



AGENDA
LAMBTON COUNTY COUNCIL
Wednesday, February 7, 2024 9:30 a.m.
Council Chambers, Wyoming

Page

1. **Roll Call**

2. **Land Acknowledgement**

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.

3. **Disclosures of Pecuniary of Interest**

If any.

4. **IN-CAMERA SESSION - 9:00 A.M.**

Recommendation

That the Warden declare that County Council go in-camera to discuss the following:

- a) to review the Lambton County Council (Closed Session) minutes dated November 29, 2023 and Committee of the Whole minutes dated January 17, 2024 pursuant to ss. 239 (2)(a),(d) and (k) of the *Municipal Act, 2001*.
- b) to receive a report and provide instructions, regarding labour relations specifically regarding collective bargaining with UNIFOR 444, pursuant to ss. 239(2)(d) of the *Municipal Act, 2001*.
- c) to receive a report concerning property information that is subject to a proposed acquisition of land in the City of Sarnia and a proposed disposition of land in the City of Sarnia, pursuant to s. 239 (2)(c) of the *Municipal Act, 2001*.

5. OPEN SESSION

Regular Meeting called to order at 9:30 a.m.

6. Silent Reflection

7. Rise and Report Motions of the In-Camera Session

If any.

8. DELEGATIONS

- a) Bev MacDougall, former City/County Councillor and Warden of Lambton County, would like to speak to County Council regarding the funding of Social Services programs including housing. In addition the delegate would like to speak to the positive impact of Social Service programs like Community Outreach workers, Emergency Medical Services and Public Health workers that support the unhoused in the 'inner city' of Sarnia, where we live, and the housing programs for low income people throughout Lambton County.

9. PRESENTATIONS

10 - 21

- a) Wraychel Gilmore, Lead Consultant, Wraychel Gilmore Consulting would like to present a summary of the renewed Child Care and Early Years 5 Year Service Plan (2024-2028), including highlights summarizing the progress from the 2020-2023 plan, as well as newly identified community priorities and key performance indicators moving forward.

22 - 36

- b) Graham Cubitt, President, Flourish would like to speak to County Council regarding an action plan that seeks to end homelessness and address the housing crisis through supportive and affordable housing development in the Lambton County.

37 - 48

- c) Mark Perrin, Executive Director, Tourism Sarnia-Lambton (TSL) would like to speak to County Council regarding TSL's plans and activities.

49 - 76

- d) Matthew Slotwinski, Interim CEO and Adrienne Lee, Acting Chair, Sarnia-Lambton Economic Partnership (SLEP) would like to to speak to County Council regarding SLEP's plans and activities.

10. Minutes of Council (Open Session)

77 - 86

- a) Reading and adoption of the Lambton County Council (Open Session) minutes dated November 29, 2023.

11. Annual General Meeting of The County of Lambton Community Development Corporation

- 87 - 127
- a) The Annual General Meeting (AGM) of The Corporation of the County of Lambton Community Development Corporation (CLCDC) will be held at the County Council (Open Session) meeting. Invited to the meeting will be the institutional members (County Council) as well as the individual members (the Board). Dr. Katherine Albion, Executive Director of the Research Park, will make the presentation to the members.

12. CORRESPONDENCE

A) Correspondence to Receive and File
Recommendation

That the following correspondence items be received and filed:

- 128 - 157
- a) CC 02-02-24 An email from Mark Cole dated December 11, 2023 with regards to the presentation by the Petrolia Child Care Advocacy group. It is requested that Council review two documents - the Child Care and Early Years, Service System Plan 2024 and the Child Care and Early Years Update Report dated February 15, 2023 prior to considering the report that was requested by County Council at the November 29, 2023 Council meeting.
- 158 - 159
- b) CC 02-03-24 An email dated December 12, 2023 from Brigette Sobush, Manager of Clerk's Services/Deputy City Clerk, The City of Greater Sudbury advising that Council passed the following motion (please see attachment for full motion):
- 160 - 162
- c) CC 02-10-24 A letter dated January 8, 2024 from John Maheu, Executive Director, Association of Ontario Road Supervisors asking that County Council consider passing the following motion (see attachment for full motion):

THEREFORE IT BE RESOLVED, that (INSERT MUNICIPALITY NAME) supports the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address this issue;

AND THAT, (INSERT MUNICIPALITY NAME) calls on the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment

163 - 165

Operator Course in 2024 through the Skills Development Fund;

- d) CC 02-11-24 An email from Fred Simpson, Clerk, Town of Mono dated January 15, 2024 advising that on January 9, 2024, Council for the Town of Mono passed the following motion declaring a Road Safety Emergency, calling on the province to take action to address traffic safety through measures including public education, increased Highway Traffic Act fine and expanded use of Automated Speed Enforcement (please see attachment for full motion):

BE IT RESOLVED that we call on other municipalities and the Province of Ontario to recognize a Road Safety Emergency and take the following actions:

1. Launch a province wide road safety educational program to be funded from a portion of monies currently spent by the Ontario Lottery and Gaming Corporation (OLG) to advertise games of chance and lotteries in Ontario.
2. Review and increase all HTA fines and penalties to reflect a deterrent amount and consequence that sends a message that driving is a privilege subject to conditions.
3. Permit municipalities to deploy ASE in 80 km/h zones or less without having to declare Community Safety Zones and without onerous conditions.
4. Establish a Working Group with municipalities to identify and recommend elimination of regulatory red tape associated with the use of ASE and AMPs.
5. Develop mechanisms that ensure POA fines and penalties do not lose their deterrent effect over time.
6. Work with municipalities to create better means of collecting outstanding POA fines and Victim Surcharge monies estimated to exceed \$1 billion as far back as 2011.

166

- e) CC 02-20-24 A letter from Melissa Cadieux, Clerk, The United Counties of Prescott and Russell dated January 24, 2024 advising that their Council passed the following motion (please see attachment for full motion):

Be it resolved that the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a

comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario.

13. Board of Health (Lambton Public Health)

A) Correspondence to Receive and File

Recommendation

That the following correspondence items be received and filed:

- 167 - 170 a) CC 02-12-24 A letter from Councillor Kathryn Wilson, Chair, Board of Health, Peterborough Public Health dated December 4, 2023, endorsing correspondence from the Simcoe Muskoka District Health Unit regarding the implementation of Bill 103, *Smoke-Free Ontario Amendment Act (Vaping is not for Kids)*, 2023.
- 171 - 172 b) CC 02-13-24 A letter from Councillor Kathryn Wilson, Chair, Board of Health, Peterborough Public Health dated December 4, 2023, regarding the need to continue to monitor food affordability and food access in local public health agency jurisdictions and requests that this is maintained in the updated Ontario Public Health Standards (OPHS).
- 173 - 176 c) CC 02-14-24 A letter from Councillor Kathryn Wilson, Chair, Board of Health, Peterborough Public Health dated December 4, 2023, supporting Algoma Public Health's recommendations for income-based policy interventions to address household food insecurity.
- 177 - 180 d) CC 02-15-24 A letter from Rick Champagne, Chairperson, Board of Health, North Bay Parry Sound District Health Unit dated December 13, 2023, urging the provincial government to invest in surveillance and data-informed strategies at a provincial and local level that will help to monitor trends, prevent and reduce intimate partner violence; reduce adverse childhood experiences; and, increase resilience and protective factors to decrease the likelihood of future risk, such as becoming a victim, or perpetrator of violence.
- 181 - 182 e) CC 02-16-24 A letter from Councillor Kathryn Wilson, Chair, Board of Health, Peterborough Public Health dated January 5, 2024, regarding public health strengthening and advising that their Board is urging the provincial government to ensure local public health units are supported to invest in coordinated action to promote health and reduce the burden of chronic diseases, substance use and injuries and increase health equity. This includes both maintaining the current breadth and scope of health promotion work outlined by Ontario Public

Health Standards and a continued investment of a skilled and diversified public health workforce.

183 - 194

- f) CC 02-17-24 A letter from Dr. Charles Gardner, President, Association of Local Public Health Agencies (aLPHa) dated January 10, 2024, providing its input on the financial requirements for a stable, locally based public health system as part of this year's 2024 pre-budget consultation.

195

- g) CC 02-18-24 A letter from Cynthia St. John, President, Association of Ontario Public Health Business Administrators (AOPHBA) dated January 15, 2024, supporting ASPHIO's recent letter regarding the importance of one-time funding opportunities to support Public Health Inspector practicum positions.

196 - 198

- h) CC 02-19-24 A letter from Penny Sutcliffe, Medical Officer of Health and Chief Executive Officer, Sudbury & District Public Health dated January 24, 2024, advising that its Board of Health passed the following motion (please see attachment for full motion):

THEREFORE BE IT RESOLVED THAT the Board of Health for Public Health Sudbury & Districts call on the provincial government to incorporate local food affordability findings in determining adequacy of social assistance rates to reflect the current costs of living and to index Ontario Works rates to inflation going forward; and

THAT in the context of the Public Health Strengthening roles and responsibilities deliberations, the Board of Health urge all health system partners to remain committed to population health assessment and surveillance as it relates to monitoring food environments and, specifically, to monitoring food affordability; and share this motion broadly with local and provincial stakeholders.

B) Information Reports

199 - 201

- a) Information Report dated February 7, 2024 Regarding Clinical and Family Services - 2023 Third and Fourth Quarter Activity Report.

202 - 204

- b) Information Report dated February 7, 2024 Regarding Health Protection - 2023 Fourth Quarter Activity Report.

205 - 208

- c) Information Report dated February 7, 2024 Regarding The Value of Local Health Promotion Interventions.

14. Information Reports

A) INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

209 - 224

- a) Information Report dated February 7, 2024 Regarding Rural Transportation Follow Up.

B) SOCIAL SERVICES DIVISION

225 - 231

- a) Information Report dated February 7, 2024 Regarding Children's Services System Update.

232 - 275

- b) Information Report dated February 7, 2024 Regarding Affordable and Supportive Housing Strategic Development Plan.

15. Items Not Requiring a Motion

276 - 280

- a) Lambton Seniors' Advisory Committee minutes dated December 19, 2023.

16. Reports Requiring a Motion

A) CORPORATE SERVICES DIVISION

281 - 282

- a) Report dated February 7, 2024 Regarding Procedural By-Law Amendment - Committee of the Whole.

B) SOCIAL SERVICES DIVISION

283 - 286

- a) Report dated February 7, 2024 Regarding Child Care Expansion.

287 - 325

- b) Report dated February 7, 2024 Regarding Child Care and Early Years Service System Plan 2024-2028.

17. Committee of the Whole Minutes

326 - 338

- a) Committee of the Whole minutes dated January 17, 2024.

18. Items Tabled from Previous Meetings

339 - 359

- a) Tabled Motion #4 of the Committee A.M. minutes dated August 16, 2023, regarding Rural/Inter-Community Transit. Motion #13 of the Lambton County Council minutes dated September 6, 2023, tabled Motion #4 until Council's regularly scheduled meeting on November 29, 2023, so that staff, in the meantime, could consult with all local Lambton municipalities on the need and support for a rural/inter-community transit system and report back to Council on the results thereof.

A motion to lift from the table is required to deal with the motion below:

That Lambton County Council approve,

i) That provided the funding stipulated in paragraph b) below is secured, that the County of Lambton engage a third-party consultant to carry out a Demand and Feasibility Study on the need for, and options for, a rural/inter-community transit system.

ii) That the County be authorized to expend up to \$150,000 (including H.S.T.) to engage the third-party consultant for the purposes stated in paragraph (a) above, provided that the County first secure no less than \$50,000 in funding through external, third-party funding sources.

iii) That Staff return to Council in February 2024 with an update on items (a) and (b) above.

360 - 366

- b) Tabled Motion #15 of the Lambton County Council minutes dated November 29, 2023, regarding Rural Transportation Follow-Up be tabled until February 7, 2024. The item was tabled so that it can be considered alongside the report to be brought by County staff on February 7, 2024, regarding the Huron Shores Area Transit presentation made to County Council on November 29, 2023.

A motion to lift from the table is required to deal with the motion below:

That Lambton County Council receive and file the information report titled Rural/Inter-Community Transit Follow-Up dated November 29, 2023.

19. Notice of Motion

367

- a) Councillor Ferguson provided Notice of Motion on January 8, 2024 to be considered at the April 3, 2024 Lambton County Council meeting regarding the uploading of infrastructure to the Province. The Corporation of the County of Lambton and all municipalities in the Province of Ontario are experiencing significant financial and budgetary pressures including those related to infrastructure development, maintenance and repairs, and are seeking reasonable solutions to address the same while balancing their financial books.

20. Other Business

21. Notice of By-Laws

- a) #1 of 2024 A By-Law to Provide for Services Fees and Charges by

Agenda: Lambton County Council (OPEN SESSION) - February 7, 2024

The Corporation of the County of Lambton.

- b) #2 of 2024 A By-Law to Establish an Emergency Management Program and Emergency Response Plan.
- c) #3 of 2024 A By-Law to Amend By-Law No. 4 of 2023, being a By-Law to Appoint a County Clerk and Deputy Clerk.
- d) #4 of 2024 A By-Law to Amend By-Law No. 33 of 2014.
- e) #5 of 2024 A By-Law to Authorize Bank Borrowing for Current Operations to a maximum of \$10,000,000.
- f) #6 of 2024 A By-Law of The Corporation of the County of Lambton to confirm the resolutions and motions of Lambton County Council which were adopted up to and including February 7, 2024.

22. First and Second Reading of By-Laws

- a) #1 - #6 of 2024.

23. Third and Final Reading of By-Laws

- a) #1 - #6 of 2024.

24. ADJOURNMENT

Recommendation

That the Warden declare the meeting adjourned and that the next regular meeting and Budget Deliberations of County Council be held on Wednesday, March 6, 2024 with the In-Camera Session to commence at 9:00 a.m.

25. O Canada!



Child Care & Early Years Service System Plan 2024-2028



www.lambtononline.ca



Access and Inclusion

Accessibility involves designing systems to increase access.

Inclusion is about giving equal access and opportunities to all children wherever possible.

In the early years' sector, this involves reducing and overcoming barriers that might occur, to ensure all children and families have access to a responsive system that meets individual needs.

www.lambtononline.ca



- Ontario's vision for access and inclusion is that more children, of all abilities and socio-economic backgrounds, can actively and meaningfully participate in child care.

Access and Inclusion

Ontario's Child Care Vision



CWELCC System: where more families in Ontario have access to high quality, affordable, flexible, and inclusive early learning and child care throughout the province.

- Child care is foundational to supporting early childhood development, learning, well-being and student success. It is a key enabler of workforce participation, particularly for women, both as parents and providers
- Ontario has developed an Action Plan with **five key pillars to achieve this vision:**



Affordability

Reduce parent fees for children aged 0-5 to achieve \$10/day average fees.



Quality

Increase number of RECEs to 60% of workforce & implement wage minimums



Access

86,000 new child care spaces created in high need areas by December 2026.



Inclusion

Ensure affordable spaces and access to child care for priority populations, including low income, vulnerable children, Francophone, Indigenous and other diverse communities



Data and Reporting

Support successful implementation through data and reporting

www.lambtononline.ca



Community Engagement

The County of Lambton *Plan* was created through a collaborative process using robust community engagement with various partners, key informants, parents, and caregivers.



www.lambtononline.ca



Vision

“The County of Lambton in collaboration with early years and community partners commits to a child care and early years system that places children and families at the centre of all decisions. A system where all children and families have access to an inclusive system that supports learning, development, and overall well-being.”



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Priorities

Feedback from staff, community partners, parents, and caregivers informed four key priorities of the 2024-2028 Child Care and Early Years Service System Plan.



www.lambtononline.ca



Priorities

Priority 1: Access to Service

Create child care and early years services that are accessible, inclusive, and dependable.



www.lambtononline.ca



Priorities

Priority 2: Workforce Retention and Recruitment

Support the attraction and retention of an early years and child care workforce.





Priorities

Priority 3: Collaborate for System Planning

Working together through ongoing collaboration to deliver responsive services that reflect the needs of children and families.



www.lambtononline.ca



Priorities

Priority 4: Build Community Capacity

Building capacity in parents, caregivers, and professionals to support children's development.



www.lambtononline.ca



Accountability

- Reporting on progress is imperative to the success of the plan because it evaluates steps taken towards achieving the goals and objectives.
- At the mid-point and at the end of the implementation plan, a progress report will be completed outlining progress made and the results achieved.



www.lambtononline.ca



Conclusion

The County of Lambton Children's Services will leverage its position as Service Manager to collaborate, build effective partnerships, and support early years partners that are working together to build services that are accessible, inclusive, affordable, and high-quality that benefit all children and families across Lambton County.

www.lambtononline.ca



At Home in the County of Lambton

An action plan to end homelessness and address the housing crisis through supportive and affordable housing development in the County of Lambton

An action plan by:



FLOURISH'S VISION:

Hope and Homes for All

WHAT WE DO:

We provide real estate development services to clients pursuing affordable housing and social-purpose projects. We serve communities through deploying Indwell's experience to empower effective and sustainable affordable housing solutions.





we have the experience to imagine the future reality we want
transforming lives through affordable housing and supports
1200+ tenants, operating in seven municipalities
experience from program design through construction

Co-designing solutions that lead to long-term community results



lack of available, safe, and affordable housing options
opioid crisis accelerates the spiral of addiction
Community Housing waitlists are increasing
social cohesion is being strained to a breaking point

Consensus that we have a homelessness and housing crisis



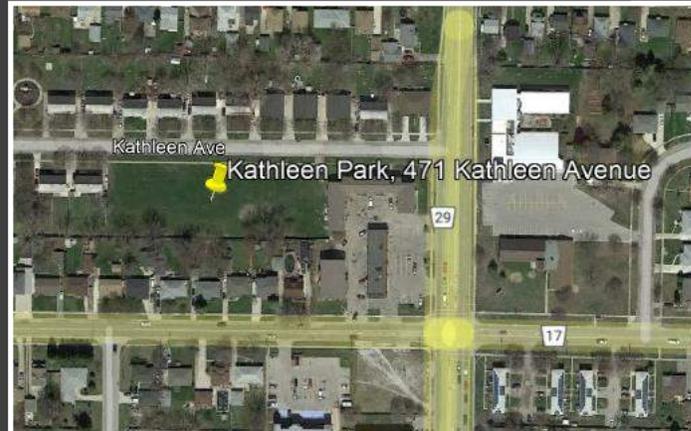
what solutions are needed to match the challenge?
what resources are available locally?
can we achieve multiple objectives at once?
how do we maximize value of public & community investments?
there are no on-size-fits-all solutions

Building a spectrum of new supportive housing programs is key

Specialized Supports: Delivers most intensive supports, typically for individuals living rough, exiting chronic homelessness, leaving long-term hospitalization or other institutional settings.

Enhanced Supports: Services similar to a Specialized program, but delivered to a higher number of tenants with lower acuities.

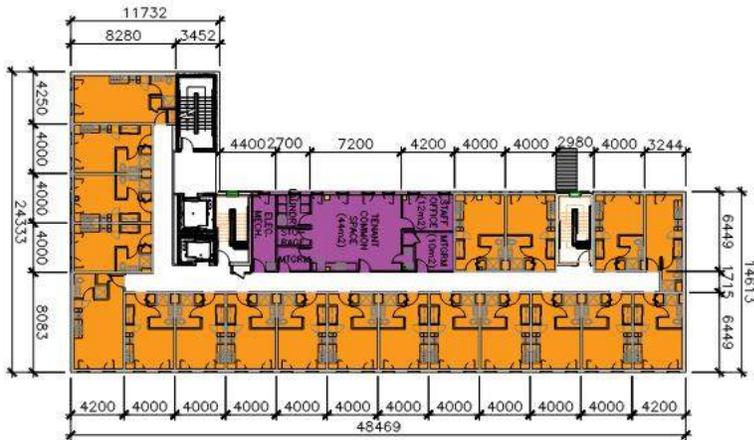
Standard Supports: Tenants experiencing housing and mental health stability. Tenants are capable of independent living but desire a community with accessible on-site supports and affordable rents.



County of Lambton Supportive and Affordable Housing Strategy

- Review five Staff-identified sites
- Build to match County's housing waitlists
- Supportive housing targeting homelessness
- Concepts and business plans for projects
- Align Municipal, Provincial, & Federal funds





Victoria St N / Davis St / Cromwell St.

