be in accordance with Lambton County Library Community Use of Space Policy (A21.01). Use of the library outside of regular hours of operation is not permitted except in the circumstances of planned or emergency maintenance or in consultation with the Library.   Property Owners may be asked to facilitate access to library buildings for vendors contracted by the Library.

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7. **Library Signage**

All libraries must be easily identified by exterior signage incorporating the Lambton County logo and visual branding standards in a prominent, visible location(s). The Library will hold responsibility for the purchase and installation of signage. Where libraries are located in shared facilities, Property Owners will accommodate internal wayfinding signage directing patrons to the library. Municipalities shall be requested to include libraries as part of wayfinding signage initiatives to provide directional information within communities.

8. **Library Material Drop Boxes**

The Library will provide a means for library materials to be returned by the public 24 hours a day, including but not limited to, a secure and weatherproof drop box. Property Owners shall ensure a location in close proximity to the entrance and at a strategic location operationally that allows for accessibility and, ideally, covered from the elements, is designated for this use and regularly maintained.

9. **Interior Elements**

The physical layout of libraries shall be organized in a way that is systematic, easy to navigate and convenient for users while enabling library staff to carry out their work safely and effectively. Adequate lighting levels shall be provided in all areas of a library.

10. **Technology**

The Library will provide high-speed, effective, reliable, internet access to be used at public access workstations, in-library lending equipment or on personal devices. Property Owners will provide an adequate amount of electrical outlets shall be a focus, aiming to have at least one outlet for every study table or carrel for one or more users to connect to. Electrical outlets shall also be available along with spaces to accommodate the availability of technology / Maker labs.

11. **Shelving**

The Library shall ensure the highest shelf will not exceed a maximum height of 60 inches for adult and teen collections with no less than 8 inches from the floor. There must be no more than 5 shelves in height with no less than 12 inches between each shelf. For children's areas, the highest shelf must be a maximum of 48 inches with bottom shelves being no less than 7 inches from the floor. Floor space between book stacks shall be no less than 36 inches to accommodate the needs of persons with disabilities.

12. **Washrooms**

    Property Owners will ensure washrooms are available for public use, including washroom facilities with barrier-free features and strong consideration to the availability of universal/gender-neutral washrooms. Where the public area of a library occupies more than one floor, barrier-free access shall be provided between levels.

13. **Intra-Library Lending**

    The Library shall have a delivery system in place to move items from one location to another and will work with Property Owners to ensure space exists to allow the efficient administration of such tasks. Space will include but is not limited to barrier-free access for the safe and efficient operation of courier delivery service, as well as appropriate areas for loading and unloading, material storage, lending bin storage, bin unpacking, etc.

Maintenance and Repairs

14. **Health and Safety**

    All maintenance performed by the Library or the Property Owners must be done to a standard that meets the regulations of the Occupational Health and Safety Act (OHSA). Property Owners shall ensure each Library Facility undergoes an annual building and fire safety inspection to ensure all features are operating safely and efficiently, and where applicable, must complete a Hazardous Materials Survey for the Library Facility on an annual basis as required under the OHSA.

15. **State of Good Repair**

    Property Owners shall ensure the overall appearance of Library Facilities shall be clean and free from maintenance deficiencies such as peeling paint, ragged carpets, holes in walls, cracked or broken windows, building envelope deficiencies that contribute to water penetration and pests, etc.

16. **Communication Protocols**

    Property Owners of land and buildings that house libraries shall identify a primary point of contact for correspondence regarding facility service and maintenance. Lambton County Library's Facilities Supervisor will generally be the primary point of contact with representatives of the Property Owners in relation to facility service and maintenance, with involvement by Lambton County Library's Manager, Library Services as required.

All service or maintenance requests shall be communicated to the Property Owner's primary point of contact. Property Owners shall acknowledge receipt of the request within five (5) business days and articulate a course of action. Minor service and maintenance requests shall be completed within twenty (20) business days of the initial request, while more complex or major requests will be dealt with on a case-by-case basis and may be facilitated by other staff working for the County of Lambton and its Property Owner partners.

Notice of planned maintenance work that involves a building closure shall be provided to the Library's Facilities Supervisor sixty (60) days in advance of the start date which will ensure adequate communication to library patrons concerning service level changes or will ensure the ability to alter employee work schedules. Notice of planned maintenance work that does not involve a building closure shall be provided to the Library's Facilities Supervisor in advance of the start date.

Property Owners will provide the name of an emergency contact for each library, should after-hours contact be required to report an emergency.

17. **Annual Facilities Standards Review Meeting**

An annual site visit and walk through of each library will be conducted with the Library's Facilities Supervisor and the primary point of contact between the months of May and September each year in anticipation of the next budget cycle. The purpose of the Review Meeting is to observe general conditions and assess alignment with the Facilities Standards Policy, discuss priority needs, inform asset management plans, and ensure the capital budget requests of the Property Owners and County of Lambton are aligned.

18. **Capital Projects**

Capital improvement projects identified for libraries shall be coordinated through the collaboration of the Property Owners' primary point of contact and the Library's Facilities Supervisor. A minimum of sixty (60) days' notice is required prior to the start of any work to allow for necessary project planning between the parties. Advanced consultation and joint planning will minimize service disruption to patrons and impacts to staff scheduling, while also ensuring that potential opportunities to align work are not overlooked (e.g. coordination of flooring replacement by Property Owner with shelving replacement by Lambton County Library).

Design of Urban Libraries

19. Design

An Urban Library defined under the Library Facility Classification System generally serves catchment areas of 35,000 or more population and provide a minimum Gross Floor Area of 35,000 square feet. These libraries are to be located with maximum access and user convenience and strategically located in the community.

20. Collections

Urban Libraries provide a wide range of collections, including reference, electronic resources, children's, multilingual, local history and special collections which reflect the community. The minimum size of the physical collection shall be no less than 50,000 materials, occupying a minimum of 7,400 square feet.

21. Public Services and Programs

Urban Libraries offer services for people of all ages. Services include 500 square feet of maker space, 2,000 square feet of program rooms, 400 square feet of meeting rooms and 400 square feet of study rooms. The children's area shall be 20 to 30% of the library's area and the teen's area shall be 10% of the library's square feet. Additionally, a minimum of 200 seats are to be provided for computer seating and personal use. The number of public access computers / device stations required will depend on each community's level of access to computer technology and Internet service, and the prevalence of patrons' use of their own devices in the library. Urban Libraries provide the largest range of programs with more niche interest programming.