Potential for 2 buildings

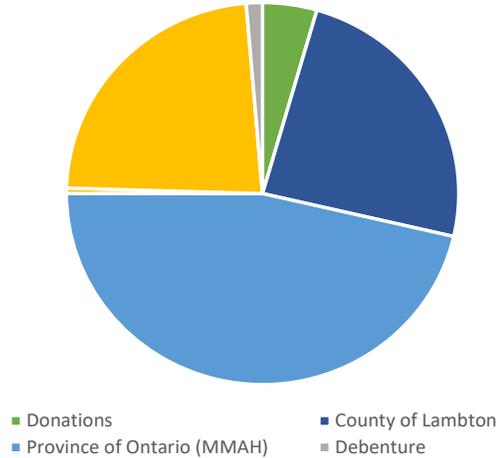
Apartment A: Enhanced, Affordable and Market Units

Apartment B: Enhanced & Standard or Specialized & Standard

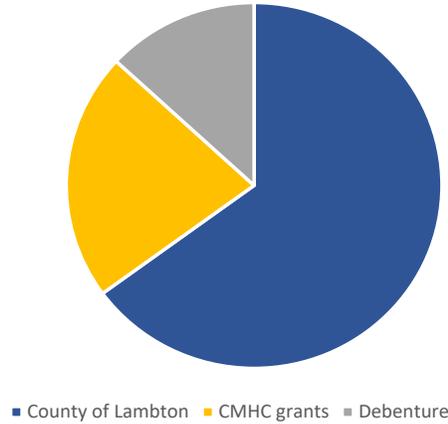
Utilizes entire site, retaining opportunities for public parking

Total of 267 units

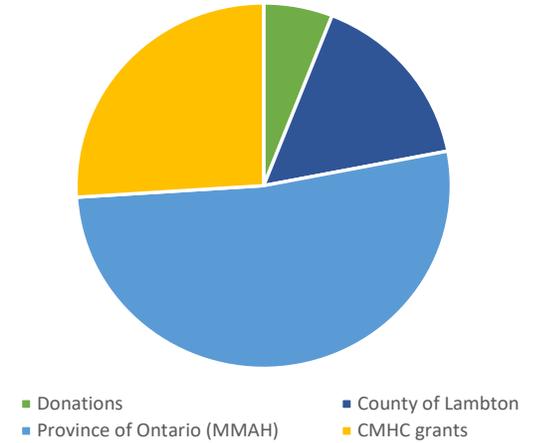
Victoria St. Supportive Programs



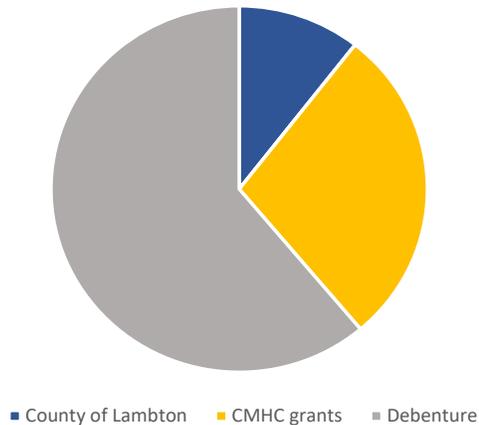
571 Ontario St., Wyoming



Project A - Supportive Housing



Victoria St Affordable Mixed-Rent Program

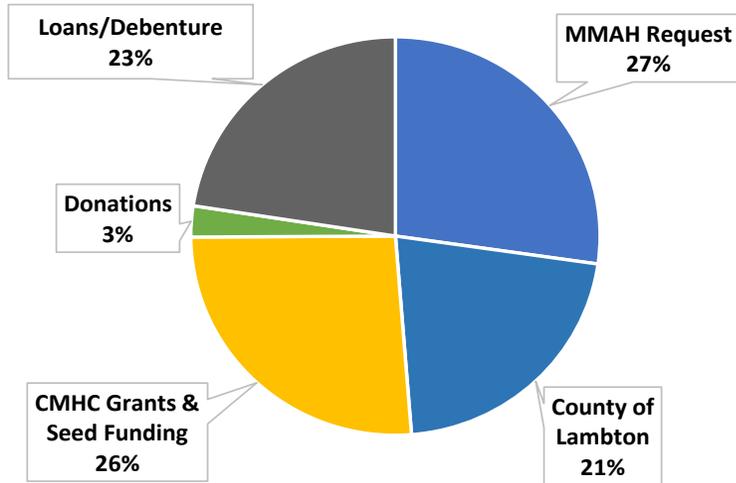


different programs & projects require various business models
 multi-project strategy allows phase-in of investment & results
 municipal investment is key to securing CMHC "Co-Investment"

deep affordability & supportive programs need Provincial funds
 MOH operating funds for mental health & addiction supports

Municipal co-investment is catalyst for senior gov's to commit

Total Contribution Sources



Total Contribution Sources	Amount (\$)
MMAH Request	\$39,000,000
County of Lambton	\$30,782,007
CMHC Grants & Seed Funding	\$37,470,000
Donations	\$3,600,000
Loans/Debenture	\$32,306,415
GRAND TOTAL	\$143,158,422

Total Funding for Staff Identified Sites

Total Supportive Units	300
Total Affordable Units	79
Total Market Units	111
Total Units	490

Municipal co-investment is catalyst for senior gov's to commit









Graham Cubitt
President, Flourish
gcubitt@flourish.ca

Committed to building communities that flourish



ANNUAL LAMBTON COUNTY COUNCIL UPDATE

COUNTY COUNCIL
FEBRUARY 2024

2023 Canada vs USA
Rivalry Series - Sarnia

AGENDA ITEM #C)

Mission & Vision Statement

Mission Statement

Tourism Sarnia-Lambton (TSL) is a destination marketing and development organization serving Lambton County tourism assets to enhance economic growth and prosperity in the region.

Vision Statement

Tourism Sarnia-Lambton (TSL) is as an industry leader supporting the vital contribution of the tourism industry to the local economies. TSL uses their expertise to encourage all levels of government to improve tourism related infrastructure. TSL encourages and facilitates leading edge marketing and product development to enhance the tourism industry and its partners.



2023 Tourism Sarnia-Lambton Highlights



Accepted Here



Cheers to the Coast Trail

BOOTH SET-UP/GIVEAWAY ENTRY OPPORTUNITIES

WEDNESDAY AUGUST 9TH	THURSDAY AUGUST 10TH	FRIDAY AUGUST 11TH	SATURDAY AUGUST 12TH	SUNDAY AUGUST 13TH
ALTON FARM 10:00 AM - 12:00 PM 1000 FARM ROAD ALTON, ONTARIO	BEAVER HUB BROS CO. 10:00 AM - 12:00 PM 1000 FARM ROAD ALTON, ONTARIO	WINDY HONEY 10:00 AM - 12:00 PM 1000 FARM ROAD ALTON, ONTARIO	TWIN PINES 10:00 AM - 12:00 PM 1000 FARM ROAD ALTON, ONTARIO	PORT BRUNING 10:00 AM - 12:00 PM 1000 FARM ROAD ALTON, ONTARIO



Introduction to Experiential Tourism Lunch

Find out how Ontario's Southwest and Tourism Sarnia-Lambton can support your tourism business through the experience development process.

Tuesday, June 6th
11:00 a.m. - 1:00 p.m.
Shale Ridge Estate Winery & Cider

AGENDA ITEM #C)

Tourism Sarnia-Lambton Travel Guide & Map Creation and Distribution



Tourism
Events
Sports
Culture
Festivals



AGENDA ITEM #C)



GTA Media Buys

Tourism Sarnia-Lambton Publications

Discover More In Sarnia-Lambton ONTBLUECOAST.COM

RESPONSIBLE TRAVELLER

Experience Sarnia-Lambton In Fall Colour

As the last few days of summer drift away and the cool weather sets in, we know the fall season is on its way. With this change in season, Sarnia-Lambton is a great place to enjoy the beautiful landscape of local fall colours and welcome the harvest and celebration. It is the perfect time to pack up the vehicle and plan a weekend getaway to Ontario's Blue Coast in Sarnia-Lambton to experience the region's beauty in fall colour. Head your way through local roads, and fill up on local honey, maple syrup, and much to see and do that fall. There is no better destination than Ontario's Blue Coast in Sarnia-Lambton.

FIND YOUR PATH
Sarnia-Lambton is home to numerous recreation areas, habitat management areas and urban and rural trail systems that showcase the area's natural beauty. Whether you are looking to embark on a long walk through the Canadian

ence of a quick stroll along the coast, there are so many trails to choose from in Sarnia-Lambton that you are sure to find a path you can discover with your family, and neighbours.

Visit the Fairy Provincial Park, where you can choose from 18 walking trails. 14 km of bike trails, on the Lambton Shores Nature Trail system that includes 3 different trail systems throughout the region.

DISCOVER LOCAL FAIRS
Making the most away from the coast and into the heart of Sarnia-Lambton, you will find weekly local celebrations with the annual fall fairs. From early September into October, you can experience the rural lifestyle with unique celebrations. Witness vintage tractors and horses race along the fields at the Heritage Fair, cheer along as local performers cheer their local traditions with the annual fall fairs. From early September into October, you can experience the rural lifestyle with unique celebrations.

INDULGE IN FALL FLAVOURS
With locally prepared meats and beverages to take home, you can share your experience at a Sarnia-Lambton Fall Fair with friends, family, and neighbours.

INDULGE IN FALL FLAVOURS
Rejuvenate life as you enjoy the freshest locally prepared food and drink in Sarnia-Lambton. Utilizing homegrown produce, local producers like StonyPucker Brewing Company in Plattsburgh, Wisconsin or Twin Pines Orchard & Cider House in Idaho fall bring the local fall

Rejuvenate life as you enjoy the freshest locally prepared food and drink in Sarnia-Lambton. Utilizing homegrown produce, local producers like StonyPucker Brewing Company in Plattsburgh, Wisconsin or Twin Pines Orchard & Cider House in Idaho fall bring the local fall

COZY UP AND RELAX
After enjoying your day exploring Sarnia-Lambton in fall colour, the perfect place to enjoy your local wine for you as the sun sets on Ontario's Blue Coast. From fun and people accommodations like The Colonial Hotel and the New Mood in Grand Bend to the original hotel in Sarnia, you can ensure the whole night is relaxing and recharging and get ready for another day exploring in Sarnia-Lambton.

Plan your fall visit today!
ontbluecoast.com

Discover More In Sarnia-Lambton ONTBLUECOAST.COM

RESPONSIBLE TRAVELLER

A Getaway Close to Home to Shake the Winter Blues

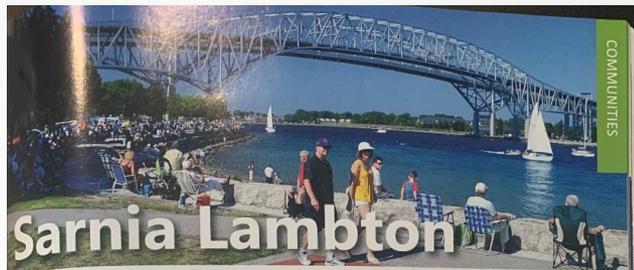
A quick winter getaway is a great opportunity to shake the winter blues and feel recharged, inspired, and ready to make the most of the upcoming year. When looking for the ideal place to kick start the enthusiasm for the whole family, create a new weekend adventure, or just sit back, relax, and unwind, Sarnia-Lambton is the perfect place to shake the winter blues and have the perfect weekend getaway.

VIRTUAL ADVENTURES
Some of the newest and most exciting adventures start as a virtual world. From fighting zombies and testing your wits against skills to trying to find the clues to a virtual escape room to trying to virtually outsmart some of the world's best golf courses, the whole family can enjoy a virtual adventure in Sarnia-Lambton. Book a family outing at Ontario Beach in Sarnia and experience fun in the sun with these VR booths or relieve nostalgia with your favourite classic arcade and console games. Looking to keep your family's golf game sharp during the

as treating yourself. From a full day of decadence and mindful meditation to locally made homemade specialty meals, treating yourself is the perfect way to add a little bit of extra to your Sarnia-Lambton winter visit. Book a full-day spa treatment at the Glass and Pillar Spa or SAGE Spa in Sarnia and feel pampered and recharged. First your inner calm with yoga and meditation from Raven Heart Studio in Sarnia or West Coast Yoga Studio in Grand Bend.

Finally, sip off the perfect cozy and relaxing weekend by indulging in a local food and beverage pairing. With 16 different craft drink producers and amazing culinary experiences every area of Sarnia-Lambton provides a unique and exciting experience to perfectly complete your cozy and relaxing winter getaway.

Plan your winter Sarnia-Lambton getaway today!
ontbluecoast.com
@tourismambon
@tourismbluecoast



Sarnia-Lambton

The coast is just the beginning of what visitors will find on the Canadian side of the St. Clair River and Lake Huron. Ontario's Blue Coast is ideally located in the heart of the Great Lakes region with Sarnia and Lambton County bordered by the sparkling blue waters of southern Lake Huron and the St. Clair River. These blue waters are reminiscent of the Caribbean but you won't have to travel quite so far to soak up the scenery.

Check out Canatara Park & Beach, an International Blue Flag Designated Beach or travel the Cheers to the Coast Trail, stopping to visit the many craft breweries, wineries, hard cider and mead producers in the area. Attend a festival or

one of the area's special events, including professional theatre productions at the Victoria Playhouse Petrolia. Enjoy boutique shopping or sample the diverse culinary offerings of the many establishments throughout the area.

Just outside Sarnia, the Blue Coast offers unparalleled recreation with 20 golf courses, unique museums and in-water events including high-speed boat racing, sailing and fishing for trout, salmon walleye, bass and more. Parks are found all along the shoreline of the river and lake, providing ample opportunities for day trips. The area is popular for extended stays, with varied accommodations available ranging from campsites to resort hotels.

Discover More In Sarnia-Lambton

Want to Discover More?

Download the Tour Ontario's Blue Coast app and discover the best activities and attractions, earn points as you explore Sarnia-Lambton and get rewards during your stay!

Available on the App Store
GET IT ON Google Play

Share over the Blue Water Bridge, with your neighbors in Sarnia-Lambton, come home to discover the best of Ontario's Blue Coast. With coastline adventures at every corner, you and your family can create an unforgettable experience that lasts a lifetime.

TOURISM Sarnia-Lambton
Plan your Sarnia-Lambton Visit Today
1-800-265-0316
ONTBLUECOAST.COM

#SHAREPORTHURON | 46

Travel Marketing and Promotion

PRODUCTS COMMERCIAL BRAND
MARKETING ADVERTISEMENTS
COMMUNICATED SERVICES
PROMOTION
PRODUCT RESEARCH TELEVISION
BUSINESS CAMPAIGN SOCIAL MEDIA MOBILE
SPONSORSHIPS MESSAGES
BRANDING RADIO
INCENTIVES

Increased Visitor Trips



**TRAVEL
PROMOTION'S
VIRTUOUS
CYCLE**



New Jobs & Tax Revenues



Additional Visitor Spending



Strengthen Partnerships



Ontario

Ministry of Tourism, Culture & Sport



FedDev Ontario

ONTARIO
Yours to discover

2024 Upcoming Projects

Welcoming the World to Sarnia-Lambton



1 800 265 0316
tourismsarnialambton.com



COUNTY COUNCIL
FEBRUARY 2024

SARNIA-LAMBTON

Economic Partnership



Powering a Sustainable World®

ANNUAL LAMBTON COUNTY
COUNCIL UPDATE



WHO WE ARE

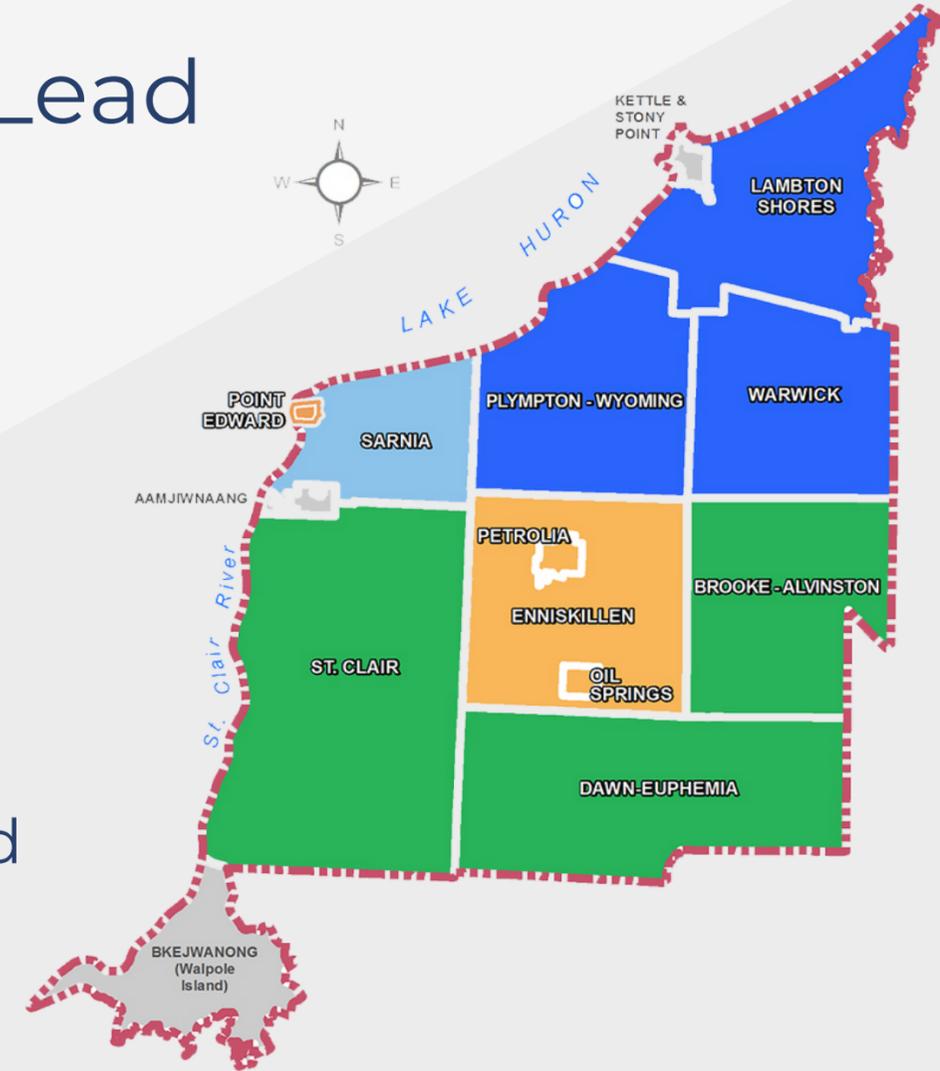
We are the County of Lambton's Lead Economic Development Agency

An Arms-Length Organization
Governed by a Board of Directors

Funded By:

- County of Lambton
- Grants
- Partnerships

We service all 11 municipalities and are open and available to work on projects within the County.



**ACCREDITED
ECONOMIC
DEVELOPMENT
ORGANIZATION**
International Economic Development Council

Recognized by the International Economic Development Council as an Accredited Economic Development Organization. One of Five in Canada to attain this top distinction, One of 65 Globally.

OUR TEAM- FULLTIME STAFF



Matthew Slotwinsky
Interim CEO /
VP Economic Development



Shauna Carr
Economic Development
Officer



Chantelle Core
Economic Development
Officer



Cari Meloche
Economic Development
Officer



Alison Minato
Manager, Small Business
Enterprise Centre



Brittany Moore
Operations and
Finance Lead



Jeanny Leung
Receptionist/Clerk



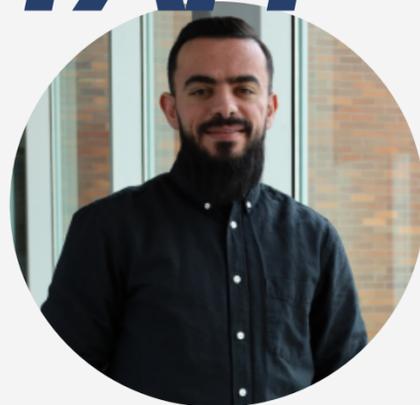
Theresa Kimmerly
Associate Economic
Development Officer

OUR TEAM- CONTRACT AND GRANT-FUNDED STAFF



Dorian Noble

**Newcomer Connection
Program Coordinator**



Yaz Al-Kayyali

**Newcomer Talent
Attraction Specialist**



Syed Sohaib

**Newcomer Connection
Program Project Assistant**



Dwayne Cargill

**Newcomer Connection
Program Project Assistant**



Kaila Bourne

**Business Retention
& Expansion Associate**



Marika Sylvain Groendyk

Marketing Manager



Carolyn Bristowe

Digital Marketing Associate



Joy Surya-Bagh

Marketing Associate

WHAT WE DO

Vision Chemistry That Knows No Bounds

Attract New Business, Workforce, and Investment

Expand Assist Business in Expansion Opportunities

Retain Entrepreneurship and Business Support

EXTERNAL FUNDING AND GRANTS

\$535,000

Ministry of Labour, Immigration, Training, and Skills Development

Ministry of Economic Development, Job Creation and Trade

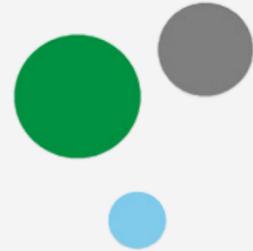
Canada Summer Jobs

Ministry of Agriculture, Food and Rural Affairs: Rural Economic Development

Ontario Business Improvement Area Association

Global Affairs Canada: CanExport Community Investments

ECONOMIC DEVELOPMENT STRATEGY 2023



6 CORE ELEMENTS

STRATEGIC SNAPSHOT

INNOVATION & MARKET READINESS
Grow innovation culture, support the growth of technology & leverage key partnerships.

Ensure "product" (lands, hydrogen hub, oversized load corridor) is market ready.

AGRICULTURE & RURAL COMMUNITIES
Better leverage agricultural assets & integrate with industry.

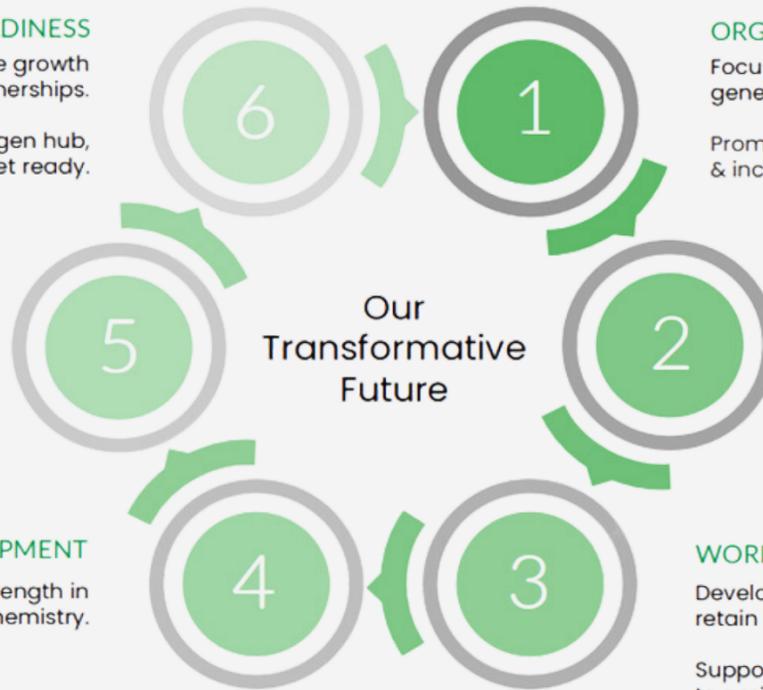
Support rural, downtowns, & entrepreneurs.

ENERGY & CHEMISTRY CLUSTER DEVELOPMENT
Fully leverage our key industry strength in energy & chemistry.

ORGANIZATION
Focus organizational role, structure, & relationships to generate a seamless investor & stakeholder experience.
Promote & foster an environment of equity, diversity, & inclusivity.

BRAND & MARKETING
Develop a powerful brand & story to attract attention, investment, talent & population.
Leverage market position to influence & advocate on key issues.

WORKFORCE
Develop a coordinated workforce program to attract & retain talent.
Support immigration and new resident attraction efforts to assist with local industry needs.



WE'VE GOT CHEMISTRY

INVESTMENT ATTRACTION

124 Investment Attraction/Site Selection clients in project pipeline

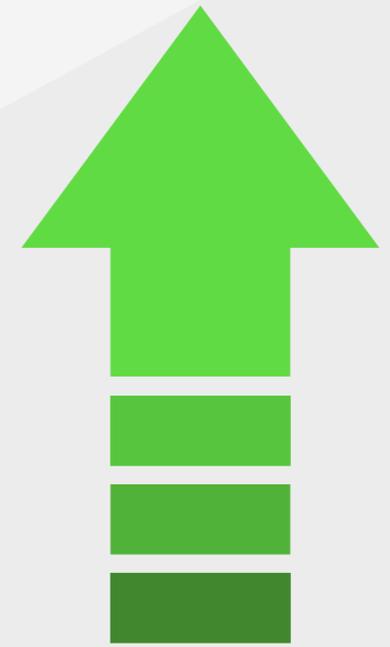
67 SLEP clients actively considering Sarnia-Lambton for a **defined project** in the future.

\$12.5 Billion in Potential Investment

Fifteen potential projects larger than \$100-million in investment size

\$100 Million* in Active Expansion Potential

Note*: This is only the cumulative total for the projects we know the investment value, as we are actively collaborating on many projects where the associated dollar value is unknown



99 New Leads in 2023

SITE VISITS CONDUCTED

\$9.37 Billion in Potential Investment

1,900 potential jobs

9 companies conducted site visits in 2023



KEY SECTORS

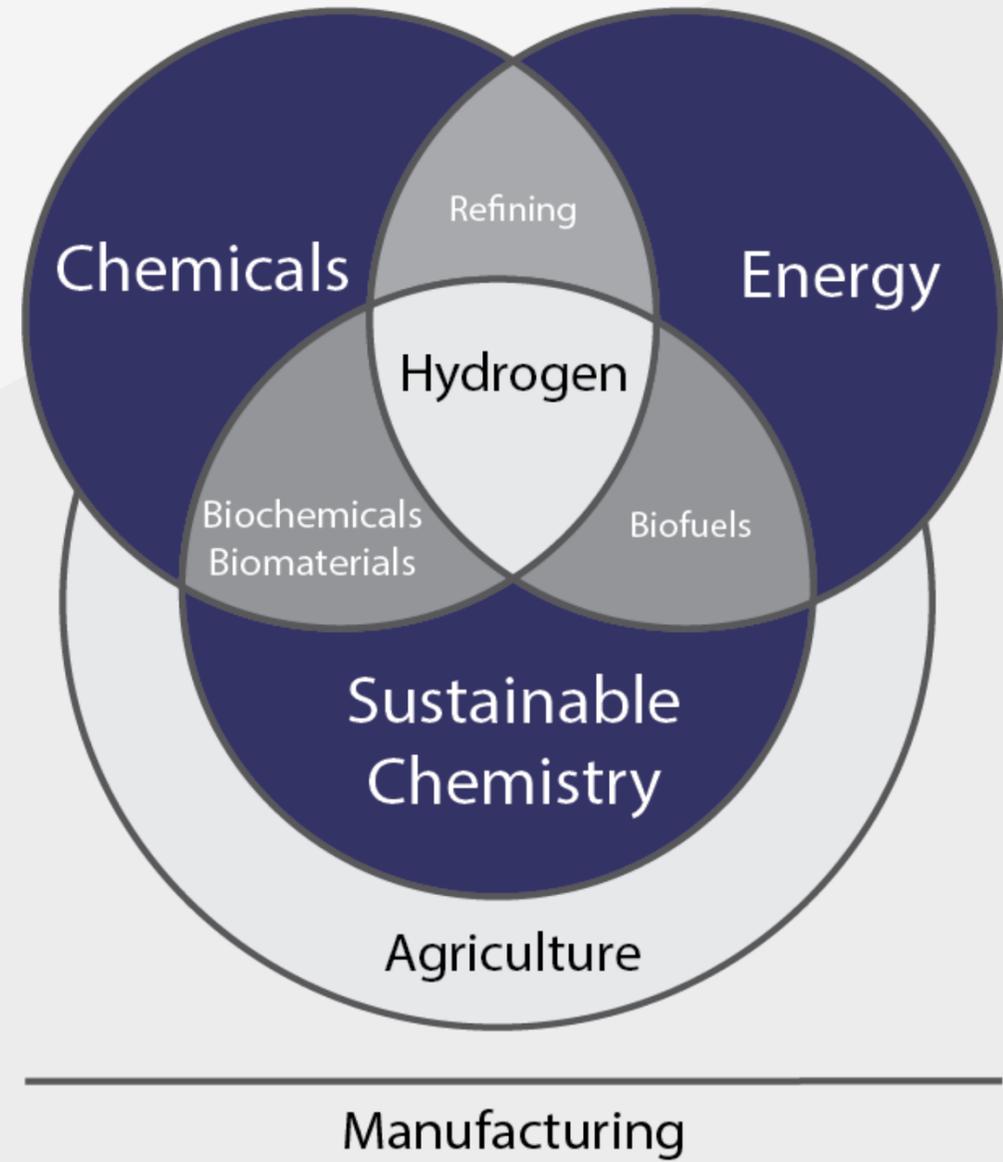
Chemistry, Energy & Hydrogen

Sustainable Chemistry / Hybrid Chemistry

Value-Added Agriculture & Food

EV Battery Supply Chain

Advanced Manufacturing



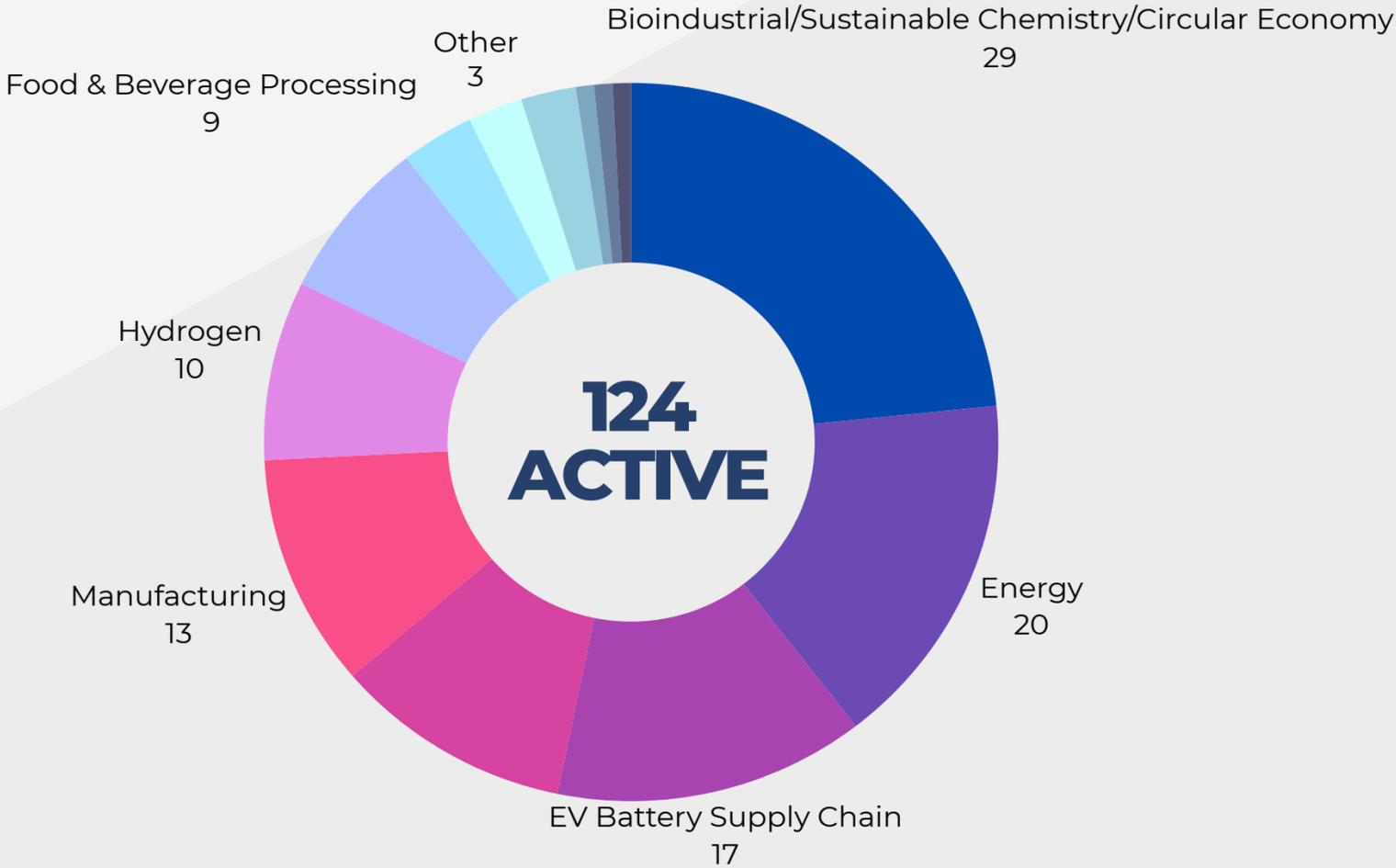
INVESTMENT DEALS IN PIPELINE

42% of new leads are represented within our integrated energy & chemistry cluster.

- Chemicals & Petrochemical
- Sustainable & Hybrid Chemistry
- Energy & Low-Carbon Hydrogen

The EV battery supply chain represents an immediate opportunity for large-scale capital investment and large employment.

Heavy industrial opportunities with a desire for greenfield locations have increased significantly from past years.



LEVERAGING EXTERNAL PARTNERS

Invest Ontario

Ontario Ministry of Economic Development and Trade

Ontario Ministry of Agriculture, Food & Rural Affairs

Invest in Canada

Trade Commissioners Service

Ontario Food Cluster

Bioindustrial Innovation Canada

Site Selectors / Real Estate Professionals



LOCAL PARTNERSHIPS AND PARTICIPATION

Sarnia-Lambton Energy & Chemistry Committee	Ontario's Hydrogen Hub Working Group	Petrochem Canada Conference & Webinar Series	Hybrid Chemistry Cluster Working Group	Sarnia-Lambton Industrial Alliance	Oversized Load Corridor Committee
Fermentation Working Group	Sarnia-Lambton Workforce Development Board	RAIL Committee	Sarnia-Lambton Energy Symposium	Chambers of Commerce	Sarnia-Lambton Immigration Taskforce
Western Sarnia-Lambton Research Park Advisory Committee	Carbon Capture & Sequestration Working Group	Tourism Sarnia-Lambton	Local Immigration Partnership	Intelligent Community Forum	Municipalities

For almost everything else we do, SLEP is a community partner and we rarely work alone

ADVOCACY

- Canadian Energy Innovation Network
- Geological carbon sequestration
- Low-carbon hydrogen economy
- Transportation



Shauna Carr and key partners at Queen's Park

SMALL BUSINESS ENTERPRISE CENTRE

Summer
Company

STARTER⁺
COMPANY



**Alison
Minato**



**Kaila
Bourne**

SMALL BUSINESS ENTERPRISE CENTRE

Business Support & Counselling

One-on-One Counselling for new and existing businesses.

Workshops, business help, and consultations. Connecting with grants, training, and community services.

STARTER PLUS COMPANY

Grant and Mentoring program to help local businesses start or grow their business.

DIGITAL MAIN ST.

Program to help local businesses navigate the online business world and leverage digital technologies.

Grants and One-On-One help are provided by our Digital Service Squad.

Summer Company

Program to help students aged 15-29 start their own business.

WORKFORCE ATTRACTION

JOB FAIRS



Sarnia-Lambton

Apprentice Job Match

Training Today for our Future Leaders



Cari Meloche



Dorian Noble



Yaz Al-Kayyali

WORKFORCE ATTRACTION



New Resident Attraction Campaign working to grow the workforce targeting individuals looking to relocate to Sarnia-Lambton.

Sarnia-Lambton Apprentice Job Match

Training Today for our Future Leaders

Apprenticeship Job Match Tool matches apprentices with local employers. Targeting apprentices from all over Ontario to relocate.



The Newcomer Connection Program aims to support the readiness of welcoming newcomers, create employment connections, and increase local employer's capacity to hire and recruit.



A video-resume platform to assist employers recruiting global talent.

2024 AND BEYOND

We've Got Chemistry

- Drive the implementation of the Sarnia-Lambton Economic Partnership – Economic Development Strategic Plan.
- Lead in securing area development in priority industrial clusters including advancing the emerging Net Zero Transition and Ontario's Hydrogen Hub, and potential for the EV & Supply Chain and circular economy.
- Escalate dynamic branding & marketing that drives investment attraction, engages the local stakeholders, and draws talent and population.
- Intensify engagement, support, active collaboration and communication to all 11 municipalities.
- Maximize the value of business retention & expansion, through re-envisioned commitment to localize investment and job creation by existing businesses.
- Champion land & site readiness initiatives to maximize our potential to secure investments, and to guide the future direction of our investment attraction efforts.
- Actively utilize our position of influence to advocate on key issues impacting economic potential.

CLOSING AND QUESTIONS

For more information:

Matthew Slotwinski

Interim Chief Executive Officer

Sarnia-Lambton Economic Partnership

519-332-1820

ADDITIONAL INFORMATION

CONSULTATIONS

Inquiries

461

**Consultations:
Exploring/Starting a
Business**

88

**Consultations:
Existing Business**

51

STARTER + PLUS COMPANY

Completed Intake

52

Received Funding

5

- Rhythm and Beet - Pilates Studio
- RYDN Inc. -Public Bicycle Rentals
- Saint Nick Productions - Sound Engineering and Producing
- Bluewater Virtual Business Solutions - Bookkeeping
- Math Plus Tutors -Tutoring
- Kombucha Hound- Beverages

Foodpreneur

1

Summer Company

- Kaden Burnham-Riverside Lawncare
- JJ Fogarty - JJ's Landscaping
- Jake MacLean - Lambton Lawns
- Ian Wallace - Lakeside Trails

Completed Intake

11

Received Funding

4

DIGITAL MAIN ST.™

Program ongoing from 2022 to help businesses with their online presence.

- Creating 360° videos and providing digital readiness assessments to small businesses
- Assisted in social media strategy and applications to Shop Here program

Businesses Served

341

Received Grant

68



Tahreem & Kaila

Program concluded at the end of 2023



PROGRAM HIGHLIGHTS



**CREATED 40
JOBS**



**4 COMMUNITY
BUS TOURS**



**2-DAY EDI
TRAINING**



**FREE
IMMIGRATION
CONSULTATIONS**

Our NC team has been busy supporting local businesses with their hiring demands by creating connections with highly skilled global talent. In 2023, we connected with 350 job-seekers and 125 local businesses.

Sarnia-Lambton

Apprentice Job Match

Training Today for our Future Leaders

Apprentice Job Matching tool to connect local employers with apprentices from all over Ontario.

Apprentices Registered

838

Employers Registered

87

Job Matches

111

www.sarnialambtonapprentice.ca

Explore Talent is a free portal that allows Sarnia-Lambton employers and international talent who have graduated from a Canadian Learning Institute to connect via a video-resume.



Registered Candidates

304

Registered Employers

37

Active Job Seekers

82

www.exploretalentsl.com

**MINUTES
LAMBTON COUNTY COUNCIL**

November 29, 2023

Lambton County Council was in session in Council Chambers, Wyoming, Ontario, at 9:00 a.m. on the above date. Warden in the Chair; Roll called. All members present, with Councillor I. Veen, and Councillor A. Broad attending virtually. Also present was P. Brown, Alternate Member to Councillor S. Miller, Township of St. Clair.

Land Acknowledgement

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.

Disclosures of Pecuniary Interest: Councillor Loosley advised that his son is now working for The Corporation of the County of Lambton as a Paramedic and given that, declared a pecuniary interest regarding Items 10 b) and 15 a) of the Lambton County Council (Open Session) agenda dated November 29, 2023 regarding Lambton EMS' proposed Master Plan 2024-2028. Councillor Loosley recused himself when these matters were discussed.

In-Camera

#1: Case/Loosley: That the Warden declare that County Council go in-camera:

- a) to review the Lambton County Council (Closed Session) minutes dated November 1, 2023, and the Committee A.M. (In-Camera) minutes dated November 15, 2023 pursuant to s. 239 (2)(d) of the *Municipal Act, 2001*.
- b) to receive a report, and provided instructions related thereto, regarding negotiations between Lambton Public Health and a third party regarding organizational matters, pursuant to s. 239(2)(k) of *the Municipal Act, 2001*.
- c) to receive a report, and provide instructions related thereto, on a proposed collective agreement between The Corporation of the County of Lambton and Unifor 302, pursuant to s. 239 (2) (d) of *the Municipal Act, 2001*.
- d) to receive a report concerning information systems network security, pursuant to s. 239 (2) (a) of *the Municipal Act, 2001*.

Carried.
Time: 9:04 a.m.

Lambton County Council (Open Session) November 29, 2023 (page 2)

Open Session

The Warden declared that County Council go back into Open Session. Council then reconvened at 9:30 a.m.

Rise and Report Motions of the In-Camera Session

The Clerk noted that County Council met in camera to:

- a) adopt the Lambton County Council (Closed Session) Minutes dated November 1, 2023 and the Committee A.M. (In-Camera) Minutes dated November 15, 2023;
- b) to provide instructions regarding negotiations between Lambton Public Health and a third party on organizational matters; and
- c) to provide instructions on a proposed collective agreement between the County of Lambton and Unifor 302.

Donation Recognition 2023

Warden Kevin Marriott, on behalf of Lambton County Council and staff, thanked those who have made very generous donations to several Lambton County programs and facilities over the past year. These donors include Noelle's Gift to Children, Bluewater Power Distribution Corporation, The Lodge Auxiliary, The Villa Auxiliary, The Manor Auxiliary, Ron Van Horne and Scott Ferguson, Don and Anne McGugan and The Famous 5 Sarnia Lambton Speaker Series. Links to the video presentations can be found on the Lambton County website at www.lambtononline.ca/donors.

Delegations

#2: White/Loosley: That we invite the delegations within the Bar to speak to County Council.

Carried.

Petrolia Childcare Advocacy Group

Jenna Simpson, Kate Wagar, and Shalen Hunter, Members of the Petrolia Childcare Advocacy Group spoke to County Council highlighting the childcare crisis in Lambton County.

#3: Loosley/Bradley: That staff report back to County Council prior to the 2024 budget deliberations on:

Lambton County Council (Open Session) November 29, 2023 (page 3)

- a) The current status of childcare in Lambton County including the availability of spaces and the number of spaces occupied and/or vacant.
- b) The current funding for childcare spaces available in Lambton County.
- c) The steps taken and/or to be taken to reasonably improve access to childcare in Lambton County, including opportunities for potential private and public partnerships.
Carried.

Ontario Aboriginal Housing Support Services Corporation

Gail Obediah, Development Manager of the Ontario Aboriginal Housing Support Services Corporation spoke to County Council regarding its housing project at 940 Confederation Street, Sarnia and all the wonderful amenities/services that will be provided on site as well as an update on some of the challenges/delays, next steps, and anticipated timelines.

Presentations

Huron Shores Area Transit

Susan Mills, Transit Coordinator, Huron Shores Area Transit spoke to Council on its transit system in Bluewater, Kettle & Stony Point First Nation, Lambton Shores, North Middlesex and South Huron.

#4: Bradley/Case: That staff report to County Council on February 7, 2024, on the information provided by Ms. Mills, Transit Coordinator, Huron Shores Area Transit, and how it can be applied to rural transportation in Lambton County.
Carried.

Lambton EMS' Proposed Master Plan 2024-2028

Stephen Turner, Manager, Emergency Medical Services (EMS) spoke to Council to provide details regarding Lambton EMS' proposed Master Plan 2024-2028.