22. Staff Service Areas

Each Urban Library shall have a central service point that supports information and circulation services with 4 workstations. Multi-story facilities shall have service points that support information services. As support, an additional 1 to 3 self-checkout stations shall be available. The service area shall be at a minimum of 500 square feet while areas for a staff work room, lunch room, storage and washrooms shall collectively total approximately 1,600 square feet.

Design of Large Libraries

23. Design

A Large Library defined under the Library Facility Classification System will generally serve a catchment area of 10,000 to 35,000 population and provide a Gross Floor Area between 10,000 and 35,000 square feet. Large Libraries should be centrally located in a neighbourhood and in close proximity to other services.

24. **Collections**

    Large Libraries provide access to collections, information and services relevant to the community at large. These libraries will provide a physical collection of 24,000 to 50,000 materials ranging from popular materials to multilingual and children's materials occupying 3,560 to 7,400 square feet. A Large Library will also provide access to electronic collections and shall include some local history materials.

25. **Public Services and Programs**

    Large Libraries offer services for people of all ages. The number of public access computers / device stations required will depend on each community's level of access to computer technology and Internet service, and the prevalence of patrons' use of their own devices in the library; however, services provided at these libraries should include a minimum of three public access computers. Large libraries should also include 300 to 500 square feet of maker space, 750 to 1,500 square feet of program rooms, 200 to 400 square feet of meeting rooms, and 200 to 400 square feet of study rooms. The children's area shall be 20 to 30% of the library's area and the teen's area shall be 10% of the library's square feet. These spaces will be accompanied by 60 to 200 user seats to be provided for computer or personal use. Core programs and services at this level may include book clubs, computer courses and children's programming.

26. **Staff Service Areas**

    All Large Libraries shall have 1 service point with 2 to 3 workstations. This service point shall be supplemented with 1 to 2 self-checkout stations. Customer service/circulation desks should account for between 350 to 500 square feet of library space. Additionally, the staff area should be between 1,050 to 1600 square feet which would consist of a work room, lunch room, storage and washroom.

Design of Medium Libraries

27. **Design**

    A Medium Library defined under the Library Facility Classification System will generally serve a catchment area of 5,000 to 10,000 population and provide a Gross Floor Area between 5,000 to 10,000 square feet. This type of library is optimally centrally located within a neighbourhood and will primarily service the surrounding population.

28. **Collections**

    Medium Libraries provide access to collections, information and services relevant to their local community, including local history. A Medium Library should house between 12,000 to 24,000 physical materials occupying 1,780 to 3,560 square feet.

29. Public Services and Programs

The number of public access computers / device stations required will depend on each community's level of access to computer technology and Internet service, and the prevalence of patrons' use of their own devices in the library; however, services provided at these libraries should include a minimum of three public access computers. Additionally, Medium Libraries should include 150 to 300 square feet of maker space, 450 to 750 square feet of program rooms, 200 square feet of meeting rooms, and 100 to 200 square feet of study rooms. The children's area shall be 20 to 30% of the library's area and the teen's area shall be 10% of the library's square feet. These spaces will be accompanied by 30 to 60 user seats to be provided for computer or personal use. Core programs and services at this level may include book clubs and children's programming.

30. Staff Service Areas

All Medium Libraries should have 1 service point with 2 workstations. If required, the service point can be complemented by 1 self-checkout station. The service desk area should be around 250 to 350 square feet with an additional 700 to 1,050 square feet of staff space to accommodate a work room, lunch area, storage and washroom.

Design of Small Libraries

31. Design

A Small Library defined under the Library Facility Classification System will generally serve catchment areas of up to 5,000 population and provide a Gross Floor Area of 2,500 to 5,000 square feet.

32. Collections

Small Libraries provide access to collections, information and services relevant to their local community. A Small Library shall also provide access to local history materials. Small Library collections should range from 6,000 to 12,000 physical materials occupying 840 to 1,780 square feet.

33. Public Services and Programs

The number of public access computers / device stations required will depend on each community's level of access to computer technology and Internet service, and the prevalence of patrons' use of their own devices in the library; however, services provided at these libraries should include a minimum of three public access computers. Small Libraries should include a maximum of 100 square feet of maker space, a maximum of 450 square feet of program room(s), and a maximum of 100 square feet of study room(s). The children's area shall be 20 to 30% of the library's area and the teen's area shall be 10% of the library's square feet. These spaces will be accompanied by 12 to 30 user seats to be provided for computer or personal use.

Core programs and services provided at this level of library may include book clubs and children's programming.

34. Staff Service Areas

Each Small Library should have 1 patron service point between 175 to 250 square feet in size, containing 1 workstation for information queries and to provide assistance with customer transactions. An additional 550 to 700 square feet should be allocated for a staff work room, lunch room, storage and washrooms.

ASSOCIATED DOCUMENTS

Lambton County Library Joint Library Facilities Review, 2023
Division of Responsibilities between Municipalities and Lambton County Library, 1989
ARUPLO Guidelines for Rural/Urban Public Library Systems, 4th Edition, 2023
Ontario Public Library Guidelines, 2021 Edition
Lambton County Library Video Surveillance Policy (A20.01).
Lambton Count Library Equity, Diversity and Inclusion Policy (R02.12)
Lambton County Library Indigenous Awareness and Reconciliation Policy (R02.11)
Lambton County Library Community Use of Space (A21.01)
Lambton County Library Accessibility Policy (A24.01)

POLICY HISTORY

REVISION	DATE	PREPARED BY
Created	August, 2023	Manager, Library Services

LAMBTON COUNTY LIBRARY

The table below outlines the current state of relevant service delivery indicators for each Lambton County Library location.

Lambton County Library will work in collaboration with local municipalities to evaluate each library location in relation to the best practice targets identified in the Administrators of Rural and Urban Public Libraries of Ontario (ARUPLO), Guidelines for Rural/Urban Public Library Systems, 4th Edition, to inform future decision-making.