#5: Bradley/Dennis:

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

Lambton County Council (Open Session) November 29, 2023 (page 4)

Minutes of Council (Open Session)

The Lambton County Council (Open Session) minutes dated November 1, 2023, were presented.

#6: Agar/White: That the Lambton County Council (Open Session) minutes dated November 1, 2023, be accepted as presented.

Carried.

Correspondence to Receive and File

CC 11-08-23 An email from Sarah Carter, Acting Clerk/Legislative Services Supervisor, Municipality of North Perth dated October 26, 2023 advising that the Council of the Municipality of North Perth passed the following resolution at their regular meeting held on October 23rd, 2023 regarding a request for support for Bill 21, Fixing Long-Term Care Amendment Act (Till Death Do Us Part), 2022 from Catherine Fife, Waterloo MPP.

Moved By: Lee Anne Andriessen Seconded By: Sarah Blazek

THAT: The Council of the Municipality of North Perth supports Consent Agenda Item 7.11 Catherine Fife, Waterloo MPP – Request for Support for Bill 21, Fixing Long-Term Care Amendment Act (Till Death Do Us Part), 2022.

AND THAT: Staff be directed to forward the resolution to other provincial entities and other Council counterparts across Ontario.
CARRIED.

CC 11-09-23 An email from Sarah Carter, Acting Clerk/Legislative Services Supervisor, Municipality of North Perth dated October 26, 2023 advising that the Council of the Municipality of North Perth passed the following resolution at their regular meeting held on October 23rd, 2023 regarding Policy Update – Social and Economic Prosperity Review from the Association of Municipalities Ontario.

Moved By: Matt Duncan Seconded By: Allan Rothwell

THAT: The Council of the Municipality of North Perth endorses the briefing from AMO calling for discussion on Social and Economic Prosperity and that North Perth is willing to participate.

AND THAT: The resolution be forwarded to the Premier of Ontario, AMO, Perth-Wellington MP John Nater, Perth-Wellington MPP Matthew Rae, and all Ontario municipalities.
CARRIED.

Lambton County Council (Open Session) November 29, 2023 (page 5)

CC 11-10-23 An email from Sarah Carter, Acting Clerk/Legislative Services Supervisor, Municipality of North Perth dated October 26, 2023 advising that the Council of the Municipality of North Perth passed the following resolution at their regular meeting held on October 16th, 2023 regarding "Catch and Release" Justice in Ontario.

Moved By: Sarah Blazek Seconded By: Matt Richardson

THAT: The Council of the Municipality of North Perth endorses the resolution from the Town of Midland and circulates the resolution to relevant stakeholders.
CARRIED.

CC 11-14-23 An email from Andrea Clegg, P.Eng. GHD Project Manager dated November 20, 2023 regarding the Notice of Online Public Information Centre: Highway 40 Widening Preliminary Design and Class Environmental Assessment being held from Monday, November 27 to Sunday, December 10, 2023 and is available on the project website.

CC 11-15-23 An email dated November 16, 2023 from Kelly Beri, Senior Environmental Planner, on behalf of Waste Management Canada providing Notice of Public Information Session 2 for the Twin Creeks Environmental Centre Landfill Optimization Project that will be held on Wednesday, November 29, 2023 and Tuesday, December 5, 2023 at the Twin Creeks Environmental Centre, 5768 Nauvoo Road, Watford, ON from 4 p.m. to 8 p.m.

#7: Cook/McRoberts: That correspondence CC 11-08-23, CC 11-09-23, CC 11-10-23, CC 11-14-23 and CC 11-15-23, be received and filed.

Carried.

Correspondence from Member Municipalities

CC 11-11-23 An email dated October 26, 2023 from Erin Kwarciak, Clerk, Town of Plympton-Wyoming advising that at the regular Council Meeting held October 25th 2023, the Town of Plympton-Wyoming Council passed the following motion, supporting the attached resolution from the Township of McKellar regarding a Call for an Amendment to the Legislation Act, 2006.

Motion 10

Moved by Councillor Kristen Rodrigues

Seconded by Councillor John van Klaveren

That Council support item 'L' of correspondence from the Township of McKellar regarding a Call for an Amendment to the Legislation Act, 2006.

Carried.

#8: Brown/Boushy: That correspondence CC 11-11-23 be received and filed.

Carried.

BOARD OF HEALTH (LAMBTON PUBLIC HEALTH)

Correspondence to Receive and File

CC 11-12-23 A letter from Penny Sutcliffe, Medical Officer of Health and Chief Executive Officer, Public Health Sudbury & Districts dated October 27, 2023, regarding public health strengthening and chronic disease prevention. The Sudbury & Districts Board of Health urges the Provincial Government to ensure all health system actors, including local Public Health, are supported to invest in coordinated action to promote health and reduce the burden of chronic diseases, affecting so many Ontarians.

CC 11-13-23 A letter from Penny Sutcliffe, Medical Officer of Health and Chief Executive Officer, Public Health Sudbury & Districts dated October 27, 2023, regarding a resolution made at its Board of Health meeting on October 29, 2023. The Sudbury & Districts Board of Health support the recommendations submitted by the Coalition for Healthy School Food to the Government of Canada as part of advance consultations for Budget 2024.

#9: Ferguson/Case: That correspondence CC 11-12-23 and CC 11-13-23 be received and filed.

Carried.

Information Reports

#10: Dennis/Atkinson: That the following Information Reports from the Board of Health (Lambton Public Health) be received and filed:

- a) Information Report dated November 29, 2023 Regarding After Action Review of Lambton Public Health's COVID-19 Pandemic Response - Partner Engagement Reports.
- b) Information Report dated November 29, 2023 Regarding Ministry of Environment, Conservation and Parks' Sarnia Area Environmental Health Project.
- c) Information Report dated November 29, 2023 Regarding Health Protection - 2023 Third Quarter Activity Report.
- d) Information Report dated November 29, 2023 Regarding Infection Prevention and Control (IPAC) Hub Funding for 2023-24.

Carried.

Lambton County Council (Open Session) November 29, 2023 (page 7)

Information Reports

CORPORATE SERVICES DIVISION

Information Report dated November 29, 2023 Regarding Alternate Member Appointments – Policy C12.01

#11: Loosley/Cook: That the Information Report dated November 29, 2023 regarding Alternate Member Appointments – Policy C12.01 be received and filed.
Carried.

FINANCE, FACILITIES AND COURT SERVICES DIVISION

Information Report dated November 29, 2023 Regarding Court Services 3rd Quarter Statistics and Activity

#12: Atkinson/Case: That the Information Report dated November 29, 2023 regarding Court Services 3rd Quarter Statistics and Activity be received and filed.
Carried.

Committee Minutes

Mr. J. Agar presented the Committee A.M. minutes dated November 15, 2023.

#13: Agar/Sageman: That the Committee A.M. minutes dated November 15, 2023 be accepted as presented.
Carried.

Mr. D. Ferguson presented the Committee P.M. minutes dated November 15, 2023.

#14: Ferguson/Dennis: That the Committee P.M. minutes dated November 15, 2023, be accepted as presented.
Carried.

Items Tabled from a Previous Meeting

Information Report dated November 29, 2023 Regarding Rural Transportation Follow-Up

#15: Bradley/White: That the Information Report dated November 29, 2023, regarding Rural Transportation Follow-Up, be tabled until February 7, 2024, so that it can be considered alongside the report to be brought by County staff on that same day, regarding the Huron Shores Area Transit presentation made to County Council on November 29, 2023.
Carried.

Notice of Motion

Reconsideration of Motion

Councillor Bradley requested a Reconsideration of Council's June 7, 2023, decision on Councillor Boushy's following motion, which was defeated:

#13: Boushy/Dennis: That County Council support the following motion:

Given that our two-county council committees are half of council we should consider joining together with council and meet once a month as a whole county council, on a trial basis.

Joining as one county council will:

1. Save council time.
2. Save staff reports and staff time.

Motion Withdrawn.

Meeting as a Committee of the Whole

Councillor Case provided Notice of Motion for the November 29, 2023, Lambton County Council meeting that Council consider meeting as a Committee of the Whole once per month rather than the current Committee A.M. and Committee P.M. structure.

#16: Case/Bradley: That the Committee A.M. and Committee P.M. structure be replaced with a single Committee of the Whole, on a one-year trial basis beginning in January 2024, with meetings set to start at 9:00 a.m. on the third Wednesday of each month as scheduled.

A recorded vote starting with Councillor McRoberts was requested by Councillor Bradley on Motion #16 of this day's minutes.

Councillor	Vote
J. Agar	No (3)
G. Atkinson	No (3)
D. Boushy	Yes (3)
M. Bradley	Yes (3)
A. Broad	Yes (1)
T. Case	Yes (2)
D. Cook	Yes (2)
B. Dennis	Yes (3)
D. Ferguson	No (1)
B. Hand	Yes (1)

Councillor	Vote
B. Loosley	Yes (2)
K. Marriott	Yes (1)
C. McRoberts	Yes (3)
P. Brown	Yes (2)
D. Sageman	Yes (3)
I. Veen	Absent
B. White	Yes (3)

Yeas - 29; Nays - 7.

Motion Carried.

Other Business

Homelessness Prevention

Councillor White asked what assistance can be provided for those that choose to be unsheltered, to find shelter for them during the cold weather months.

Accessibility Advisory Committee Vacancy

Councillor Cook, as chair of the Lambton County Accessibility Advisory Committee, advised of the passing of one of the committee members, Luanna Cameron, and sent condolences to her family. Councillor Cook requested that his fellow councillors, who sit on an accessibility committee, consider whether one of their members would also like to sit on the Lambton County Accessibility Advisory Committee. More information can be provided by reaching out to Laurie Webb, staff member of the committee.

By-Laws

#17: Atkinson/Agar: That By-Laws #31 - #32 of 2023, as circulated, be taken as read a first and second time.

Carried.

#18: Agar/Atkinson: That By-Laws #31 - #32 of 2023, as circulated, be taken as read a third time and finally passed.

Carried.

Lambton County Council (Open Session) November 29, 2023 (page 10)

Adjournment

#19: Atkinson/Loosley: That the Warden declare the meeting adjourned and that the next regular meeting be held on Wednesday, February 7, 2024.

Carried.

Time: 11:50 a.m.

Kevin Marriott
Warden

Ryan Beauchamp
Deputy Clerk

**The County of Lambton
Community Development
Corporation**

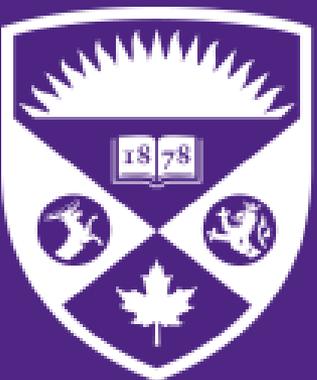
ANNUAL GENERAL MEETING

Wednesday, February 7, 2024
9:30 a.m.

The County of Lambton Council Chambers, Wyoming

AGENDA

- 1. Appointment of the Chair**
- 2. Introduction of Members Present**
- 3. Approval of the Agenda**
- 4. Declarations of Pecuniary Interest**
- 5. Presentation of Financial Statements**
- 6. Update from Park Executive Director**
- 7. Confirmation of Officers and Directors**
- 8. Appointment of Auditors**
- 9. Other Business**
- 10. Adjournment**



Western

Sarnia-Lambton
Research Park



Western
Sarnia-Lambton
Research Park



AGM Update



February 7, 2024

Agenda

1. Transition Phase
2. Research & Commercialization
3. A Bright Future



Western
Sarnia-Lambton
Research Park



Western Affiliation



Discovery Park



HEALTH



MATERIALS



ENVIRONMENTAL
SUSTAINABILITY



Advanced Manufacturing Park



MATERIALS



ENVIRONMENTAL
SUSTAINABILITY



Sarnia-Lambton Research Park



SUSTAINABLE
CHEMISTRY



MATERIALS



ENVIRONMENTAL
SUSTAINABILITY



Western Research Parks



Western
Sarnia-Lambton
Research Park





Western
Research Parks

2016

- Outstanding Research Park

2015

- 5th Top Research Park in NA

2014

- 7th Top Research Park in NA



Western
Sarnia-Lambton
Research Park

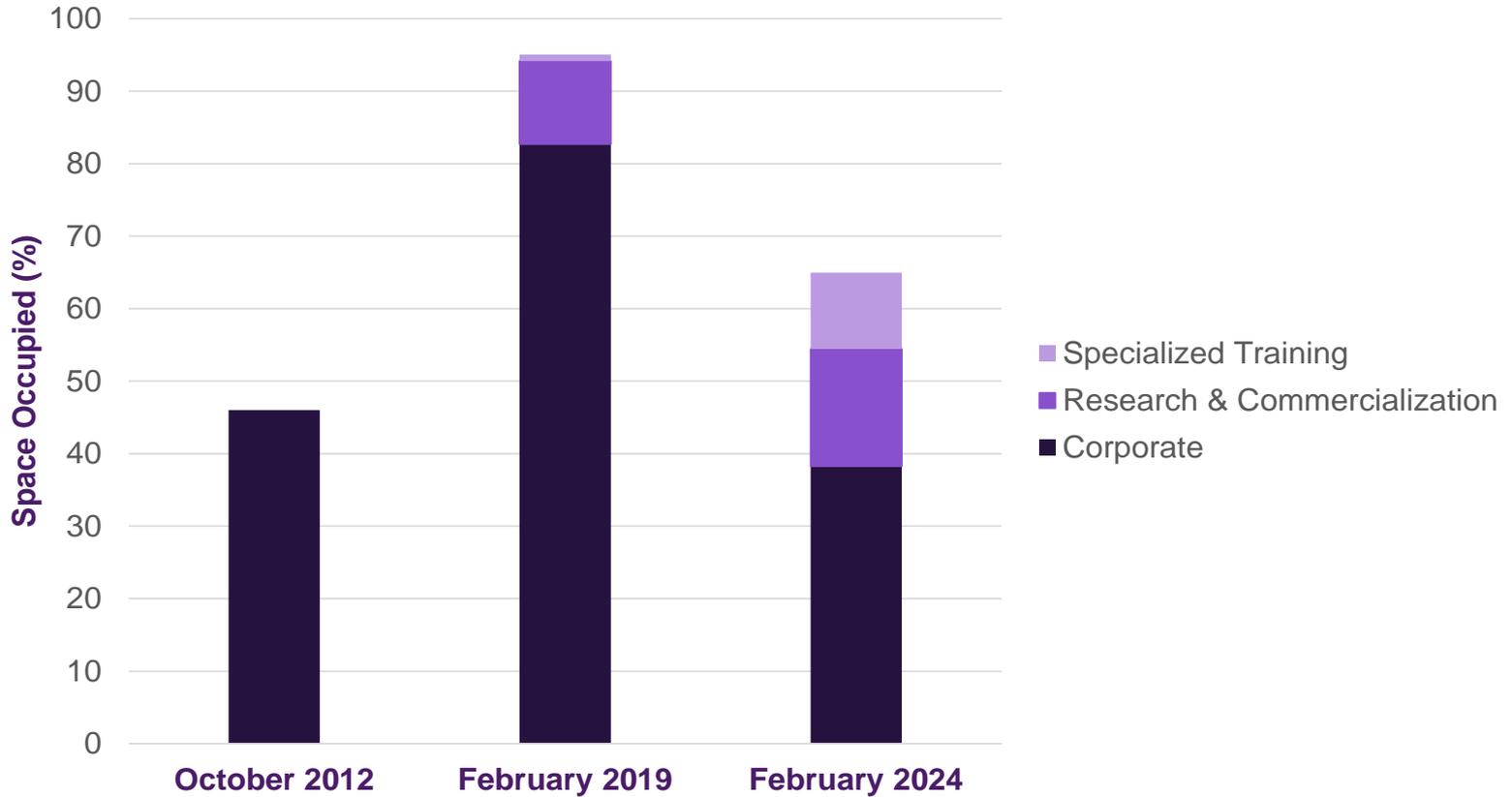


Transition Phase

- 2023 was an anomaly year:
 - Tenant graduates
 - Large office rightsizings
- Perfect storm for commercial office real estate:
 - Hybrid work models
 - Recalibration of technology sectors
 - Recession potential



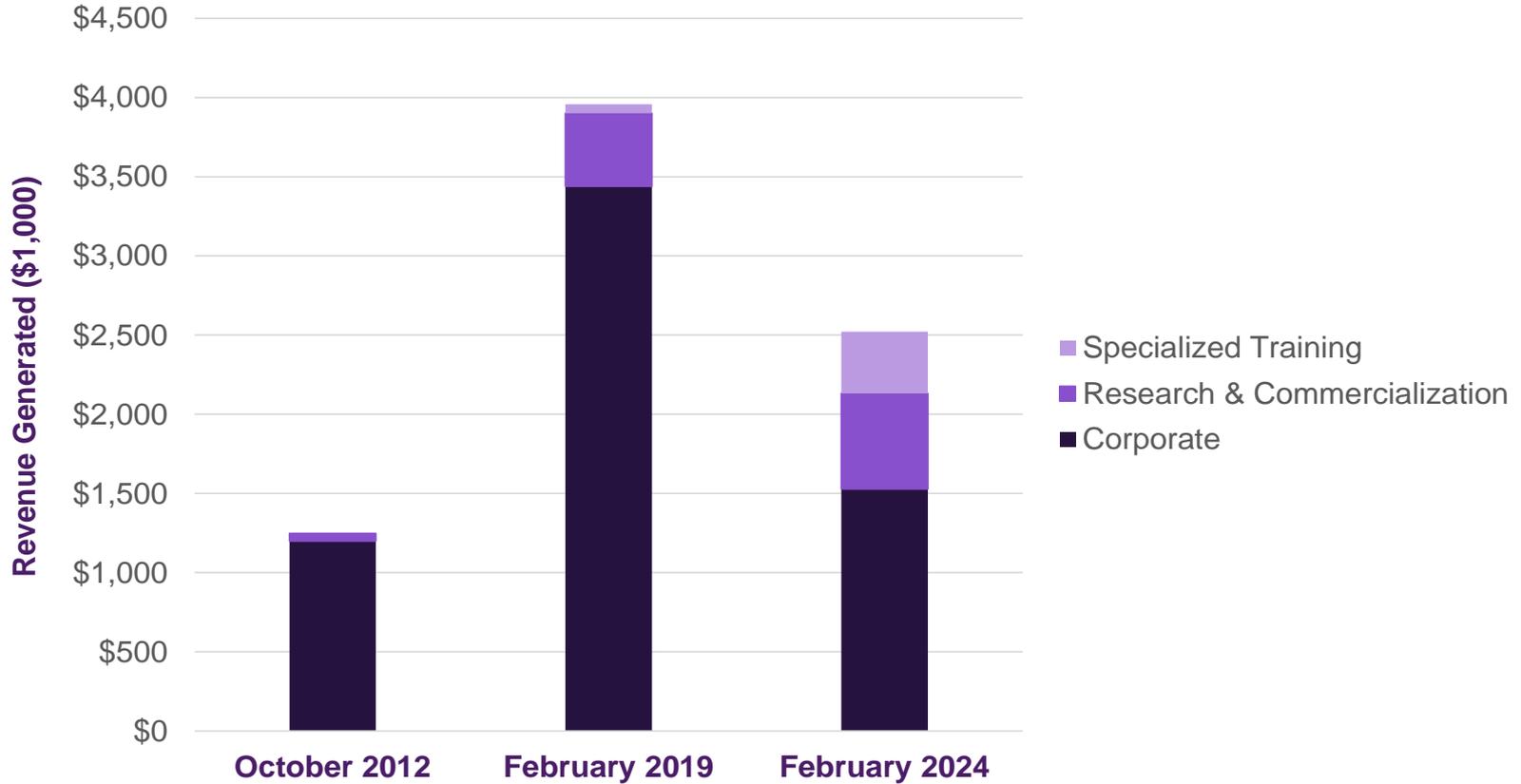
Real Estate Occupancy



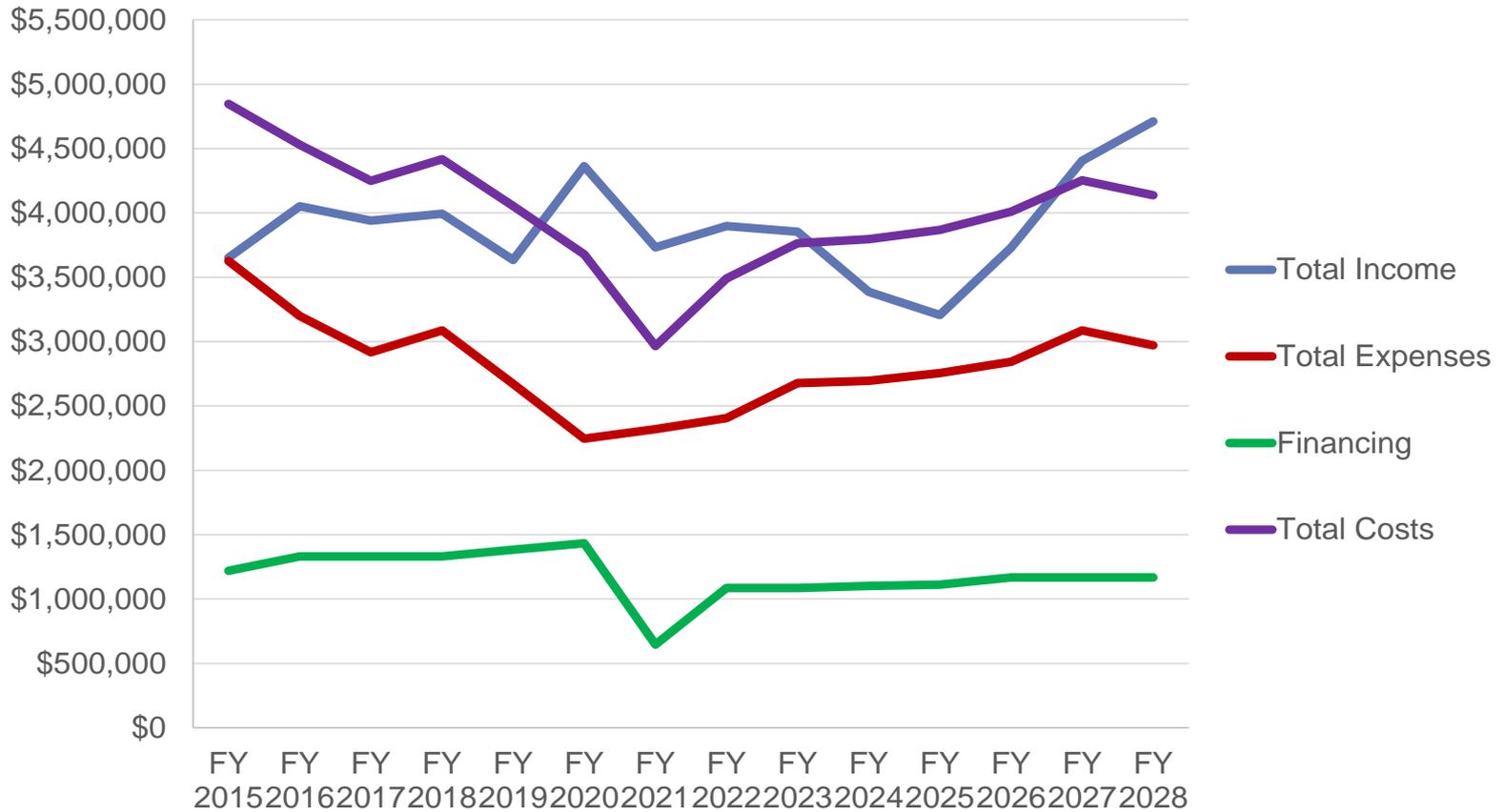
Western
Sarnia-Lambton
Research Park



Real Estate Revenue



Financial Projections



Western
Sarnia-Lambton
Research Park



Research Park Growth

Drive long-term sustainable economic impact on Sarnia-Lambton as an impactful community asset:

1. Initiation and implementation of business turnaround plan
2. Expansion of research infrastructure
3. Alternative uses of traditional office space
4. Explore Centre of Excellence in Advanced Fermentation
5. Research facility development on CLCDC lands

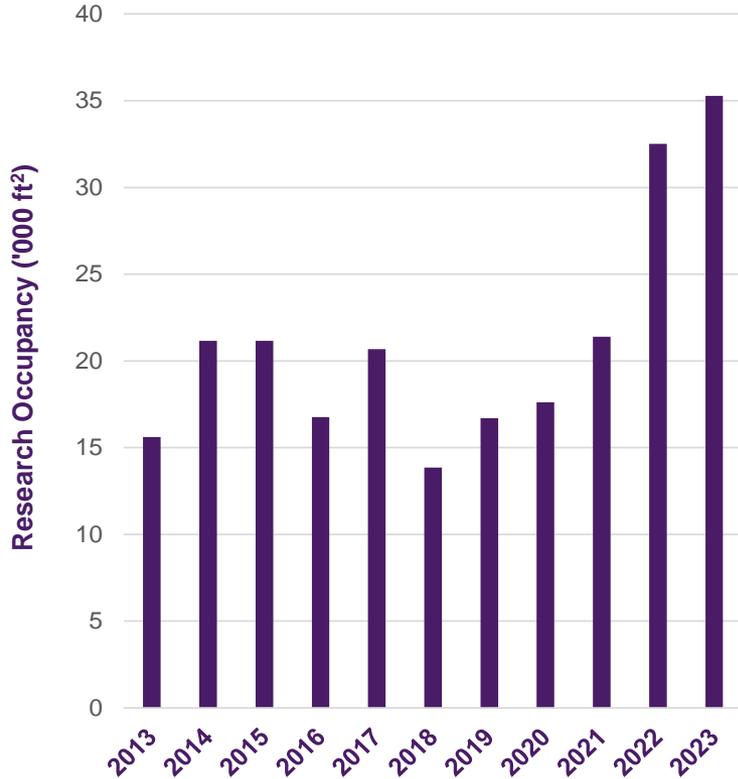


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Research Park

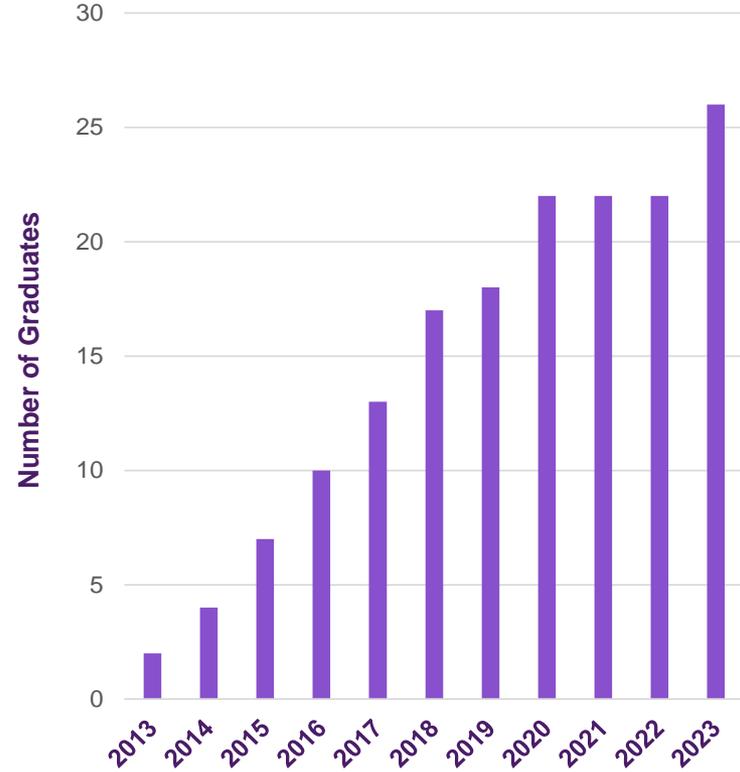


Fulfilling Our Mandate

Research and Innovation Growth



Regional Benefits



Western
Sarnia-Lambton
Research Park



Research Tenants

FORWARD
WATER TECHNOLOGIES

ORIGIN



ADURO
CLEAN TECHNOLOGIES



Bioplastics



Reverse Engineering



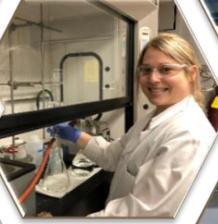
Forestry Biorefinery



Hydrochemolytic Upgrading



Water Treatment



Wastewater Treatment



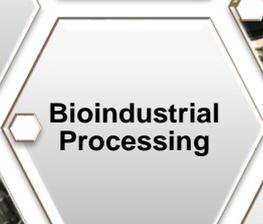
Natural Health Products



Additive Manufacturing



Lambton Water Centre



Bioindustrial Processing



Advanced Manufacturing



Lambton Manufacturing Innovation Centre



Bio-Industrial Process Research Centre



Western Phytoceutics Inc.



Western
Sarnia-Lambton Research Park



Discoveries That Matter

Commercialization Tenants

GreenCore
Naturally Strong

ORIGIN

FORWARD
WATER TECHNOLOGIES



Kmx

Lambton Manufacturing Innovation Centre

Woodland Biofuels

Centre for Industrial Material Development

Natural Health Products

WPC
Western Phytoceutica Inc.

Western
Sarnia-Lambton
Research Park

Discoveries That Matter

Key Partners



**Western
Engineering**



**Lambton
College**

Capstone Competition

Capstone Design Project Instructor

Research Bridges

Go ENG Girl, Go CODE Girl

Commercialization Guidance

Western Phytoceutica, Aduro Clean Technologies

Forest Bio-refinery

Adjunct Research Professor

Decanal Selection Committee

Advisory Council for Western Engineering

CBE CEAB Advisory Board

Graduate Research Day Keynote Speaker

Joint Industry Outreach

Women in Engineering Initiatives

Collaboration MOU

Innovation Bridge

LMIC and Prototype Labs

Canadian Extrusion Research Lab

Work Integrated Learning (WIL) Projects

Water Analytical Lab

Centre for Industrial Material Development

Bioindustrial Process Research Centre

Chair, BPRC Technology Access Centre

Research Proposal Development

Commercialization Partnerships

Apprenticeship Training Space

Youth Job Connect



Western
Sarnia-Lambton
Research Park



2023 Achievements

Priority & Goal	Accomplishments
<p>Pillar of Economic Growth</p> <p>To become an essential pillar of regional economic growth</p>	<ul style="list-style-type: none"> • Fully occupied research labs • 3 tenant graduates • Park tenant companies recipients and nominees of OBAA's • Hosted visits for Federal Minister Jonathan Wilkinson and Provincial Minister Jill Dunlop
<p>Asset Management & Maximization of Value</p> <p>To manage the Park facility as a strategic asset of Sarnia-Lambton</p>	<ul style="list-style-type: none"> • Executed 7 new lease agreements • Renewed 90k ft² of office and research space • Completed business plan to convert underutilized suites into laboratories • Host site for the Cancer Society's Relay for Life
<p>Research & Commercialization Focused</p> <p>To lead regional innovation as a world-class technology incubator</p>	<ul style="list-style-type: none"> • Ribbon-cutting and commercial production at Origin 1 plant • Began development of business case for centre of excellence in advanced fermentation • Recognized in Masters of Economics' thesis as top Canadian University Research Park for business development services provided • Network and relationship development with Canadian/International research parks and incubators
<p>Knowledge Centre</p> <p>To operate as the knowledge centre in Intelligent Sarnia-Lambton</p>	<ul style="list-style-type: none"> • Attraction of 3 new tenants in emerging economic diversification sectors • Additional classrooms to support increased number of Lambton College students conducting WIL projects • Successful Western Engineering events resulting in new Western Engineering Outreach events for youth • Returned to in-person Capstone Competitions with high level of industry participation and sponsorships • Continued participation as CBE Capstone student design project supervisor

Key PARK Metrics

Priority	Performance Indicator	2020	2021	2022	2023
Pillar of Economic Growth	Economic Impact of Park on Sarnia-Lambton	\$43M	\$55M	\$57M	\$65M
	Number of graduates	0	0	2	3
Asset Management & Maximization of Value	Occupancy rate	81%	81%	84%	72%
	Real estate revenue	\$3.3M	\$3.0M	\$2.9M	\$2.6M
Research & Commercialization Focused	New technology-based jobs created	33	17	71	46
	New projects developed	4	6	13	16
Knowledge Centre	Outreach and networking events	6	13	24	25
	Collaborations between tenants	1	6	6	10



Western
Sarnia-Lambton
Research Park



2023 News Headlines

- 33rd Annual OBAA Winners Announced (WSLRP Tenants win 25% of Awards)
- Aduro Clean Technologies Featured in Upcoming Segment of Advancements with Ted Danson
- Balance Key with East-End Housing, Research Park Set to Grow: Mayor
- “Big Step Forward”: US Firm puts Tech to Commercial Test at Sarnia Plant
- Canada's Aduro Clean Technologies Establishes European Hub in the Netherlands
- Construction Nearly Complete at New Origin 1 Plant in Sarnia
- Engineering Event for Girls Highlights Plastics
- Forward Water Technologies Announces Completion of Technology License with FUJIFILM Corporation
- Forward Water Technologies Corp. Announces Negotiations to Secure Pilot Unit in Chile
- Lambton College Launches the Canadian Extrusion Research Lab
- Lambton College Receives More Research Grant Money
- Lambton College Recognized for Research and Innovation
- Lambton College Unveils Cutting-Edge Material Development Facility
- Lambton College Wins National Research and Innovation Prize
- Lambton College's Research Capacity Grows with Opening of New Lab
- New Sarnia Lab will Enhance and Strengthen Recycled Products
- Origin Materials Biomass Plant Officially Opens in Sarnia, Ont.
- Research Park Expansion Needs to be Considered in DA2 Plans, says Executive Director
- Sarnia Mayor, Natural Resources Minister Discuss Low-Carbon Sector on Monday
- Sarnia Research Park Responding to Demand for Lab Space
- Western Students Take Home Prizes from Sarnia Capstone Event



Western
Sarnia-Lambton
Research Park



21 Years of Innovation

Research Park Expansion

Pre-Pandemic Occupancy of **95%+**

Economic Impact **\$1B+**

Attracted **28 New Companies** to Sarnia-Lambton

Supported **42 Startup Companies**

26 Graduates since 2012

2 New Commercial Plants: \$300M Capital Investment and
100+ Jobs

Innovating Today to Transform Tomorrow



Western
Sarnia-Lambton
Research Park



Summary

The Park delivering on its mission

Innovation ecosystem development &
expanded research base

Attracting jobs and regional economic
returns

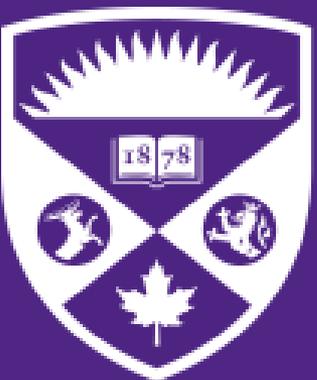


Western
Sarnia-Lambton
Research Park



Western
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Western

Sarnia-Lambton
Research Park

**The County of Lambton
Community Development
Corporation**

RESOLUTIONS

Annual General Meeting

Wednesday, February 7, 2024
9:30 a.m.

1. _____/_____: That the following positions be confirmed for the Board:

- a. Mike Bradley (Chair)
- b. Rob Kardas (Vice Chair)
- c. Kevin Marriott (Director)
- d. Brian White (Director)
- e. David Muir (Director)
- f. Tom Strifler (Director)
- g. Miriam Capretz (Director)
- h. Alison Ewart (Director)

2. _____/_____: That the following positions be confirmed for the Board:

- a. Stephané Thiffeault (Secretary)
- b. Larry Palarchio (Treasurer)

**THE COUNTY OF LAMBTON
COMMUNITY DEVELOPMENT CORPORATION**

FINANCIAL STATEMENTS

FOR THE YEAR ENDED APRIL 30, 2023

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
INDEX TO FINANCIAL STATEMENTS
FOR THE YEAR ENDED APRIL 30, 2023**

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INDEPENDENT AUDITOR'S REPORT	1-2
FINANCIAL STATEMENTS	
Statement of Financial Position	3
Statement of Operations	4
Statement of Change in Net Financial Debt	5
Statement of Cash Flows	6
NOTES to the Financial Statements	7 to 14
SCHEDULES	
Schedule of Tangible Capital Assets	15 to 16
Schedule of Accumulated Surplus	17



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BDO Canada LLP
Kenwick Place, 250 Christina Street North
P O Box 730
Sarnia, Ontario N7T 7J7

Independent Auditor's Report

To the Directors and Members of
The County of Lambton Community Development Corporation

Opinion

We have audited the financial statements of The County of Lambton Community Development Corporation (the Corporation), which comprise the statement of financial position as at April 30, 2023, and the statement of operations, statement of change in net financial debt and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at April 30, 2023, and its results of operations, its change in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Corporation in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.



As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

BDO Canada LLP

Chartered Professional Accountants, Licensed Public Accountants
Sarnia, Ontario
January 31, 2024

THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
STATEMENT OF FINANCIAL POSITION
AS AT APRIL 30, 2023

	2023 ACTUAL \$	2022 ACTUAL \$
		Restated (Note 2)
<u>FINANCIAL ASSETS</u>		
Accounts Receivable	171,314	51,528
Other Accounts Receivable	145,911	113,038
TOTAL FINANCIAL ASSETS	317,225	164,566
<u>LIABILITIES</u>		
Bank Indebtedness (Note 3)	964,364	489,676
Accounts Payable and Accrued Liabilities	507,993	511,261
Deferred Revenue (Note 4)	122,846	176,162
Long Term Debt (Note 5)	15,574,714	16,310,113
Asset Retirement Obligation (Note 6)	958,690	928,064
TOTAL LIABILITIES	18,128,607	18,415,276
NET FINANCIAL DEBT	(17,811,382)	(18,250,710)
<u>NON-FINANCIAL ASSETS</u>		
Tangible Capital Assets (Schedule 1)	18,879,778	20,108,252
Prepaid Expenses	394,879	536,650
TOTAL NON-FINANCIAL ASSETS	19,274,657	20,644,902
ACCUMULATED SURPLUS (Schedule 2)	1,463,275	2,394,192

The accompanying notes and schedules are an integral part of this financial statement.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED APRIL 30, 2023**

	Budget \$	April 30, 2023 \$	April 30, 2022 \$ Restated (Note 2)
REVENUE			
Rental Income	3,017,087	3,008,932	3,079,018
Grant - County of Lambton (Note 12)	616,908	616,908	606,000
Tenant Recoveries	224,731	230,656	202,773
Sundry Income	248,665	227,281	213,496
	<u>4,107,391</u>	<u>4,083,777</u>	<u>4,101,287</u>
EXPENSES			
Administration	324,444	320,064	265,096
Repairs & Maintenance	1,224,713	1,102,516	909,196
Utilities	604,485	626,520	635,532
Property Taxes	624,847	628,376	595,577
Tenant Incentive Amortization	167,800	143,102	154,147
Corporate Expenditures	580,872	584,674	580,440
Debt Service Charges	351,140	350,342	366,267
Accretion on Tangible Capital Assets	0	30,626	29,648
Amortization on Tangible Capital Assets	1,220,000	1,228,474	1,228,474
	<u>5,098,301</u>	<u>5,014,694</u>	<u>4,764,377</u>
ANNUAL DEFICIENCY	(990,910)	(930,917)	(663,090)
ACCUMULATED SURPLUS, beginning of the year	2,394,192	2,394,192	3,057,282
ACCUMULATED SURPLUS, end of the year	<u>1,403,282</u>	<u>1,463,275</u>	<u>2,394,192</u>

The accompanying notes and schedules are an integral part of this financial statement.

THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
STATEMENT OF CHANGE IN NET FINANCIAL DEBT
FOR THE YEAR ENDED APRIL 30, 2022

	Budget \$	April 30, 2023 \$	April 30, 2022 \$ Restated (Note 2)
ANNUAL DEFICIENCY	(990,910)	(930,917)	(663,090)
Amortization of Tangible Capital Assets	1,220,000	1,228,474	1,228,474
Change in Prepaid Expense	0	141,771	197,960
DECREASE IN NET FINANCIAL DEBT	229,090	439,328	763,344
NET FINANCIAL DEBT, beginning of the year	(18,250,710)	(18,250,710)	(19,014,054)
NET FINANCIAL DEBT, end of the year	(18,021,620)	(17,811,382)	(18,250,710)

The accompanying notes and schedules are an integral part of this financial statement.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED APRIL 30, 2023**

	April 30, 2023 \$	April 30, 2022 \$ Restated (Note 2)
OPERATING ACTIVITIES		
Annual Deficiency	(930,917)	(663,090)
Uses of Cash		
Increase in Accounts Receivable	(119,786)	(3,766)
Increase in Other Accounts Receivable	(32,873)	(85,785)
Decrease in Accounts Payable & Accrued Liabilities	(3,268)	0
Decrease in Deferred Revenue	(53,316)	0
	(209,243)	(89,551)
Sources of Cash		
Decrease in Prepaid Expenses	141,771	197,960
Increase in Accounts Payable and Accrued Liabilities	0	183,262
Increase in Deferred Revenue	0	41,511
	141,771	422,733
Non-cash Charges to Operations		
Amortization	1,228,474	1,228,474
Accretion	30,626	29,648
	1,259,100	1,258,122
Cash Provided by Operations	260,711	928,214
CAPITAL TRANSACTIONS		
Cash Used to Acquire Tangible Capital Assets	0	0
FINANCING TRANSACTIONS		
Long Term Debt Principal Repayments	(735,399)	(719,473)
(DECREASE)/INCREASE IN CASH	(474,688)	208,741
BANK INDEBTEDNESS, beginning of the year	(489,676)	(698,417)
BANK INDEBTEDNESS, end of the year	(964,364)	(489,676)

The accompanying notes and schedules are an integral part of this financial statement.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
AS AT APRIL 30, 2023**

1. ACCOUNTING POLICIES

(a) Management's Responsibility for the Financial Statements

The financial statements of The County of Lambton Community Development Corporation (the Corporation) are the responsibility of management. They have been prepared in accordance with Canadian public sector accounting standards. The Corporation is incorporated under Part III of the Corporations Act as a not-for-profit community development corporation pursuant to section 109(1) of the Municipal Act, 2001. It has partnered with the University of Western Ontario to establish a university styled research and development park to act as a conduit for the delivery of professional development, education via interaction among institutions of higher education, contract research, technology transfer and commercialization of intellectual property. Under the Income Tax Act, Canada, the Community Development Corporation is exempt from taxes on income.