LIBRARY LOCATION	FLOOR AREA SQ.FT.	COLLECTION SIZE (ITEMS)	PUBLIC COMPUTERS	HOURS OF OPERATION (PER WEEK)
Alvinston	2,508	4,534	4	23 hours (5 days)
Arkona	794	3,079	1	12 hours (3 days)
Brigden	2,563	5,164	4	25 hours (5 days)
Bright's Grove	1,787	7,745	3	50 hours (6 days)
Camlachie	2,508	4,584	3	16 hours (4 days)
Clearwater	4,012	17,460	6	65 hours (7 days)
Corunna	2,325	6,753	4	48 hours (6 days)
Courtright	1,894	2,132	2	12 hours (3 days)
Florence	1,153	3,120	2	12 hours (3 days)
Forest	4,596	7,178	3	65 hours (7 days)
Grand Bend	4,058	8,294	3	49 hours (6 days)
Inwood	1,196	2,007	3	12 hours (3 days)
Mooretown	299	1,845	1	12 hours (3 days)
Oil Springs	1,015	2,320	2	12 hours (3 days)
Petrolia	2,325	8,000	4	65 hours (7 days)
Point Edward	3,789	9,811	3	25 hours (5 days)
Port Franks	930	3,520	2	12 hours (3 days)
Port Lambton	748	1,911	1	12 hours (3 days)
Sarnia	38,324	42,788	25	66 hours (7 days)
Shetland	878	2,220	2	12 hours (3 days)
Sombra	1,380	3,249	2	12 hours (3 days)
Thedford	2,891	3,830	2	12 hours (3 days)
Watford	3,454	4,356	2	35 hours (5 days)
Wilkesport	862	2,015	2	12 hours (3 days)
Wyoming	3,089	8,849	3	48 hours (6 days)

	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNTY LIBRARY POLICY MANUAL			
	Subject:	**Circulation Policy**	**Section R02**	**Index #02**
	Effective Date:	October 4, 2023	Approved By: Lambton County Council	
	Revision Date:	August 22, 2023		
	Drafted on:	November 20, 2019		

PURPOSE

The purpose of this policy is to define the library policies and procedures for membership and borrowing library materials.

POLICY

Lambton County Library strives to make its collection accessible to the community in a free and equitable manner while reasonably protecting its resources. It does so through the application of consistent rules and regulations in accordance with the Public Libraries Act (R.S.O. 1990, c. P.44, section 23), departmental and corporate policies.

RESPONSIBILITY

The responsibility for the implementation of this policy lies with the Manager, Library Services. This authority may be delegated to staff members in the Libraries Department.

DEFINITIONS

"Accessible borrower cards" provide access to Lambton County Library resources for patrons who self-identify as homebound, have a condition restricting their ability to physically access the library, or who have a cognitive disability.

"Adults" are individuals aged eighteen (18) years and older.

"Children" are individuals aged zero (0) to twelve (12).

"Circulation" is the borrowing of library materials for use outside of the library premises.

"Institutional borrower cards" provide staff of local organizations with access to Lambton County Library's resources and collections.

"Loan Period" is the total number of days that one can keep a specific item before renewing or returning it to the library.

"Non-Residents" are individuals who do not live, work, attend school or own property in the County of Lambton, or who do not live on a First Nations reserve in Ontario.

"Parent" is any person who is either the natural, adoptive, foster parent, or legal guardian of the child.

"Reciprocal Borrowing" is an agreement between two or more library systems which allows library patrons of one system to freely use the services of another. The patrons of both library systems benefit by being able to use the most convenient location, regardless of municipal boundaries.

"Teens" are individuals aged thirteen (13) to seventeen (17).

"Transitional Membership" is used for individuals who are unable to provide identification showing proof of address.

REGULATIONS

1. **Membership**
    1.1. Library membership is free for anyone who lives, works, attends school or owns property in Lambton County or lives on a First Nations reserve in Ontario.
    1.2. Membership will be granted for a period of two years at which point membership may be renewed. Cardholders will be contacted by email to provide notification of the pending expiry.
    1.3. Identification must be provided in order to obtain library membership. For adults, one piece of photo identification is sufficient if it includes current and accurate address information; otherwise at least two pieces of identification are required and at least one must include current address information. For children, one piece of identification is sufficient along with one piece of identification from the named parent / guardian.
        1.3.1. Acceptable documents (physical or electronic) for verifying a borrower's identity and / or address include any of the following:
            ➢ Any benefit statement issued by the Government of Canada and / or the Province of Ontario;
            ➢ Bank account statement;
            ➢ Citizenship Card / Certificate;
            ➢ Employer-issued Photo I.D. Card or pay stub;
            ➢ Health Card with photo;

> ➢ Insurance Policy (property, auto, life);
> ➢ Motor Vehicle Permit;
> ➢ Nexus Card;
> ➢ Old Age Security (OAS) card;
> ➢ Ontario College of Teachers' Registration Card;
> ➢ Ontario Photo Card;
> ➢ Ontario Registered Early Childhood Educator Registration Card;
> ➢ Passport;
> ➢ Property Tax Assessment/bill or Mortgage/Rental/Lease Agreement;
> ➢ School Report Card or valid Student Card;
> ➢ Secure Certificate of Indian Status;
> ➢ Utility Bill (telephone, hydro, gas, water, internet or television service);
> ➢ Valid Driver's License or Temporary Driver's License;
> ➢ Written verification from a social service agency confirming a person's identity and / or temporary address.

1.3.2. Transitional membership will be granted to an individual who is unable to provide identification showing proof of address. For individuals with transitional memberships, borrowing is limited to two items with some exceptions to the type of material borrowed. Transitional memberships expire every three months.

1.4. Membership may be suspended for violating Lambton County Library's Rules of Conduct or other policies.

1.5. Should a membership expire, the record will be deleted after a period of three years. Only memberships free from outstanding fees or items will be deleted.

1.6. Lambton County Library has reciprocal borrowing agreements with neighbouring library systems including the Municipality of Chatham-Kent and Middlesex and Huron Counties. Library cardholders from Chatham-Kent, Middlesex and Huron may register with Lambton County Library to obtain free library membership upon presentation of their library card and valid photo ID.

1.7. Memberships for Lambton County Library may be purchased for those who do not meet the free eligibility criteria. Purchased memberships (Non-Resident Memberships) are available on a bi-annual basis at a cost set forth in The Corporation of the County of Lambton Services and Fees Schedule.