(b) Basis of Accounting

- (i) The financial statements have been prepared using Canadian public sector accounting standards.
- (ii) Sources of financing and expenditures are reported on the accrual basis of accounting.
- (iii) The accrual basis of accounting records revenue as it is earned and measurable. Expenses are recognized as they are incurred and measurable based upon receipt of goods or services and/or the creation of a legal obligation to pay.

(c) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year, and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of expenses over revenues, provides the Change in Net Financial Debt for the year.

(i) Tangible Capital Assets (TCAs)

Tangible capital assets are recorded at cost, which includes all amounts that are directly attributable to acquisition, construction, development or betterment of the asset, less accumulated amortization. The cost, less residual value, of the tangible capital assets, is amortized over their estimated useful lives as follows:

Buildings	30 years	Straight Line
Asset Retirement Obligation - Buildings	60 years	Straight Line
Building Contents	5 years	Straight Line
Information Technology	3 years	Straight Line

Assets under construction are not amortized until the asset is available for productive use, at which time they are capitalized.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
AS AT APRIL 30, 2023**

(d) Revenue Recognition

The Corporation recognizes restricted contributions as revenue in the year in which the related expenses are incurred. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

Revenue from rent, real estate fees and tenant recoveries are recorded when the amount is determinable, collectability is assured and services provided. If any of these revenues are collected in advance, they are shown as deferred revenue on the statement of financial position.

(e) Financial Instruments

Bank indebtedness is measured at fair value. Accounts receivable, accounts payable and accrued liabilities, long-term debt, and debenture are measured at cost or amortized cost. The carrying amount of each of these financial instruments is presented on the statement of financial position.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense.

All financial instruments are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the statement of operations.

Transaction costs are added to the carrying value for financial instruments measured using cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value.

(f) Use of Estimates

The preparation of financial statements in accordance with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from management's best estimates as additional information becomes available in the future.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
AS AT APRIL 30, 2023**

(g) Asset Retirement Obligations

A liability for an asset retirement obligation is recognized when there is a legal obligation to incur retirement costs in relation to a tangible capital asset; the past transaction or event giving rise to the liability has occurred; it is expected that future economic benefits will be given up; and a reasonable estimate of the amount can be made. The liability is recorded at an amount that is the best estimate of the expenditure required to retire a tangible capital asset at the financial statement date. This liability is subsequently reviewed at each financial reporting date and adjusted for the passage of time and for any revisions to the timing, amount required to settle the obligation or the discount rate. Upon the initial measurement of an asset retirement obligation, a corresponding asset retirement cost is added to the carrying value of the related tangible capital asset if it is still in productive use. This cost is amortized over the useful life of the tangible capital asset. If the related tangible capital asset is unrecognized or no longer in productive use, the asset retirement costs are expensed.

2. CHANGE IN ACCOUNTING POLICY

Effective May 1, 2022, the Corporation adopted new Public Sector Accounting Handbook Standard, Section PS 3280, Asset Retirement Obligations. As a result of the adoption, the presentation of the financial statements changed from the prior year.

The standard requires a liability to be recognized as there is a legal obligation to incur retirement costs. This change in accounting policy has been applied using the modified retrospective approach with restatement of prior periods.

The impact of adoption of this standard was as follows:

Statement of Financial Position	<u>2022</u>
Increase in capital assets (cost net of accumulated depreciation)	\$ 342,219
Increase in asset retirement obligation	928,064
Decrease in opening accumulated surplus	547,850
Statement of Operations	
Increase in depreciation expense	8,347
Increase in accretion expense	29,648
Decrease in accumulated surplus	(37,995)

3. BANK INDEBTEDNESS

The Corporation's cash is held at one Canadian chartered bank and earns interest based on the monthly average prime rate less 1.65%.

The Corporation has a revolving line of credit of \$2,000,000 with its banker that bears interest at the bank prime rate minus 0.50% per annum. As of April 30, 2023, the Corporation has an unused line of credit balance of \$1,040,869.

The Corporation was in violation of the clean-up period positive covenant as the demand operating line was not in a positive balance for at least two consecutive days for the November 1, 2022 to April 30, 2023 period. The lender determined not to take any action and all terms and conditions of the loan remain in place.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
AS AT APRIL 30, 2023**

4. DEFERRED REVENUE

The balance of \$122,846 (2022 - \$176,162) represents rent collected in advance.

5. LONG-TERM DEBT

	<u>2023</u>	<u>2022</u>
Demand loan, interest 2.062%, repayable \$81,867 monthly including principal and interest, amortizing to September 2040	14,364,557	15,043,161
Demand loan, interest 3.75%, repayable \$8,611 monthly including principal and interest, amortizing to September 2038	<u>1,210,157</u>	<u>1,266,952</u>
	<u>\$15,574,714</u>	<u>\$16,310,113</u>

All credit facilities are payable to the Canadian Imperial Bank of Commerce.

Planning principal payments on long-term debt for the next five years and thereafter are as follows:

Year	Amount
2024	\$ 751,691
2025	768,360
2026	785,416
2027	802,866
2028	820,723
2029 to 2033	4,386,357
2034 to 2038	4,899,656
Thereafter	<u>2,359,645</u>
	<u>\$15,574,714</u>

The repayment terms are in absence of request of demand for repayment. The gross interest paid relating to the Corporation's long-term debt was \$350,342 (2022 - \$366,266).

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
AS AT APRIL 30, 2023**

6. ASSET RETIREMENT OBLIGATIONS

The Corporation's financial statements include an asset retirement obligation for the remediation of asbestos contained within buildings. The related asset retirement costs are being amortized on a straight-line basis. The liability has been estimated using a net present value technique with a discount rate of 3.30% (2022- 3.30%). The estimated total undiscounted future expenditures are \$3,513,104 (2022 - \$3,513,104), which are to be incurred over the remaining productive useful life of the buildings of 40 years. The liability is expected to be settled at the end of the buildings' productive useful life in 2062.

The carrying amount of the liability is as follows:

	2023	2022 (Restated Note 2)
Asset retirement obligation, beginning of year	\$ 928,064	\$ 898,416
Increase due to accretion expense	30,626	29,648
	\$ 958,690	\$ 928,064

Note that the total amount of the liability may change due to changes in estimates noted above, such as the discount rate, estimated total undiscounted future expenditures, and expected remediation date.

7. PENSION AGREEMENTS

Commencing in October 2014, the Corporation provided a group Registered Retirement Savings Plan through Manulife Financial. The Corporation makes contributions to the plan on behalf of 3 members of its staff. The amount contributed for fiscal 2023 was \$31,504 (2022 - \$30,887) and is included as an expenditure on the Statement of Financial Operations.

8. EXPENSES BY OBJECT

	2023	2022 (Restated Note 2)
Salaries, wages and employee benefits	\$ 591,697	\$ 565,448
Amortization	1,228,474	1,228,474
Accretion	30,626	29,648
Materials and contracts	2,782,944	2,568,285
Bank and long term debt interest	380,953	372,522
	\$ 5,014,694	\$ 4,764,377

9. FINANCIAL INSTRUMENT RISK MANAGEMENT

The Corporation is exposed to credit risk, liquidity risk, and interest rate risk from its financial instruments. This note describes the Corporation's objectives, policies and processes for managing those risks and the methods used to measure them. Further qualitative and quantitative information in respect of these risks is presented below and throughout these financial statements.

(a) Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation is exposed to credit risk resulting from the

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
AS AT APRIL 30, 2023**

possibility that a customer or counterparty to a financial instrument defaults on their financial obligations; if there is a concentration of transactions carried out with same counterparty; or of financial obligations which have similar economic characteristics such that they could be similarly affected by changes in economic conditions. The Corporation is exposed to credit risk through its accounts receivable.

The Corporation manages its credit risk by limiting the amount of days aged in accounts receivable before appropriate action is taken in accordance with the Commercial Tenancies Act.

The Corporation's maximum exposure to credit risk at the financial statement date is the carrying value of accounts receivable and other accounts receivable as presented on the statement of financial position.

At year end, the amounts outstanding for the Corporation's accounts receivable are as follows:

As at April 30

	2023			2022		
	Accounts Receivable	Less: Impairment Allowance	Total	Accounts Receivable	Less: Impairment Allowance	Total
Current	\$ 130,483	\$ -	\$ 130,483	\$ 48,381	\$ -	\$ 48,381
31 to 60 days	12,065	-	12,065	339	-	339
61 to 90 days	13,674	-	13,674	396	-	396
Over 90 days	15,092	-	15,092	2,412	-	2,412
Total	\$ 171,314	\$ -	\$ 171,314	\$ 51,528	\$ -	\$ 51,528

At year end, management has determined that the credit quality of accounts receivable are not past due or impaired.

There have not been any changes from the prior year in the Corporation's exposure to credit risk or the policies, procedures and methods it uses to manage and measure the risk.

(b) Liquidity Risk

Liquidity risk is the risk that the Corporation will encounter difficulty in meeting obligations associated with financial liabilities. Liquidity risk includes the risk that, as a result of operational liquidity requirements, the organization will not have sufficient funds to settle a transaction on the due date; will be forced to sell financial assets at a value, which is less than what they are worth; or may be unable to settle or recover a financial asset. The Corporation is exposed to this risk mainly in respect of its bank indebtedness, accounts payable and accrued liabilities, and long-term debt.

The Corporation's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient cash flow to fund its operations and to meet its liabilities when due, under both normal and stressed conditions. The organization also maintains certain credit facilities, which can be drawn upon as needed.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
AS AT APRIL 30, 2023**

The following table sets out the contractual maturities (representing undiscounted contractual cash-flow of financial liabilities):

	2023			
	within 6 months	6 months to 1 year	1 - 5 years	>5 years
Bank Indebtedness	\$ 964,364	\$ -	\$ -	\$ -
Accounts Payable and Accrued Liabilities	507,993	-	-	-
Long-Term Debt	373,786	377,905	3,177,365	11,645,658
	<u>\$ 1,846,143</u>	<u>\$ 377,905</u>	<u>\$ 3,177,365</u>	<u>\$ 11,645,658</u>

	2022			
	within 6 months	6 months to 1 year	1 - 5 years	>5 years
Bank Indebtedness	\$ 489,676	\$ -	\$ -	\$ -
Accounts Payable and Accrued Liabilities	511,261	-	-	-
Long-Term Debt	365,686	369,713	3,108,334	12,466,380
	<u>\$ 1,366,623</u>	<u>\$ 369,713</u>	<u>\$ 3,108,334</u>	<u>\$ 12,466,380</u>

Management plans to continue to use a mix of short-term and long-term debt to meet the financing needs of the Corporation.

(c) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. The Corporation is mainly exposed to interest rate risk.

(d) Interest Rate Risk

Interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in the market. The Corporation is exposed to interest rate risk in relation to interest expense on its revolving credit facility since the credit facility bears interest at a floating interest rate.

The Corporation holds long-term debt with variable interest rates which involves risks of default on interest and principal and prices changes due to, without limitation, such factors as interest rates and general economic conditions.

The Corporation structures it finances so as to stagger the maturities of debt, thereby minimizing exposure to interest rate fluctuations.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
NOTES TO THE FINANCIAL STATEMENTS
AS AT APRIL 30, 2023**

A 1% move in interest rates, with all other variables held constant, could impact the interest paid on the loans by \$155,747 (2022 - \$163,101). This change would be recognized in annual surplus (deficiency). This sensitivity analysis was prepared on the basis that the prime rate increases by 1% and uses the assumption that the prime rate will not increase by more than 1% over the next fiscal year. The methods and assumptions used have not changed from the prior period.

There have not been any changes from the prior year in the Corporation's exposure to interest rate risk or the policies, procedures and methods it uses to manage and measure the risk.

10. BUDGET FIGURES

The Financial Plan (budget) adopted by the Board of Directors on November 26, 2021, was not prepared on the basis consistent with that used to report actual results (Public Sector Accounting Standards). The budget was prepared on a modified accrual basis while Public Sector Accounting Standards require a full accrual basis. The budget figures presented in the Statement of Operations and Statement of Changes in Net Financial Debt represent the budget adopted by the Board of Directors with adjustments as follows:

	2023
	\$
Financial Plan (budget) deficiency for the year	1,475,512
Add:	
Capital Expenditures	-
Principal Payments	735,398
Less:	
Amortization	<u>1,220,000</u>
Budget Deficiency per Statement of Operations	<u>(990,910)</u>

11. ECONOMIC DEPENDENCE

The Corporation of the County of Lambton has guaranteed the loan of The County of Lambton Community Development Corporation.

12. COUNTY OF LAMBTON AGREEMENT

The Corporation has a four year funding agreement with the County of Lambton which will provide a \$600,000 per annum grant, indexed to inflation beginning May 1, 2020. In fiscal 2023, the Corporation received \$616,098 (2022 - \$606,000) from the County of Lambton.

THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
SCHEDULE OF TANGIBLE CAPITAL ASSETS
FOR THE YEAR ENDED APRIL 30, 2023
Schedule 1

	Balance, beginning of year \$	Additions \$	Disposals \$	Other- Donations, Writedowns \$	Balance, end of year \$
COST					
Land	1,136,989	0	0	0	1,136,989
Buildings	33,573,396	0	0	0	33,573,396
Building (ARO)	500,808	0	0	0	500,808
Building Contents	972,796	0	0	0	972,796
Information Technology	2,217	0	0	0	2,217
Work In Progress	0	0	0	0	0
TOTAL COST	36,186,206	0	0	0	36,186,206
ACCUMULATED AMORTIZATION					
Land	0	0	0	0	0
Buildings	14,944,352	1,220,127	0	0	16,164,479
Building (ARO)	158,589	8,347	0	0	166,936
Building Contents	972,796	0	0	0	972,796
Information Technology	2,217	0	0	0	2,217
Work In Progress	0	0	0	0	0
ACCUMULATED AMORTIZATION	16,077,954	1,228,474	0	0	17,306,428
NET BOOK VALUE					
Land	1,136,989	0	0	0	1,136,989
Buildings	18,629,044	(1,220,127)	0	0	17,408,917
Building (ARO)	342,219	(8,347)	0	0	333,872
Building Contents	0	0	0	0	0
Information Technology	0	0	0	0	0
Work In Progress	0	0	0	0	0
NET BOOK VALUE - 2023	20,108,252	(1,228,474)	0	0	18,879,778

THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
SCHEDULE OF TANGIBLE CAPITAL ASSETS
FOR THE YEAR ENDED APRIL 30, 2022
Schedule 1 (Restated Note 2)

	Balance, beginning of year \$	Additions \$	Disposals \$	Other- Donations, Writedowns \$	Balance, end of year \$
COST					
Land	1,136,989	0	0	0	1,136,989
Buildings	33,573,396	0	0	0	33,573,396
Building (ARO)	500,808	0	0	0	500,808
Building Contents	972,796	0	0	0	972,796
Information Technology	2,217	0	0	0	2,217
Work In Progress	0	0	0	0	0
TOTAL COST	36,186,206	0	0	0	36,186,206
ACCUMULATED AMORTIZATION					
Land	0	0	0	0	0
Buildings	13,724,225	1,220,127	0	0	14,944,352
Building (ARO)	150,242	8,347	0	0	158,589
Building Contents	972,796	0	0	0	972,796
Information Technology	2,217	0	0	0	2,217
Work In Progress	0	0	0	0	0
ACCUMULATED AMORTIZATION	14,849,480	1,228,474	0	0	16,077,954
NET BOOK VALUE					
Land	1,136,989	0	0	0	1,136,989
Buildings	19,849,171	(1,220,127)	0	0	18,629,044
Building (ARO)	350,566	(8,347)	0	0	342,219
Building Contents	0	0	0	0	0
Information Technology	0	0	0	0	0
Work In Progress	0	0	0	0	0
NET BOOK VALUE - 2022	21,336,726	(1,228,474)	0	0	20,108,252

THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION
SCHEDULE OF ACCUMULATED SURPLUS
FOR THE YEAR ENDED APRIL 30, 2023
Schedule 2

	April 30, 2023	April 30, 2022
	\$	\$
		Restated (Note 2)
SURPLUS		
Invested in Tangible Capital Assets	18,879,778	20,108,252
Operating Deficit	(1,841,789)	(1,403,947)
Unfunded		
Long Term Debt	(15,574,714)	(16,310,113)
ACCUMULATED SURPLUS	1,463,275	2,394,192
	1,463,275	2,394,192

02-02-2024

From: [Leah Klompstra](#)
To: [Kalley Joris](#)
Cc: [Robin Parsons](#)
Subject: FW: Daycare docs for councils review
Date: Tuesday, December 12, 2023 3:28:52 PM
Attachments: [uploadsCounty-of-Lambton-Child-Care-and-Early-Years-Service-System-Planccda8c0e-b00e-4d0a-9a16-180f6f31f139.pdf](#)
[uploadsChild_Care_Expansion_Plan_Report8e722da1-7609-4663-ab80-8c800acd7721.pdf](#)
[uploadscs_2022_wavpoint-web-aoda7c776f39-5e2e-4d4e-b6b2-729c8736a7e5.pdf](#)

From: noreply@esolutionsgroup.ca <noreply@esolutionsgroup.ca> on behalf of Mark cole <markvtx@icloud.com>
Sent: Monday, December 11, 2023 10:11 PM
To: Kevin Marriott <kevin.marriott@county-lambton.on.ca>
Subject: Daycare docs for councils review

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Mr. Kevin Marriott

Respectfully to council.

I attend and support the Lambton county / Petrolia day care advocacy group. We are a group with a shared interest in understanding how the county and municipal areas are going to support and reach the day care mandates outlined in many published documents. Two such documents that stand forefront are posted on the county website.

Child Care and Early Years, Service System Plan 2024.

It details the County of Lambton's role as a Consolidated Service Manager..

It clearly states roles , metrics, and needs to create a Service Plan for the serviced area.

The lambton civic web page also has a report from the social services department dated Feb 15 2023. (Valerie Colasanti and Mellisa Fitzpatrick)

Our advocacy group attended the November council meeting addressing council with the views and support of many affected constituents on this topic.

My request is that council review these documents prior to receiving a report requested via a motion by council at the 2023 Nov. meeting.

I hold a strong opinion that leadership for the county and municipal roles have a strong part in creating and managing the scripted service plan.

If the appropriate questions are not asked or answered from leadership roles, it is easy to understand our position in requesting and challenging those who have answers.

I have attached a third document from Bruce county that shows their Consolidated Service Plan. It has equivalent development/agenda like lambton's.

Please review page 24.

It's significant in the way they have detailed priorities, actions via accountable partnerships and leaders. Timelines for achievement and planned success are very clear.

Origin: [https://linkprotect.cudasvc.com/url?
a=https%3a%2f%2fwww.lambtononline.ca%2fen%2fcounty-
government%2fcouncillors.aspx&c=E,1,sqmv2IFOW44yUv7e32p2qwE7i1S1t5jXCsXNCHwrU-
0Q9xyCTp9lkxH4tGURaXk0gi9vptaLWDms4AUmTuv_ShkDvj8PvqdWk1P_7WmxOL9jHu2cfY3lATyYao
-i&typo=1](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fwww.lambtononline.ca%2fen%2fcounty-government%2fcouncillors.aspx&c=E,1,sqmv2IFOW44yUv7e32p2qwE7i1S1t5jXCsXNCHwrU-0Q9xyCTp9lkxH4tGURaXk0gi9vptaLWDms4AUmTuv_ShkDvj8PvqdWk1P_7WmxOL9jHu2cfY3lATyYao-i&typo=1)

This email was sent to you by Mark cole<markvtx@icloud.com> through
[https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fwww.lambtononline.ca&c=E,1,FaUilk-
RQzXVseqxEBlRgaR7FOKWTfQ2dybHYu5U9AQJc9p32cAjXHii3-
A_jpBWssv9mJ1dDRkprJHcb4Ue2rFVsSiXZ-UIU95_1FAtGBs8hmw0A,,&typo=1](https://linkprotect.cudasvc.com/url?a=https%3a%2f%2fwww.lambtononline.ca&c=E,1,FaUilk-RQzXVseqxEBlRgaR7FOKWTfQ2dybHYu5U9AQJc9p32cAjXHii3-A_jpBWssv9mJ1dDRkprJHcb4Ue2rFVsSiXZ-UIU95_1FAtGBs8hmw0A,,&typo=1)

Child Care and Early Years

Service System Plan 2020-2024



A Message from the Warden



Lambton County Council is committed to a caring, growing, and innovative community. It believes in a healthy community and values learning, caring, and building safe communities that meet the needs of all its residents.

Positive early years' experiences support healthy growth and development that have lasting impacts and develops resiliency in children and families. Investing in the early years improves children's health and educational outcomes, leading to less reliance and need for supports and services later in life. Supporting early childhood development has a high return on investment.

For parents and caregivers, a strong childcare and early year's system is critical to promote economic independence. It gives families an opportunity to participate in skills development, education and training, and participation in the labor market.

Together with our community partners, the County of Lambton is committed to building a high-quality child care and early year's system that is accessible, affordable, and responsive. This plan aligns with our objective to promote healthy community development, develop partnerships, and promote a high quality of life for the residents of our community.

Kevin Marriott

Lambton County Warden

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Acknowledgements

Lambton County Family Network, Lambton County Social Services Division, Child Care Operators, Early ON, and Community Members.

Executive Summary

The Child Care and Early Years’ Service System Plan for 2020-2024 sets the path for how Lambton County will continue to build and grow an early years and child care system that is responsive to the current and future needs of children and families in Lambton County. The System Plan allows an opportunity to analyze the impacts of programs and services, identify progress and service gaps and foster evidence-based decision making to continue to support Service Managers and the early years and child care sector.