2. Library Cards

2.1. Library cards issued by the County of Lambton remain the property of the Library and are non-transferable.

2.2. By becoming a member of the Lambton County Library, and using a library card, the borrower agrees to present their library card (physical or virtual) each time materials are borrowed (or present appropriate identification); return all items borrowed; pay replacement and processing fees for lost or damaged materials; report promptly a lost or stolen card to avoid charges; notify the library of any change of address and / or telephone number and abide by The Corporation of the County of Lambton Rules of Conduct and all policies set forth by Lambton County Library.

2.3. Cardholders must report lost or stolen library cards. Lost, stolen or damaged

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cards must be replaced by the member at a cost set forth in The Corporation of the County of Lambton Services and Fees Schedule.

2.4. Cardholders are responsible for any item(s) checked out on their cards.

2.5. Parents are responsible for materials borrowed by their children or children in their care. Parents are also responsible for any fees associated with materials borrowed by their children or children in their care.

2.6. Materials selected by children are the responsibility of their parents.

3. Privacy of Records

3.1. Lambton County Library respects the privacy of individuals and operates in accordance with the Public Library Act (R.S.O. 1990, c. P.44) and The Corporation of the County of Lambton's Freedom of Information and Protection of Privacy Policy (A19.02).

4. Membership Types

4.1. Membership types are categorized as follows: Adult, Teen, Child, Transitional, Accessible, Institutional, Branch Use and Non-Resident.

4.2. Those seeking Accessible membership status and Institutional membership status are required to apply to Lambton County Library. The limits, loan periods, and fees for these memberships are outlined in the attached Schedule A.

4.3. Institutional memberships must be applied for using the Lambton County Library Institutional Borrower Form (R02.02.004).

4.4. Accessible memberships must be applied for using the Lambton County Library Accessible Borrower Form (R02.02.003).

5. Borrowing Materials

5.1. A loan period enables fair access to the library's resources by all patrons.

5.2. Loan period and borrowing limits are determined by membership type and are outlined in the attached Schedule A.

5.3. A valid Lambton County Library card (physical or virtual) is required to borrow material and is to be presented each time items are borrowed from the library (or present appropriate identification).

5.4. Although the majority of items are available for loan, some items may be restricted to use within the library only. Restrictions may be temporary to meet a temporary need, or may be permanent.

5.5. Cardholders may renew library materials up to a maximum of three loan periods. Materials with holds cannot be renewed.

5.6. Lambton County Library participates in an Interlibrary Loan (ILLO) system administered by the Ontario Library Service (OLS). The loan period for inter-library loan materials is 21 days unless a shorter period of time is specified by the lending library. To borrow materials from ILLO, members must have a valid Lambton County Library membership.

    5.6.1. Lambton County Library offers ILLO services as set out in the Interlibrary

Loan Policy (R02.04).

5.6.2. Lambton County Library will not charge patrons for interlibrary loan, unless charged by the lending library.

5.6.3. A service fee will be imposed for ILLO materials that are not picked up, as outlined in the County of Lambton Services and Fee Schedule.

5.6.4. The number of requests per cardholder is limited to five (5) per month.

6. Holds

6.1. Patrons may place holds by telephone, in person or online for materials which are currently held by Lambton County Library, or on order for the collection.

6.2. Items will be held for seven days.

6.3. A maximum of 40 holds (on physical materials) per library card are permitted at any one time.

7. Fees

7.1. Lambton County Library issues and collects fees on lost and damaged material.

7.2. Fines and fees may apply to materials borrowed through the ILLO system. Fines and replacement fees for ILLO materials are set by the lending library. Some lending libraries charge borrowing fees to access the material. Lambton County Library patrons will be advised of any borrowing fees and agree to pay applicable fees.

7.3. Lambton County Library will use reminder notices and issue invoices in an effort to prompt payment for overdue or lost materials.

7.4. Borrowing privileges may be suspended if fees reach the maximum threshold.

7.5. Parents are held responsible for fees incurred by their children or children in their care.

7.6. Institutional fees are the responsibility of the individual borrower.

7.7. In certain special and unusual circumstances, fees may be forgiven as outlined in the Overdue Accounts and Write-Off Policy (F23.01).

7.8. Library cardholders are responsible for damaged, lost or stolen materials, and will be responsible for any replacement costs as outlined in The Corporation of the County of Lambton Services and Fees Schedule.

7.9. Materials that are 30 days overdue are considered lost and patrons will be invoiced a replacement fee.

7.10. In the event a library cardholder finds a lost book after paying the replacement fee, the cardholder will be refunded provided the lost item is returned within 90 days of original invoice date.

7.11. Refunds are not applicable to interlibrary loan materials.

7.12. The Library will not waive replacement fees from items that have been returned to the Library after six months from the original invoice date.

7.13. It may not be desirable to replace a specific item with an identical one. As a result, Lambton County Library will not accept patron supplied replacement copies of damaged, lost or stolen materials.

7.14. All fees are listed annually in The Corporation of the County of Lambton Services and Fees Schedule.

ASSOCIATED DOCUMENTS

The Corporation of the County of Lambton Freedom of Information and Protection of Privacy Policy (A19.02)
The Corporation of the County of Lambton Services and Fees Schedule
Lambton County Library Accessible Borrower Form (R02.02.003)
Lambton County Library Borrower Registration Form (R02.02.002)
Lambton County Library Circulation Policy - Schedule A (R02.02.001)
Lambton County Library Interlibrary Loan Policy (R02.04)
Lambton County Library Institutional Borrower Form (R02.02.004)
Lambton County Library Write-Off Policy (F23.01)

POLICY HISTORY

REVISION	DATE	PREPARED BY
Revised	August 22, 2023	Manager, Library Services
Revised	December 30, 2021	Manager, Library Services
Revised	November 20, 2019	Manager, Library Services
Revised	February 3, 2016	Branch Services Manager
Revised	December 1, 2008	General Manager, Community Services
Revised	April 1, 2008	General Manager, Community Services
Revised	July 4, 1997	Chief Librarian
Created	April 12, 1995	Chief Librarian

	The Corporation of the County of Lambton **Cultural Services Division** Lambton County Library			
	Subject:	**Circulation Policy - Schedule A**	**Section R02**	**Index #02**	**Document #001**
	Effective Date:	February 1, 2021	Approved By: Lambton County Council		
	Revision Date:	August 23, 2023			
	Drafted on:	November 19, 2019			