Further, the plan will guide the planning and delivery of programming and meet the proposed outcomes associated with each of the four pillars of the Ministry of Education's vision for early years’ programs:

Accessibility	Responsiveness	Quality	Affordability
Increased access to early years programs to give families more opportunity to benefit from high quality programs and services.	Provides a range of services that reflect the diverse needs of families so that parents can choose the options that work best for their family.	Promotes safe and reliable programs for children and families that are delivered by highly educated professionals.	Ensures early years programs and services are within affordable reach for families within Lambton County.

The County of Lambton, in collaboration with the early years and child care sector in Lambton County, has established key priorities to support the achievement of each priority and to drive the growth of a high quality child care system. To further support implementation, an action plan and evaluation indicators have been highlighted throughout the System Plan. The priorities established in this plan will build a more responsive, affordable, high quality and accessible child care system for Lambton County.



LANDSCAPE

LAMBTON COUNTY AT A GLANCE

Understanding Lambton County's children and their families is critical to helping us plan services that meet their needs. This snapshot, using 2016 census data, provides an overview of some of the characteristics used to inform our planning.

Lambton County was home to 16,969 children age 0 to 12 years. This represents 13% of Lambton County's population.

- Lambton County was home to 16,969 children age 0 to 12 years. This represents 13% of Lambton County's population.
- Since 2011, the number of births per woman has decreased from an average of 0.198 to 0.18 in 2016. Based on the birth rate assumptions, the birth rate between 2017-2022 is expected to decline by -4.9%.
- According to the 2016 Census, there are 2,200 people who identify French as their official language of choice. This is 1.8 % of the total population.
- In 2015, 17% of Lambton County children and youth (0-17 years old) lived in low income households.
- Since 2011, the greatest percentage increases in Lambton County population were in Petrolia (3.9%) and Plympton-Wyoming (2.9%).
- Within Lambton County the Indigenous population has a younger demographic than those of the non-Indigenous population, with a particularly high proportion of children 0-14 years of age. The average age of the Indigenous population in Lambton is 33.9 years compared with 43.9 years for the non-Indigenous population.
- In 2016, there were 12,390 immigrants living in Lambton County, representing approximately 10% of the population.

Source: Statistics Canada, 2016 Census

Section One: Background and Information:

The Role of the Consolidated Service System Manager

Under the Child Care and Early Years Act, 2014 (CCEYA) the County of Lambton as a Consolidated Municipal Service Manager (CMSM) is designated to manage child care and early years' services across the County. These services include the planning and funding of licensed child care programs, administering financial assistance for eligible families through fee subsidy, and allocating additional resources to families and programs that provide care to children with special needs. Additionally, CMSM's are responsible for the oversight of EarlyON Child and Family Centres and Indigenous-led child care and early years' services.

The CCEYA outlines that each service system manager shall have a child care and early years' service plan for its service area. The plan should be reviewed and approved by Council and reflect local priorities as well as align with Provincial interests and policy statements. The child care and early years' service system plan should:

- (a) Focus on Ontario's children and families;
- (b) Promote the health, safety and well-being of children;
- (c) Provide high quality experiences and positive outcomes for children;
- (d) Include knowledgeable, self-reflective and qualified professionals and staff, including members of the College of Early Childhood Educators;
- (e) Respond to communities' needs
- (f) Respect equity, inclusiveness and diversity in communities
- (g) Provide for strong and sustainable partnerships among the Province, service system managers and others in the community;
- (h) Be coordinated with other community and human services;
- (i) Be flexible and able to adapt to local circumstances;
- (j) Support the social and economic well-being of Ontarians;
- (k) Ensure appropriate accountability for public funding;
- (l) Support the transition from child care and early year's programs and services to school.

The Lambton Child and Family Network (LCFN)

The LCFN is a strategic, collaborative and integrated planning infrastructure which allows members to work together and independently meet the shared vision of the network to improve the present and future well-being of children and families.

Chaired by the County of Lambton, the LCFN includes representatives from the following organizations:

- St. Clair Child and Youth Services
- Child Care Supervisors Network
- Sarnia-Lambton Children’s Aid Society
- Conseil scolaire Catholique Providence
- Conseil scolaire Viamonde
- County of Lambton Social Services
- Lambton County Library
- Urban Indigenous partners
- EarlyON Centres
- First Nations Community Members
- La Ribambelle
- Lambton Kent District School Board
- Lambton Public Health
- Pathways Health Centre for Children
- Sarnia-Lambton Rebound for Youth
- St. Clair Catholic District School Board



Outlined below is a timeline of key initiatives that have served to reinforce and shape the Ministry of Education funded programs and how these initiatives have impacted Lambton:

When	Initiative	What it Means for Lambton County
2013	Full Day Kindergarten	<ul style="list-style-type: none"> ✓ Enhanced collaboration with education partners. ✓ Enhanced supports for children in child care. ✓ Children age 4-5 no longer require access to child care centers.
2014	How Does Learning Happen?	<ul style="list-style-type: none"> ✓ A new framework for child care and early years' programs. ✓ Aligns with what we know about how children learn. ✓ The approach is built around four foundational conditions for children to grow and flourish: belonging, well-being, engagement and expression.
2015	<i>Child Care and Early Years Act, 2014</i>	<ul style="list-style-type: none"> ✓ Provides new rules for governing child care in Ontario. ✓ Strengthened health and safety regulations. ✓ Helps parents to make informed decisions about their options.
2016	Ontario Early Years Child and Family Centre	<ul style="list-style-type: none"> ✓ Provides a cohesive system of services and supports for children 0-6. ✓ A focus on quality, access, affordability and responsiveness. ✓ An emphasis on integration of early years and child care programming for families
2017	Special Needs Strategy	<ul style="list-style-type: none"> ✓ Coordinated service planning and the integrated delivery of rehabilitation services. ✓ Connect children to services as early as possible. ✓ Provide supports more efficiently and make service delivery as seamless as possible.
2018	Moving on Mental Health	<ul style="list-style-type: none"> ✓ Creating and supporting a pathway to care. ✓ Community partners have the opportunity to maximize linkages through cross sector for the benefit of children and families

Child Care and Early Years Programming in Lambton County

Research has shown that early childhood education programs have beneficial developmental effects if program quality is high. Further, research indicates that children’s involvement in high quality childhood education programs contributes to higher educational outcomes, a higher rate of grade retention, and lower rates of those needing educational supports. At its greatest potential, child care and early childhood education is known to influence individuals’ health, and their cognitive, social and financial status.

Children in Lambton County aged 0 to 12 years:



There are over 5,300 licensed child care centres in Ontario with over 406,000 spaces for children 0-12 years. Approximately 161,000 of these centre spaces are for children 0-3 years. Across Ontario, there are enough licensed spaces in centres and homes to accommodate approximately 23% of all children 0-3 years of age. Within Lambton County, approximately 25% of children, age 0-3, have access to licensed child care programming within the community. In comparison to a provincial context, Lambton County has <1% of the combined provincial total of children in receipt of child care within Ontario.



Licensed Child Care Spaces in Lambton County

As of 2018, there were 57 licensed child care centres in Lambton County with a cumulative total of 3,367 licensed child care spaces for infants, toddlers, preschoolers and children of school age program age.

Table 1: Child Care Spaces within Lambton County

	Sites	Spaces	Infant	Toddler	Preschool	School Age
Lambton County	57	3,367	112	280	837	2,163
Province	5,437	427,032	12,755	44,529	108,375	162,901

In Lambton County, the greatest need for licensed child care space is in the infant, toddler, and preschool age groups. In order to offer licensed child care to more children ages 0-3 years old, Lambton County will need to add:

- 240 More spaces to support 30% of children age 0-3 years
- 733 More spaces to support 40% of children age 0-3 years
- 1223 More spaces to support 50% of children age 0-3 years

Access to Child Care Programming

The County of Lambton utilizes a web-based software program where families can enroll and manage their child care applications through OneHSN- OneList. This is a centralized application system and waitlist website. The OneHSN system allows families to research programs, locate licensed child care in the community, and apply for licensed child care programs.

Home Based Child Care

Within Lambton County, there are two home based child care agencies that provide a cumulative capacity of 252 licensed spaces. Both agencies have the ability to offer extended care options, including overnight and weekend care. A total of 42 families use child care from the licensed home based agencies. However, both home care agencies have a wait list for care.

Indigenous Programming within Lambton County

In Lambton County, a continuous effort is made to ensure that Indigenous children and families have access to culturally relevant programs. Licensed child care and EarlyON programs offer opportunities for the mainstream population to participate in and grow their awareness of Indigenous culture and language. Within the City of Sarnia programming is available to the community through three programs:

The Nwijiwensag EarlyON Child and Family Centre is an Indigenous culturally based site with the objective to share a holistic way of learning and to incorporate Indigenous culture and language into the content of programming. This setting provides a natural space for children, parents and caregivers to engage in learning through exploration and discovery.

The Ska:na Family Child and Family Centre is an urban Indigenous organization which oversees Little Friends Child and Family Development Centre. Little Friends is a child care centre for children ages 3 months to 5 years that offers services to meet the cultural and environmental needs of urban Indigenous children and their families. The child care centre is licensed for 52 children and is 1 of 25 Indigenous led child care centres in Ontario.

Additionally, as a separate entity, Ska:na Family Learning Centre offers a before and after school program at a local public school for children ages 4-12 and incorporates Indigenous culture and language.

Services for French Children and Families

La Ribambelle offers two child care centres for French speaking families at École élémentaire Les Rapides and as École élémentaire catholique Saint-Thomas d'Aquin. In addition, they also offer an EarlyON Centre at École élémentaire catholique Saint-Thomas d'Aquin and a mobile service that travels to various neighborhoods to offer further access to French speaking families.

Services for Newcomers to Lambton County

While the percentage of immigrants in Lambton County is relatively low in comparison to the rest of the province, there has been considerable effort made to provide a full range of settlement service, including child care. As part of a specific program at the YMCA Learning & Career Centre, the YMCA offers five child care spaces designated for use by the children of immigrant services.

Resources for Children with Special Needs or Mental Health Concerns

Service System Managers and First Nations Communities are provided with special needs resourcing funding that supports the inclusion of children with special needs in licensed child care settings, including licensed home child care settings, day camps and authorized recreation programs. Within Lambton County's child care system, 769 children with a special need(s) receive supports and services. Highlighted below are distinct programs within Lambton County that offer services and supports to children with special needs or mental health concerns:

- a) Pathways Health Centre for Children: assist children to participate successfully within childcare centres among Lambton County. These services support families to utilize strategies within their home environment and to connect with other service providers in the community. Early Learning Resource Teachers work with community child care centres and Pathways staff to support children with special needs in licensed child care settings.
- b) St. Clair Child & Youth Services: offers Early Years mental health services, Infant & Child Development Program, individual or family therapy, St. Clair EarlyON Child & Family Centre.

Parent & Professional Resource Centre (PPRC)

A significant resource that supports the delivery of quality child care and early years' programs within Lambton County is the Parent and Professional Resource Centre (PPRC). Funded by the County of Lambton, this program offers professional learning opportunities to all Registered Early Childhood Educators, Early Childhood Education students, home child care providers, parents, teachers, and other community partners working with children and youth.

The goal of the PPRC is to offer learning experiences that align with current practices and are built upon the College of Early Childhood Educators (CECE) Code of Ethics and ministry funded initiatives.

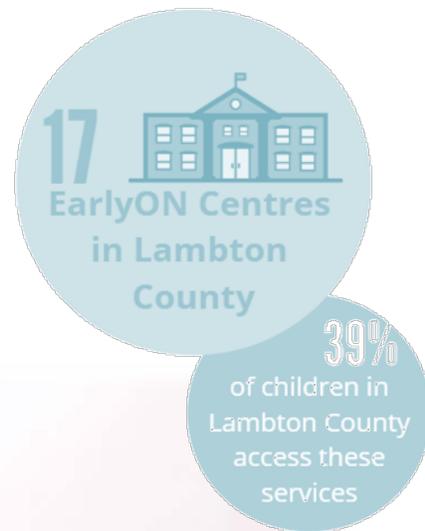
A pivotal component of the PPRC is professional learning opportunities. From January 2016 – December 2018 the PPRC offered 112 Professional Learning events to early year's partners. Professional learning opportunities are planned with the support of an Advisory Committee, which is comprised of early learning staff from the community such as Supervisors/Directors,

Registered Early Childhood Educators, EarlyON staff, Licensed Home Child Care Providers, Speech and Language Specialists and other community stakeholders.

Early Years Services

EarlyON educators are able to refer and connect families with a mental health professional from St. Clair Child and Youth Services for issues regarding attachment, relationships, behaviour, child development and postpartum adjustment concerns. Additionally, a SoundStart Speech-Language Pathologist from Pathways Health Centre for Children is available at EarlyON Centres to support families with communication skills for their children.

There are 17 EarlyON Centres in Lambton County, which provide services to families and children aged birth to 6 years. Data indicates that 39% of children in Lambton County access services through EarlyON Centres, 20% higher than the provincial average. In addition, Lambton Public Health has 20 Parent Drop-In locations throughout Lambton County, many of which operate in partnership with EarlyON Centres.



Section 2: Planning and Community Engagement

Objective

The planning and development of the Child Care and Early Years' Service System Plan has been led by the County of Lambton, as the Consolidated Municipal Service Manager, and the Lambton Child and Family Network. The planning process has been guided by established values and objectives, intended to ensure that the recommendations reflect the priorities of families, caregivers, service providers and broader community partners and stakeholders. The following aligns with provincial requirements and expectations for a Child Care and Early Years' Service System Plan and the County of Lambton's planning strategy:

- Establish a Child Care and Early Years' Service System Plan guided by mandated provincial requirements and expectations;
- Implement a community planning and engagement process that includes multiple approaches and sources of data gathering (surveys, focus groups, key informant interviews, relevant data sources);
- Complete an environmental scan and local needs assessment;
- Complete a literature review; and
- Analyze aggregated data to identify system pressures, challenges and opportunities.

Lambton County's Child Care and Early Years' Service System Plan reflects a demonstrated commitment to a transparent, respectful, and inclusive planning process and collaboration with a range of service providers and broader community partners. Further, the plan reflects the following strategies and recommendations:

- Comply with municipal and provincial legislation, regulations, policies and standards;
- Position the needs of children and families as central to program and service delivery;
- Support a range of program options with the highest respect for parental choice;
- Respect the diverse demographic profile of Lambton County including francophone children and families and First Nation and Indigenous individuals;
- Provide support for marginalized families;
- Respect service provider input; and
- Address identified priorities.

Engagement Strategy

A comprehensive community engagement strategy was initiated to facilitate outreach in the community. Steps to ensure that the voices and needs of all Lambton County residents were reflected in the research and special effort was made to hear from recent immigrants, low income families and families that have children with special needs. Community engagement was central to the development of the system plan and the County of Lambton is committed to continued engagement over the next five years through ongoing discussions, surveys and conscious outreach to our community.

During the spring and summer of 2019, over 500 parents, caregivers, partners and service providers provided feedback on community needs, gaps and opportunities to build an integrated system for children and families. The feedback demonstrated that parents are looking for more options that are relevant to their specific needs and unique family dynamics. The common themes that emerged through the engagement process determined the priorities of this plan. The following outlines the feedback we received from families and service providers regarding the accessibility, responsiveness, quality and affordability in relation to child care and early years programming within Lambton County:

What the community reported regarding EarlyOn services and programs

What we wanted to know:

- The needs of families with children 0 to 6 years of age with respect to EarlyON services, locations, and time availability.
- Current gaps, barriers and challenges associated with existing EarlyON programs

What was Reported:

What Families Reported:

- 73% of survey respondents indicated that EarlyON Centres are conveniently located.
- 64% of survey respondents indicated that the hours of operation support the needs of their families.
- 50% of families feel that programs are sensitive to cultural differences.
- 71% of survey respondents agreed that staff give valuable advice about early childhood

development.

- 80% of respondents felt they welcomed by staff.

What Service Providers Reported:

- Service providers reported that the EarlyON providers work well together and take a systems approach to ensure that there is access to their services.

What the community reported regarding child care services and programs

What we wanted to know:

- Typologies and frequency of programming use.
- Families' perceptions of quality child care programs.
- Families' perceptions on accessing child care programming within Lambton County.

What was Reported:

What Families Reported:

- 53% of survey respondents felt that their family could not easily access a range of childcare options.
- 30% reported a range of child care options were not easily accessible for children with special needs.
- 43% of survey respondents indicated that their child care arrangements had caused them to miss work.
- 53% of survey respondents indicated that they did not have easy access to a range of child care options.
- 42% of survey respondents agreed that child care settings offer programs that are culturally appropriate.
- Respondents who participated in work that was scheduled beyond 'traditional hours' found after school programs were not sufficiently flexible to be accessible to them.
- 50% of families feel that programs are sensitive to cultural differences.
- 62% of respondents indicated that they were satisfied with the quality of child care that they received.

- 62% of respondents indicated that they would not want to place their children in another option whereas, 38% indicated they would if they had an option.
- 53% of survey respondents indicated that child care costs were not manageable for their family.
- Access to before and after school services are often impacted by the cost of service provided.
- 56% indicated that subsidies were not available to help them manage the cost of child care.

What Service Providers Reported:

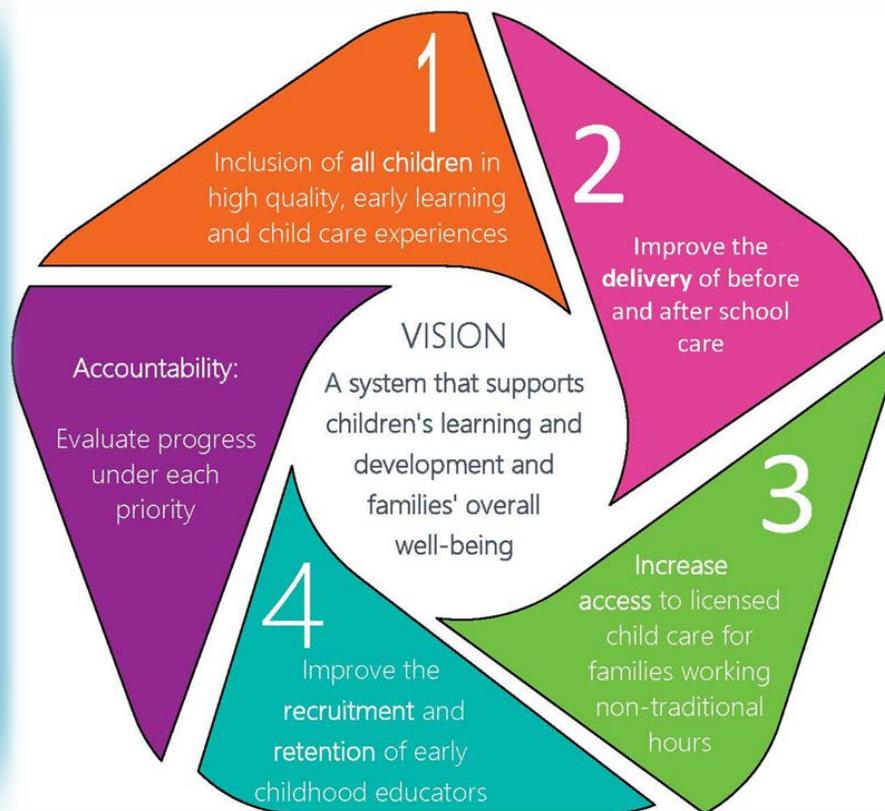
- Service providers report their operating costs as a major barrier to reducing child care fees for families.
- Service providers reported that parents often seek out supports and services that are free or affordable, for instance, the Pre-School Early Learning Program (PELP) has high enrollment, despite its location.
- Service providers also reported that due to the local landscape, inconsistent use patterns make it difficult to implement programming in more flexible manner.
- Service providers report significant challenges in the recruitment and retention of qualified Registered Early Childhood Educators; this is seen to create challenges to maintain the viability and stability of centres, which impacts quality.
- Licensed home providers indicated that there are financial disincentives built into their system that militates against their ability to attract unlicensed providers to become part of their system.
- Service providers reported that ongoing inclusivity training is a requirement to support the diverse needs of the early year's population.
- Service providers reported that not all physical settings in schools are conducive to supporting children 6-12 year olds in programs that meet their needs.



Section 3: Our Priorities

This section describes the strategic priorities, intended outcomes, and actions that are responsive to community needs and align with the Province’s vision for early years and child care. It includes a measurable and action-oriented implementation plan and describes how the strategic priorities and outcomes will be met.

All proposed actions outlined in this section are subject to change based on ongoing funding allocations and local needs. The actions are intended to move Lambton County toward our vision of improving the current and future well-being of children and families within the community.



Four key priorities have been identified based on the research and an extensive community engagement process to guide Lambton County's Child Care and Early Years programs from 2020-2024. These priorities will guide the work over the next five years and are the foundation of our implementation plan. In addition, objectives and indicators have been developed to assist in assessing and demonstrating the impact of the outcomes:

- Build capacity to continue the inclusion of all children in high quality, early learning and child care experiences.
- Improve the delivery of before and after school care.
- Increase access to licensed child care for families working non-traditional hours
- Improve the recruitment and retention of early childhood educators

This plan also establishes services for children based on four pillars: accessibility, affordability, responsiveness and quality. These pillars reflect the Province’s mandate to the County of Lambton and set the foundation for our priorities and actions. Each priority is aligned with multiple pillars. As we make progress on our priorities over the next four years, we will build a more accessible, affordable, responsive and high-quality child care and early years system.