BORROWER CATEGORIES

CATEGORY	BORROWING LIMITS (# of items per card)	LOAN PERIOD FOR MATERIALS	FEES & FINES (AV & READING MATERIALS)
Adults (18 +)	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Teen (13-17)	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Child (0-12)	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Transitional	2	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Accessible	50	Print: 8 weeks AV: 28 days	Subject to fees as per Services and Fee Schedule
Institutional	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Branch Use	10	Print: 3 weeks AV: 14 days	Not subject to replacement costs
Cultural Services Staff	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Non-Resident	25	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule

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REVISION HISTORY

REVISION	DATE	PREPARED BY
Revised	December 30, 2021	Manager, Library Services
Revised	November 20, 2019	Manager, Library Services
Revised	February 3, 2016	Branch Services Manager
Revised	December 1, 2008	General Manager, Community Services
Revised	April 1, 2008	General Manager, Community Services
Revised	July 4, 1997	Chief Librarian
Created	April 12, 1995	Chief Librarian

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	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNTY LIBRARY POLICY MANUAL		
	Subject:	**Privacy & Access to Personal Information Policy**	**Section A12**	**Index #01**
	Effective Date:	March 1, 2022	Approved By: Lambton County Council
	Revision Date:	August 22, 2023	
	Drafted on:	January 1, 2020	

PURPOSE

The purpose of this policy is to outline how Lambton County Library (the Library) protects patron privacy and personal information, collects personal information, uses personal information, stores personal information and discloses personal information.

POLICY

Lambton County Library adheres to its legal responsibility to protect the rights of the Library's members to privacy. The Lambton County Library abides by the provisions of the Public Libraries Act, R.S.O. 1990, Chapter P. 44 and the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M.56.

RESPONSIBILITY

The responsibility for the implementation of this policy lies with the Manager, Library Services. This authority may be delegated to staff members in the Libraries Department.

DEFINITIONS

"Disclosure" means revealing information that was intended to remain confidential.

"Parent" is any person who is either the natural, adoptive, foster parent or legal guardian of the child.

"Personal information" is identifiable information about an individual such as name, phone, address, email, date of birth, financial transactions, etc.

"Record" is information created, collected, received and / or maintained as evidence of activity, in pursuance of legal obligations or in the transaction of business. Examples

include, but are not limited to, emails, text messages, voicemail, correspondence, photographs, video recordings, etc.

"Spam" is an electronic message sent without explicit or implied consent of the recipient.

REGULATIONS

1. **General Principles**
   1.1. Lambton County Library adheres to The Corporation of the County of Lambton's Freedom of Information and Protection of Privacy Policy (A19.02).
   1.2. In conducting its business, the Library collects confidential patron information including, but not limited to:
       1.2.1. Records identifying the names, addresses, contact information or identification and PIN numbers of Library members;
       1.2.2. Records identifying the materials borrowed by any Library member;
       1.2.3. Outstanding financial account balances;
       1.2.4. Interlibrary loan transactions;
       1.2.5. Reserves placed, trapped or held;
       1.2.6. Suggestions for purchase of Library materials submitted by Library users;
       1.2.7. Databases and other files or materials consulted by, or on behalf of, Library users;
       1.2.8. Customer comments;
       1.2.9. Program registration information;
       1.2.10. General correspondence.
   1.3. Lambton County Library uses video surveillance equipment at some locations. Information collected through video surveillance equipment at Lambton County Library facilities will be used in accordance with the regulations set out in the Lambton County Library Video Surveillance Policy (A20.01).
   1.4. Lambton County Library collects the following information when registering a new user:
       1.4.1. Legal Name;
       1.4.2. Preferred Name (optional);
       1.4.3. Address;
       1.4.4. Telephone number;
       1.4.5. Name of parent / legal guardian (in the case of children under the age of 16);
       1.4.6. Email address (optional);
       1.4.7. Date of birth;
       1.4.8. Language.
   1.5. Personal information is collected and used by internal staff for the purpose of providing Library services including but not limited to the following:
       1.5.1. Access to Library materials and services;
       1.5.2. Program registration;
       1.5.3. Computer use and bookings;

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1.5.4. Automated telephone system;

1.5.5. eNewsletters and marketing of Library resources and services;

1.5.6. Electronic communications including email alerts for holds, fees or outstanding library materials and membership expiration notices;

1.5.7. Library fund development;

1.5.8. Fraud prevention or abuse of Library services;

1.5.9. Room bookings;

1.5.10. Theatre rentals.

1.6. Information will only be used for the purpose of conducting Library business and will not be disclosed except with the consent of the individual or as required by law.

1.7. Consent to collect personal information is provided by any one of the following scenarios:

1.7.1. Verbally by the patron at the time of registration and / or event booking;

1.7.2. Patron accepting a Lambton County Library card;

1.7.3. Patron completing and submitting an application form;

1.7.4. Patron completing and submitting an electronic form through the website.

1.8. Individuals may choose not to provide all requested information. Some Library services may not be available to individuals who have chosen not to provide complete personal information.

1.9. Parents must be available to give consent for a child to access Library services.

2. Disclosure of Personal Information

2.1. Lambton County Library has a responsibility to respect the privacy of individuals and the confidential nature of personal information.

2.2. Staff may view and amend patron information as required to perform appropriate library functions.

2.3. Staff are not permitted to view or amend records outside the scope of their duties.

2.4. Personal information may be provided to law enforcement officers and / or other authorities by the Manager, Library Services, or designate. Other Library staff are not permitted to release personal information.

2.5. Personal information will be disclosed in accordance with The Corporation of the County of Lambton Freedom of Information and Protection of Privacy Policy (A19.02).

2.6. Parents and legal guardians may request access to library records children. Access to records may be provided in accordance with The Corporation of the County of Lambton Freedom of Information and Protection Privacy Policy (A19.02).

2.7. Patrons may request access to personal information using a Lambton County Library Access to Information Form.

2.8. Staff who are registered as patrons of the Library have the same privacy and confidentiality rights as members of the public.

3. Accuracy
3.1. Lambton County Library will request updates to patrons' personal information at the time of Library membership renewal.
3.2. Patrons may change their personal information by visiting any Library location.
3.3. Photo identification with a current address is required to verify patron records.

4. Retention of Information
4.1. Personal information is retained in accordance with The Corporation of the County of Lambton Records Management Policy (A12.01).
4.2. Personal information is collected voluntarily and stored electronically in a central secured database.
4.3. Personal information is used to create borrower record. Borrower records allow the Library to assign resources and services to an individual.
4.4. Resource and service transactions remain on the database:
    4.4.1. As long as circulation records indicate an item remains on loan;
    4.4.2. As long as fees associated with Library materials or services remain unpaid;
    4.4.3. As a historical record of items lost, and fees remain attached to all borrower records;
    4.4.4. To provide circulation record and to assist Library staff with the selection of materials for patrons unable to independently attend the Library.

5. Disposition of Records
5.1. Records are disposed of in accordance with The Corporation of the County of Lambton Records Management Policy (A12.01).

6. Exceptions
6.1. If patrons do not return items on time or owe the Library money from lost or overdue items, etc., Lambton County Library reserves the right to provide such information to other libraries, a collection agency, or to take other legal action if warranted for collection purposes.
6.2. Nothing in this policy prevents Library staff from using Library members' information in order to conduct the legitimate business of the Library. This includes, but is not restricted to, the circulation of materials, the collection of outstanding financial accounts, and circumstances related to the temporary or permanent banning of patrons.

ASSOCIATED DOCUMENTS

The Corporation of the County of Lambton Freedom of Information and Protection of Privacy Policy (A19.02)
The Corporation of the County of Lambton's Records Management Policy (A12.01)
Lambton County Library Access to Information Form
Lambton County Library Video Surveillance Policy (A20.01)

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Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter M.56
Public Libraries Act, R.S.O. 1990, Chapter P. 44

POLICY HISTORY

REVISION	DATE	PREPARED BY
Revised	August 22, 2023	Manager, Library Services
Revised	December 30, 2021	Manager, Library Services
Created	January 1, 2020	Manager, Library Services

	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNY LIBRARY POLICY MANUAL		
	Subject: **Collection Development Policy**	**Section R02**	**Index #03**
	Effective Date: October 4, 2023	Approved By: Lambton County Council	
	Revision Date: January 1, 2020		
	Drafted on: January 1, 2020		

PURPOSE

The purpose of this policy is to provide guidelines for developing, maintaining and managing a collection of Lambton County Library (the Library) materials that meets the needs of Lambton County's residents.

POLICY

Lambton County Library strives to provide a balanced collection of materials that meets the cultural, recreational, educational and informational needs of the community. Lambton County Library will provide equitable access to ideas and knowledge, and will make its collections widely accessible to the community.

Lambton County Library adheres to the provisions of the Ontario Human Rights Code. Every person will have the right to equal treatment with respect to services and goods, without discrimination because of race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex, sexual orientation, gender identity, gender expression, age, marital status, family status, or disability.

Lambton County Library values and respects the important contributions of Indigenous authors and materials and will strive to build the collection in consultation with representatives of local Indigenous communities.

RESPONSIBILITY

The responsibility for the implementation of this policy lies with the Manager, Library Services. This authority may be delegated to staff members in the Libraries Department.

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REGULATIONS

1. **Statement on Intellectual Freedom**
   1.1. Lambton County Library endorses the Ontario Library Association Statement on the Intellectual Rights of the Individual.

2. **Goals/Scope**
   2.1. In developing and maintaining Lambton County Library's collection it will:
      2.1.1. Provide materials in a variety of formats;
      2.1.2. Provide access to current and retrospective content;
      2.1.3. Reflect various cultural, ethnic, linguistic, religious and philosophical backgrounds;
      2.1.4. Provide materials for all ages and levels of comprehension;
      2.1.5. Consider materials in terms of timeliness, demand, quality and authority.
   2.2. The presence of an item in the Library's collection does not indicate an endorsement of its content.
   2.3. While the Library supports all types of lifelong learning, it does not collect materials that support the specific curriculum of formal educational institutions.

3. **Development, Maintenance and Management of the Collection**
   3.1. Decisions concerning the Library's collections will be made by designated Library staff based on policy, professional judgement considering the needs and interests of the community, existing resources in the Library, the Library's ability to technically support various formats as well as specific criteria related to the author, publisher and content of the publication.
   3.2. Selection criteria includes but is not limited to:
      3.2.1. Popular demand and responsiveness to current demographic and social trends;
      3.2.2. Suitability of subject and style for intended audiences;
      3.2.3. Suitability of physical form for Library use;
      3.2.4. Relationships to existing collection and other material on the subject;
      3.2.5. Reputation and / or significance of the author;
      3.2.6. Local significance of authors and / or subject;
      3.2.7. Currency and relevancy;
      3.2.8. Availability in the marketplace;
      3.2.9. Purchase price and other budgetary considerations.
   3.3. Lambton County Library provides access to, or arranges for the provision of access to, accessible materials where such materials exist in the marketplace, according to standards established by federal and provincial legislation, including the Accessibility for Ontarians with Disabilities Act (AODA). This includes collecting a variety of formats which support people in ways they prefer or require, in order to access and use content. Special collections and archival materials are exempt in some areas.

3.4. Community needs, marketplace trends and availability, anticipated impact on existing resources, cost and budget availability are all assessed before a new format is introduced. The introduction of a new format may result in the Library's decision to retire other formats from its collection.

3.5. De-selection is a vital part of building and maintaining a responsive and viable collection. The Library actively and continuously monitors the performance of its collection to balance both immediate demand and long-term user needs.

3.6. In order to maintain an active working collection, materials will be withdrawn from the collection on a regular and systematic basis according to Lambton County Library's established Weeding Guidelines.

3.7. Items that are no longer circulating, are outdated, worn or damaged are withdrawn from the collection in order to keep materials relevant, up-to-date and in a condition suitable for public use.

3.8. Worn or damaged items are selectively considered for replacement based on the general selection criteria outlined in item 3.2 this policy. The Library may decide not to replace items which are stolen or damaged repeatedly.

3.9. Withdrawn materials will be offered for sale to the public, donated to schools, community agencies or service clubs, or recycled. Requests by individuals for specific materials to be held for sale will not be considered.

3.10. The Library does not keep, acquire or purchase materials that the Canadian courts have found to be obscene, hate propaganda, or seditious.

3.11. Materials which foster hatred are outside the scope of the Library's collection.

4. **Assessment**

4.1. The Library will regularly assess the content and size of the collection required in order to ensure it meets community needs and in accordance with the Lambton County Library Planning Policy.

4.2. Lambton County Library will use a number of indicators to assess the collection. This includes, but is not limited to:

4.2.1. Requests for new materials;

4.2.2. Weeding processes and outcomes;

4.2.3. Tracking the number of items borrowed, accessed, or downloaded;

4.2.4. Tracking the number of items used within Library facilities;

4.2.5. Wait list lengths for Library materials.

4.3. Information collected about Library collections will be incorporated into the collection planning process, as outlined in the Collection Development Plan.

5. **Donations and Gifts**

5.1. The Library accepts donations and gifts using the criteria and guidelines outlined in the Lambton County Library Donations, Gifts and Recognition Policy (F33.01). It is understood that gifts are freely given without conditions attached and that all donations will be used or disposed of as the Library deems appropriate.

6. **Recommendations for Purchase**
   6.1. The Library welcomes suggestions from the public of titles to add to the collection. These recommendations are considered using the selection criteria outlined in Item 3.2 of this policy.

7. **Reconsideration of Library Materials**
   7.1. Any person(s) recommending the removal of a particular title from the collection may submit a written Request for Reconsideration of Library Materials.
       7.1.1. Any other complaints about the collection may be submitted via a Lambton County Library Feedback Form.
   7.2. The request will be reviewed by the Community Library Supervisor who will make an informed decision.
   7.3. The final decision concerning Library materials rests with the Manager, Library Services. Responses to these requests are guided by the Library's position that:
       7.3.1. People have the right to reject material for themselves of which they do not approve but they do not have the right to restrict the intellectual freedom of others.
       7.3.2. It is the right of the parents and legal guardians to develop, interpret and enforce their own code of ethics upon their minor children.

8. **Organization of Library Materials**
   8.1. Library materials are catalogued using the Dewey Decimal System and systematically organized by subject in Library facilities.

ASSOCIATED DOCUMENTS

Accessibility for Ontarians with Disabilities Act (AODA)
Lambton County Library Collection Development Plan
Lambton County Library Donations, Gifts and Recognition Policy (F33.01)
Lambton County Library Feedback Form
Lambton County Library Planning Policy
Lambton County Library Request for Reconsideration of Library Materials Form
Lambton County Library Weeding Guidelines
Ontario Human Rights Code
Ontario Library Association Statement on the Intellectual Rights of the Individual

POLICY HISTORY

REVISION	DATE	PREPARED BY
Reviewed / Revised	August 22, 2023	Manager, Library Services
Reviewed / Revised	November 20, 2019	Manager, Library Services
Reviewed / Revised	May 4, 2011	General Manager, Cultural Services
Created	April 12, 1995	Chief Librarian

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R02.03   Libraries Department

Report dated September 20, 2023 Regarding Library Policy Manual.   Page 148 of 157

	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNTY LIBRARY POLICY MANUAL			
	Subject:	**Interlibrary Loan Policy**	**Section R02**	**Index #04**
	Effective Date:	October 4, 2023	Approved By: Lambton County Council	
	Revision Date:	August 22, 2023		
	Drafted on:	May 20, 2020		

PURPOSE

The purpose of this policy is to outline how Lambton County Library (the Library) will use the Interlibrary Loan (ILLO) service operated by the Ontario Library Service (OLS) to meet the needs of its patrons and provide access to materials not available through Lambton County Library collections.

POLICY

Lambton County Library participates in the Information Network for Ontario (INFO) through its affiliation with the Ontario Library Service (OLS). Lambton County Library adheres to the INFO Resource Sharing Network Participation Policies and Standards (2008 revision).

RESPONSIBILITY

The responsibility for the implementation of this policy lies with the Manager, Library Services, Community Library Supervisor, Technical Services Supervisor, and Assistant Library Supervisors.

DEFINITIONS

"Material(s)" are any items owned by the Library and used for programming, circulation, or other Library centred services and activities.

"Format" refers to the medium of library material.

"Transitional Membership" is used for individuals who are unable to provide proof of address.

"Good standing" applies to patrons who are not over their borrowing limits, have valid library membership, and do not have fees in excess of allowable limits.

REGULATIONS

1. **Lending and Borrowing**
   1.1. ILLO service is available to anyone with a valid Lambton County Library card in good standing, with the exception of the transitional library card borrowing category.
   1.2. All ILLO requests are first reviewed to determine whether it may be more desirable to purchase the item (using Lambton County Library's Collection Development Policy) rather than to fulfill the ILLO request.
   1.3. Lambton County Library exercises its right to determine whether to submit or fill an ILLO request based on the age of the material (new or old), condition, format, impact on other borrowers and demand.
   1.4. Lambton County Library does not borrow from, or lend to, libraries outside of North America.

2. **Fees**
   2.1. Some libraries may charge an administration fee to borrow material from their collections. When the material is only available from a lending library that charges fees, the patron will be advised of the fee and required to pay the associated fee(s) before the request is made.
   2.2. Loan periods and replacement fees are set by the lending library.
   2.3. Lambton County Library cardholders are responsible for any overdue fines issued by the lending library and fees for loss or damage issued by Lambton County Library or the lending library.
   2.4. In the event that Lambton County Library provides printed copies of the requested content, patrons are responsible for copying fees in accordance with The Corporation of the County of Lambton Services and Fees Schedule.

3. **Limits on Usage**
   3.1. Lambton County Library reserves the right to limit the number of concurrent requests from patrons.
   3.2. Lambton County Library reserves the right to suspend ILLO privileges for borrowers who habitually fail to pick up or return requested material or who have not paid any applicable fines or fees.
   3.3. ILLO loans are non-transferable.
   3.4. Lambton County Library reserves the right to limit the type of material it will lend or borrow. ILLO requests for items such as DVDs, audiobooks, paperbacks, board books, picture books and early readers will not be accepted.

ASSOCIATED DOCUMENTS

The Corporation of the County of Lambton Services and Fees Schedule
INFO Resource Sharing Network Participation Policies and Standards (2008 revision)

Lambton County Library Collection Development Policy (R02.03)
Lambton County Library Interlibrary Loan Guidelines

POLICY HISTORY

REVISION	DATE	PREPARED BY
Revised	August 22, 2023	Manager, Library Services
Revised	December 30, 2021	Manager, Library Services
Revised	July 2, 2020	Manager, Library Services
Created	November 1979	Chief Librarian

	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 Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 20, 2023**
SUBJECT:	**Museums, Gallery & Archives Collections Management July 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, Committee A.M. must review all artifact/art donations offered to these facilities and approve their acceptance into the permanent collection, after consideration of the recommendations of the Manager, Museums, Gallery & Archives. The following list of donations is from the month of July 2023.

DISCUSSION

Recommended for Acceptance

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

Institution	Details	Donor	City
Lambton County Archives	Historical map of Southern Ontario outlining Lambton and surrounding County in the late 1800s.	Bev Walkling	Sarnia
Lambton County Archives	Ledgers pertaining to Fairbank estate, box of Leo Ranney research and articles, Court Book, Victoria Hall	Charlie Fairbank	Oil Springs

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	material, 1975 Church of Petrolia Calendar, Petrolia Board of Education audited financials 1940.		
Lambton County Archives	Photos and family documents of the Walden and Crawford families in Bosanquet Township, including material on Fred Walden.	Heather Blanchard	Oil Springs
Lambton County Archives	SCITS Yearbooks for 1965/66,1975,1982,1985/86 and a 1958 Tourist Guide of Sarnia.	Terry Wilson	Sarnia
Lambton County Archives	Three Women's Institute photos, digital files pertaining to Lawrence family, Twin Creek Tractor Pulls, and Richard Jon Garner.	Donna Powers-Garner	Sarnia
Lambton County Archives	Various family tree CDs with Lambton families' information.	Jim Hines	Sarnia
Lambton Heritage Museum	Oil City souvenir glass.	Jane Wright	Chatham
Lambton Heritage Museum	Petrolia Public Library souvenir plate.	Adrianne Lebert	Petrolia
Lambton Heritage Museum	Thedford Lumberjack hockey sweater and socks, Thedford baseball uniform), red velvet outfit (coat and hat), yellow sailor suit (top and bottoms), and a wooden quilting frame.	Doris Carrothers	Sarnia
Lambton Heritage Museum	Traditional highland uniform including kilt from 1930s, worn by George Ross while he played in a pipe band during the opening ceremony of the Blue Water Bridge.	Carolyn Lewis	Cambridge
Lambton Heritage Museum	Vinyl nursing cap, photograph of graduation ceremony and Certificate for a Registered Technician in Radiography.	Deborah Cousineau	Camlachie
Lambton Heritage Museum	Wooden ironing board (c. 1950s) from the Brown Cottage.	Mary Brown	Windsor
Oil Museum of Canada	Items from Robert Rawlings, International Driller, on work travels. Items from his son, Earle Rawlings.	Sandra Core	Aylmer

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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 July 2023 and are recommended for refusal.

Institution	Details	Reason for Refusal	Donor
Lambton County Archives	SCITS yearbooks.	Duplicates of items already in collection.	Terry Wilson
Lambton County Archives	4 Local history books on Sarnia, Bluewater, and Oil Springs.	Duplicates, placed in book sale.	Name not given
Lambton Heritage Museum	Crazy Quilt.	Duplicates of items already in collection. Referred to other Museums in Lambton.	Diane Carrothers
Lambton Heritage Museum	Sewing booklets, needles and thread, fabric, hats, fur coat.	Duplicates of items already in collection and no local provenance. Referred to Museum London.	Name not given
Oil Museum of Canada	Print of first wells.	Duplicates of items already in the collection.	Name not given
Oil Museum of Canada	Oil City souvenir cup.	Outside of Museum mandate. Passed on to LHM.	Jane Wright
Oil Museum of Canada	Cup, pitcher, and booklet S.S. No. 8 Enniskillen.	Outside Museum mandate and (pitcher) duplicates in collection. Booklet referred to LCA.	Name not given

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

None.

STRATEGIC PLAN

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

CONCLUSION

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

RECOMMENDATION

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

	OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
PREPARED BY:	**Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 20, 2023**
SUBJECT:	**Strategic Plan Review and Update**

BACKGROUND

The Corporation of the County of Lambton (the "County") has operated under a number of successive strategic plans since 1991.

The County's strategic plans are meant to be updated each term of Council, as contemplated by the following resolution that Council adopted on February 7, 2007:

> **"*THAT the County adopt as a general practice, as strategic planning exercise during the first year of a new term of office for Council, subject to approval of funding for the same, by that Council in its first year*."**

The County's last strategic plan was adopted during Council's 2014-2018 term. A review was contemplated in late 2019 but that attempt was interrupted with the onset of the COVID-19 pandemic.

DISCUSSION

The County's strategic plans have guided the County's operations for well over thirty (30) years.

As a general rule, strategic plans serve to define and align values, principles, and priorities and ought to be updated from time to time to align with current opportunities and challenges.

The County's current strategic plan was last updated during the 2014-2018 Council term and is largely based on a plan originally generated in 2003 with the assistance of an outside consultant.

At least five years have elapsed since the County's strategic plan was last updated. It is therefore time, per the above noted resolution, to time to review and update it.

To that end, Staff have been working on revisions to the strategic plan. However, it is recommended that Council appoint a subcommittee consisting of the following six (6) individuals (the "**Council Members**") to assist and further guide Staff on this initiative:

- Warden;

- Deputy Warden; and

- one Council member from each of the municipal groups (i.e. South, Northwest, Central and North).

As noted, Staff have already been working on this initiative and have a number of revisions to the County's strategic plan to propose. It is therefore forecasted that the work can be completed, and a draft prepared for Council's consideration, within a couple of meetings between Staff and the Council Members. The goal is to have a revised strategic plan presented to Council for Council's review and consideration by early 2024.

FINANCIAL IMPLICATIONS

There are no financial implications to carrying out the works contemplated herein with internal resources.

CONSULTATIONS

All General Managers were consulted on the subject matter hereof.

STRATEGIC PLAN

The proposed works and process to carry out such works will enable Council to align and define its current values, principles, and priorities, thereby also providing overriding direction to staff and guide the organization in its continued evolution.

CONCLUSION

The County has operated under successive strategic plan for over thirty (30) years. Its plans have served the organization well over time in aligning priorities and resources. The current plan was last updated in 2014-2018 and ought to be reviewed and updated through internal Staff resources and with the assistance of the Council Members.

RECOMMENDATION

That a Committee of the Warden, Deputy Warden, and one council member from each of the County's municipal groups (i.e. South, Northwest, Central and North), together with Staff, be struck to review the County's current strategic plan and recommend updates thereto, if any, to Council, by no later than February 7th, 2024.