**PROVINCIAL
PILLARS**

What they mean for Lambton County



Alignment with Provincial Indicators



1

Build capacity to continue the inclusion of all children in high quality, early learning and child care experiences.

OUTCOME	INDICATORS
Children with special and diverse needs are included in high quality, early learning and child care experiences.	<ul style="list-style-type: none"> • Number of children with special needs in programs. • Number of children from diverse backgrounds (Indigenous, Francophone, and newcomers) in child care and early years programs. • Number of training opportunities for staff. • Number of staff who attended training opportunities.

How will we get there?

- Provide training to child care and early years’ stakeholders that focuses on holistic and strength based views of children, families and community professionals.
- Expand on opportunities to increase knowledge, understanding and approaches to support the many diverse elements of Lambton County.
- Monitor the efficiency of current approaches and modify accordingly to meet the changing needs of our community.

Alignment with Provincial Indicators



2

Improve the Delivery of Before and After School Care

OUTCOME	INDICATORS
Before and after school programs offer more programs that are designed to meet the needs of a range of children.	<ul style="list-style-type: none"> • Number of staff who are experienced in working with older children. • Number of additional resources added to after school programs to support children with special needs or needs related to diversity. • Number of families who are able to access extended hour arrangements.

How will we get there?

- Convene a working group to review current challenges with Before and After School Care and address options to alter system to better serve children; specifically for the following identified challenges:
 - Educators who are not trained to work with older children;
 - Physical space that is not conducive to accommodating children of different ages;
 - Lack of resources to support children with special need;
 - The potential role of staff trained in recreation rather than early childhood education; and
 - Increase access to licensed child care for families working non-traditional hours.

Alignment with Provincial Indicators



3

Increase access to licensed child care for families working non-traditional hours.

OUTCOME	INDICATORS
Families have more access to licensed child care services during 'non-traditional' hours.	<ul style="list-style-type: none"> • Number of new extended hour opportunities created. • Number of families who are able to access extended hour arrangements.

How we will get there?

- Evaluate the current delivery model of licensed home child care.
- Promote the value of licensed child care and its impact on the well-being and positive development of children.
- Identify applicable supports for unlicensed providers that may lead to the possibility of increased capacity.
- Review the potential of a base funding model which provides core funding that covers all fixed administrative costs as demonstrated initially by a budget submission and as confirmed through the submission of audited financial statements.

Alignment with Provincial Indicators



4

Improve the recruitment and retention of early childhood educators.

OUTCOME	INDICATORS
Early Childhood Educators are being retained and recruited more successfully.	<ul style="list-style-type: none"> Retention rate has increased. Turnover rate has been reduced. Number of staff vacancies have been reduced.

How will we get there?

- Lead a public education campaign about the importance of Early Childhood Education and the value of careers within early years programming.
- Collect and analyze data related to staff retention including the reasons for departure and destination point for departed professionals.
- Work with Lambton College to ensure that graduates understand the nature of different employment options.
- Work with Lambton County's district school boards to identify the demographics of students being encouraged to apply for the Early Childhood Education Program.
- Identify the retention rate for Early Childhood Educators.
- Ensure that opportunities exist for Child Care and Early Years staff to apply for the ECE Education Grant and Leadership Grant.
- Analyze recruitment process to ensure the strategies and processes being used are effective.
- Work with the Workforce Development Board to identify opportunities for collaboration with employers.
- Work with Sarnia-Lambton Economic Partnership to include early childhood educators as part of their 'skilled shortages' strategy.
- Develop a referral program with a retention bonus.
- Encourage child care providers to work together on recruitment initiatives.
- Consider incentive packages for staff to train, relocate and work in the early childhood education sector.

Alignment with Provincial Indicators



Accountability Methods

Reporting on progress is imperative to our success because it evaluates how we are achieving the goals and objectives outlined in this plan. We will continue to evaluate progress under each priority and monitor performance measures throughout the five years of this plan. We will make sure that methods are in place to measure our success and work with key partners as needed to report on our actions. At the mid-point and at the end of the plan, we commit to reporting on the progress we have made and the results achieved.

In accordance with the *Child Care and Early Years Act, 2014*, the 2020 to 2024 Child Care and Early Years' Service System Plan is approved by the County of Lambton Council and is made publically available on Lambton County's website:

<https://www.lambtononline.ca/en/index.aspx>

Conclusion

Our child care and early years system must continue to evolve in a way that reflects residents' needs so we can support children's learning and development and families' overall well-being.

Investing in the early years is important. By helping parents participate in the work force and promoting children's learning and development, we are supporting a strong economy and healthy, vibrant communities.

This is Lambton County's Child Care and Early Years Plan. It will continue to be an important guide in shaping service delivery and bringing the community together to work as a system. This plan is flexible and will allow us to continue to adapt to children's and families' changing needs, as well as shifts in provincial priorities. We will continue to keep children and families at the centre of our planning.

This plan will enable us to continue strengthening our role as Service System Manager. Lambton County is well-positioned to manage the child care and early years system and we will use our position and expertise as a Regional government to build partnerships with other levels of government and sector leads, such as school boards and children's mental health organizations. Working together as a system, we will build services that are accessible, affordable, responsive and high-quality to benefit all children and families across Lambton County.

Appendix One: Lambton County Census Data

From 2011 to 2016, the County's population increased from 126,199 to 126,628 an increase of 0.3%. In comparison, the population of Ontario increased by 4.6% over the same period. As identified in Table 3, the greatest population growth occurred in Petrolia where a declining population was observed in several smaller rural municipalities.

Table 3: Population and Population Growth and Decline 2016

	Population	Population Growth/Decline
Ontario	13,448,494	4.6%
Petrolia	5,742	3.9%
Plympton-Wyoming	7,795	2.9%
Lambton County	126,638	0.3%
Point Edward	2,037	0.1%
Lambton Shores	10,631	-0.2%
Warwick	3,693	-0.7%
Sarnia	71,594	-1.1%
St. Clair	14,086	-3.0%
Dawn-Euphemia	1,967	-4.0%
Enniskillen	2,796	-4.6%
Brooke-Alvinston	2,411	-5.4%
Oil Springs	648	-8.0%

Decline in Birth Rates

The 2016 Census data demonstrates the number of births per woman has decreased from an average of 0.198 in 2011 to 0.18 in 2016. Based on the birth rate assumptions, the birth rate is expected to decline as outlined below.

Table 4: Birth Rate Assumption

Year	Birth Rate Assumption
2017-2022	-4.9%
2022-2027	-5.2%
2027-2032	-5.4%

Source: LKDSB Pupil Accommodation Report 2018/2019 October 9, 2018

Population Projections by Age Distribution

Based on population projections, Lambton County's total population is expected to remain relatively stable over the next 20 years, with a projected decrease of 1% by 2036. While the total population of Lambton is expected to remain stable, the age distribution is expected to change as a result of aging baby boomers.

Table 5: Population projections by Age Distribution

Age Cohorts	2016	2026	2036
75+	9%	13%	19%
65 - 74	12%	15%	13%
45 – 64	29%	24%	22%
20 – 44	28%	27%	26%
0 - 19	21%	20%	20%

The Indigenous Population

In 2016, there were 6,890 individuals of Indigenous heritage living in Lambton County. This is a comprised total of 5.5% of Lambton’s total population, which is higher than the provincial proportion of 2.8%. Within the boundary of Lambton County, there are three First Nations communities: Kettle and Stony Point, Bkejwanong Walpole Island First Nation and Aamjiwnaang.

It is of note that within Lambton County the Indigenous population has a younger demographic than those of the non-Indigenous population, with a particularly high proportion of children 0-14 years of age. The average age of the Indigenous population in Lambton is 33.9 years compared with 43.9 years for the non-Indigenous population.

Table 6: The Indigenous Population in Lambton County

Total	6,890
Metis	1,290 (18%)
Inuit	35 (<1%)
First Nation	5, 385 (78%)

Source: Statistics Canada, 2016

The French-Speaking Population in Sarnia-Lambton

According to the 2016 Census, there are 2,200 people who identify French as their official language of choice. This is 1.8 % of the total population.

Family Composition

Of the family compositions within Lambton County, 63% of households are two parent households, 12% are blended households and 23% constitute a lone parent arrangement. It is of note that 83% of lone parent families are female-led.

Immigration

In 2016, there were 12,390 immigrants living in Lambton County, representing approximately 10% of the population. The percentage of immigrants living in Ontario at 29% is much higher comparatively.

Language

With respect to languages spoken at home, 94% of Lambton County residents speak English, 6% know both English and French and 0.2% know neither English nor French. The top three non-official languages spoken at home are Italian, Spanish and Gujarati, a language native to the Indian province of Gujar.

Education

Data shows that 84% of Lambton County residents have completed secondary school, a trade school or apprenticeship and/or completed a community college program. Only 16% of the population has obtained a university degree, which is 16% lower than the Ontario average of 32%.

Income

- In 2015, the median total income of households in Lambton was \$70,022, a 3.6% increase from 2005;
- 33% of lone-parent families were low income;
- In 2015, 17% of Lambton County children and youth (0-17 years old) lived in low income households.

The 2016 census identified that Lambton County has 13% of all families living in a low household; the City of Sarnia reported the highest proportion of individuals living in a low income household at 16%. Lambton County compares relatively to the Province of Ontario with 14.4% and on a national scale, 14.2% of families lived in a low income household within Canada.



Employment

The employment rate in Lambton County was 54% in 2016, which is lower than the provincial rate of 60%. The top occupations for Lambton residents 15 years and older includes sales and services, trades and business.

Table 7: Occupations and Percentage of Labour Force

Occupations	% of Labour Force
Sales & Service	24
Trades	19
Business	12
Management	10
Education, Law, Social, Government	10
Health	8
Natural & Applied Sciences	7
Manufacturing & Utilities	6
Natural Resources & Agriculture	3
Arts, Culture & Recreation	2

Source: Statistics Canada, 2016

Table 8: The Top Ten Occupations with Shiftwork in Lambton County

National Occupational Classification, 2016	Employed
Retail Sales	2025
Food counter attendants, kitchen helpers and related support occupations	1560
Managers in agriculture	1295
Retail and wholesale trade managers	1270
Registered nurses and registered psychiatric nurses	1170
Cashiers	1165
Transport truck drivers	1165
Nurse aides, orderlies and patient service associates	1140
Janitors, caretakers, and building superintendents	890
Central control and process operators, petroleum, gas and chemical processing	865

Source: Sarnia-Lambton Workforce Development Board, 2019

City of Greater Sudbury
Ville du Grand Sudbury



December 12, 2023

Sent Via Email

Municipalities of Ontario

Re: Amendment to the Occupational Health and Safety Act to Clarify the Definition of "Employer"

The following resolution was passed by Council of the City of Greater Sudbury on December 5, 2023:

PO BOX 5000 STN A
200 BRADY STREET
SUDBURY ON P3A 5P3

CP 5000 SUCC A
200, RUE BRADY
SUDBURY ON P3A 5P3

705.671.2489

www.greatersudbury.ca
www.grandsudbury.ca

CC2023-303: WHEREAS in 2015 the City of Greater Sudbury (the "City") entered into a contract with a contractor experienced in road construction projects to complete a project on Elgin Street in the City's downtown core;

AND WHEREAS the contract provided that the contractor would be the constructor for the project as that term is defined in the Occupational Health and Safety Act (the "Act");

AND WHEREAS an employee of the constructor operating a grader on the project struck and killed a pedestrian;

AND WHEREAS the City was charged with offences under the Act as the constructor and the employer;

AND WHEREAS after being acquitted at trial and on appeal, the Ontario Court of Appeal, in a decision issued on April 23, 2021, found the City to be liable for contraventions of the Construction Regulations as an employer as it employed quality control inspectors to monitor the quality of work on the project from time-to-time;

AND WHEREAS the Supreme Court of Canada, in a decision issued on November 10, 2023, was evenly divided 4-4 on the issue resulting in dismissal of the City's appeal;

AND WHEREAS the consequence of this decision is that municipalities in Ontario, as well as all other owners of property in the province, who wish to undertake construction, are subject to being charged and convicted as an employer for offences in relation to project sites for which they have no control and have, in accordance with the Act, contracted with an entity to assume plenary oversight and authority over the work on such site as the constructor; AND WHEREAS the potential of an owner being charged as an employer as that term is defined in the Act in circumstances where it has engaged a constructor disregards and renders meaningless the owner-constructor provisions contained in the Act and presents an unacceptable level of increased risk and confusion for owners and contractors throughout the province;

AND WHEREAS the City believes that the safety of workers is paramount however the safety of workers on construction projects in Ontario is not increased by placing liability on parties that do not have control of and are not responsible for the conduct of the work on such sites;

NOW THEREFORE BE IT RESOLVED THAT the Council for the City of Greater Sudbury requests that the province amend the Occupational Health and Safety Act to clarify the definition of "employer" to exclude owners that have contracted with a constructor for a project;

AND BE IT FURTHER RESOLVED THAT this motion be provided to the Honourable Doug Ford, Premier of Ontario, the Honourable David Piccini, Minister of Labour, Immigration, Training and Skills Development, the Honourable Paul Calandra, Minister of Municipal Affairs and Housing, France Gelinias, MPP for Nickel Belt, Jamie West, MPP for Sudbury, the Association of Municipalities of Ontario, the Federation of Northern Ontario Municipalities, Ontario's Big City Mayors, Mayors and Regional Chairs of Ontario, Northern Ontario Large Urban Mayors, the Council of Ontario Construction Associations, the Ontario Chamber of Commerce and all Ontario municipalities.

Yours truly,



Brigitte Sobush
Manager of Clerk's Services/Deputy City Clerk

- c. Members of City Council
Eric Labelle, City Solicitor and Clerk



AORS
PROMOTING KNOWLEDGE. PURSUING EXCELLENCE

CC 02-10-24

January 8, 2024

Dear Head of Council, Deputy Head of Council and Councillors,

Your local Public Works department provides invaluable services within your community. Without the dedicated public works employees that you are fortunate to have, many basic functions in your community would not be able to happen. Without maintained roads, your emergency services (police, fire, and ambulance) would not be able to respond to calls, school buses could not run to get children to school, and your residents would not be able to leave to work, school, appointments, children's extra-curriculars and any other activity important to them. Additionally, as you work with the provincial government to tackle the housing crisis, your communities require more core infrastructure to handle the growth. For the health and safety of our communities it is important we keep our Public Works department staff complement full, and well trained.

Public Works departments across the province have already begun to feel the impacts of labour shortages, and as we will begin to see many retirements across the province, the shortage will become even more exasperated. From a recent survey that AORS completed with public works departments from across Ontario, we know that 91.5% of respondents will be hiring entry level positions in the next three to five years. However, we are already seeing the start of the labour shortage. From our survey, we found that 70% of respondents already reported getting less than five applications for entry level positions when posted, and the top three challenges municipalities are currently facing is a lack of applicants, applicants that do apply not meeting the required qualifications and municipalities having to compete with private sector positions.

Over the last year, AORS has been dedicating much of our advocacy to encouraging youth to consider careers in public works through career fairs, local government presentations to students, developing printed resources for guidance counsellors and much more. AORS has also been working closely with Fanshawe College Corporate Training Solutions to develop a Municipal Operator Course that would train potential municipal equipment operators to come to your municipality with the basic knowledge they need to begin maintaining your core infrastructure. This would be the first course of its kind that would attract potential students from across the Province of Ontario. To fund this endeavor, AORS has applied for a Skills Development Fund through the Province's Ministry of Labour, Training, Immigration and Skilled Trades. We are reaching out to you for your support in our application and your advocacy to the province on why having more – and qualified – applicants to our public works departments are so imperative.

We would ask that you consider passing the following motion:

WHEREAS, municipal public works departments from across the Province of Ontario provide invaluable services to our communities ensuring the health and safety of all residents;

AND WHEREAS, if it was not for our municipal public works employees from across the Province of Ontario maintaining our public roads systems, our communities would not be able to function as

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Tel: 226.661.2002 • Fax: 226.661.2003 • admin@aors.on.ca • www.aors.on.ca

emergency personnel could not respond to calls, school buses could not get our children to school, residents would not be able to get to work, school or appointments and many more basic functions would not be able to happen;

AND WHEREAS, municipal public works departments are already feeling the impacts of a labour shortage, which will only be exasperated over the next three to five years, which will cause levels of service municipalities are able to provide to ensure the health and safety of our residents to decrease;

AND WHEREAS, there is currently no provincial-wide course that properly trains potential municipal public works employees, specifically relating to municipal heavy equipment.

THEREFORE IT BE RESOLVED, that (INSERT MUNICIPALITY NAME) supports the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address this issue;

AND THAT, (INSERT MUNICIPALITY NAME) calls on the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment Operator Course in 2024 through the Skills Development Fund;

AND THAT, a copy of this resolution be sent to the Minister of Labour, Training, Immigration and Skilled Trades David Piccini, (INSERT MUNICIPALITY'S NAME)'s Member of Provincial Parliament (INSERT LOCAL MPP NAME) and the Association of Ontario Road Supervisors.

We appreciate your on-going support and should you have any questions or concerns, please do not hesitate to contact AORS for all things municipal public works!

Best regards,



John Maheu
AORS Executive Director



Dennis O'Neil
AORS Member Services Coordinator



Christie Little
AORS Training and Programming Coordinator



Kelly Elliott
AORS Marketing and Communications
Specialist

Notice of Motion – Municipal Equipment Operator Course

WHEREAS, municipal public works departments from across the Province of Ontario provide invaluable services to our communities ensuring the health and safety of all residents;

AND WHEREAS, if it was not for our municipal public works employees from across the Province of Ontario maintaining our public roads systems, our communities would not be able to function as emergency personnel could not respond to calls, school buses could not get our children to school, residents would not be able to get to work, school or appointments and many more basic functions would not be able to happen;

AND WHEREAS, municipal public works departments are already feeling the impacts of a labour shortage, which will only be exasperated over the next three to five years, which will cause levels of service municipalities are able to provide to ensure the health and safety of our residents to decrease;

AND WHEREAS, there is currently no provincial-wide course that properly trains potential municipal public works employees, specifically relating to municipal heavy equipment.

THEREFORE IT BE RESOLVED, that (INSERT MUNICIPALITY NAME) supports the work of the Association of Ontario Road Supervisors to develop a Municipal Equipment Operator Course to address this issue;

AND THAT, (INSERT MUNICIPALITY NAME) calls on the Province of Ontario's Ministry of Labour, Training, Immigration and Skilled Trades to fully fund the Municipal Equipment Operator Course in 2024 through the Skills Development Fund;

AND THAT, a copy of this resolution be sent to the Minister of Labour, Training, Immigration and Skilled Trades David Piccinni, (INSERT MUNICIPALITY'S NAME)'s Member of Provincial Parliament (INSERT LOCAL MPP NAME) and the Association of Ontario Road Supervisors.



CC 02-11-24



Sent via email: premier@ontario.ca
minister.mto@ontario.ca

January 15, 2024

Hon. Doug Ford
Premier of Ontario

Hon. Prabmeet Sarkaria
Minister of Transportation

Dear Premier Ford and Minister Sarkaria:

On January 9th, 2024, Council for the Town of Mono passed the following resolution declaring a **Road Safety Emergency**, calling on the province to take action to address traffic safety through measures including public education, increased Highway Traffic Act fines and expanded use of Automated Speed Enforcement.

Resolution #4-1-2024

Moved by Elaine Capes, Seconded by Melinda Davie

WHEREAS road safety is of continuing and increasing concern to Ontarians;

AND WHEREAS, the number of traffic collisions, injuries and fatalities are at unacceptable levels[i];

AND WHEREAS, recent statistics and media reports show increasing fatalities and police roadway activities[ii];

AND WHEREAS, speeding is a leading contributing factor in many accidents including fatalities[iii];

AND WHEREAS, fines for basic speeding have not increased for three decades or more thus losing at least 50% of their deterrent value through inflation;

AND WHEREAS, over 60% of all other Highway Traffic Act (HTA) Set Fines remain at \$85, an amount also suggesting no increase in decades[iv];

AND WHEREAS, municipalities are frustrated in their attempt to roll out Automated Speed Enforcement (ASE) with current rules that restrict it to less than 80 km/h speed zones and make it contingent upon declaring Community Safety Zones where not warrant except to use ASE;

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F: 519.941.9490

E: info@townofmono.com
W: townofmono.com

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Mono, ON L9W 6S3

AND WHEREAS, Administrative Monetary Penalties (AMPs) are the logical and efficient means of dealing with offences including parking violations, red light camera infractions and ASE charges, the Regulations involving its use are mired in red tape leading to unnecessary complexity and cost.

BE IT RESOLVED that we call on other municipalities and the Province of Ontario to recognize a Road Safety Emergency and take the following actions;

1. Launch a province wide road safety educational program to be funded from a portion of monies currently spent by the Ontario Lottery and Gaming Corporation (OLG) to advertise games of chance and lotteries in Ontario.
2. Review and increase all HTA fines and penalties to reflect a deterrent amount and consequence that sends a message that driving is a privilege subject to conditions.
3. Permit municipalities to deploy ASE in 80 km/h zones or less without having to declare Community Safety Zones and without onerous conditions.
4. Establish a Working Group with municipalities to identify and recommend elimination of regulatory red tape associated with the use of ASE and AMPs.
5. Develop mechanisms that ensure POA fines and penalties do not lose their deterrent effect over time.
6. Work with municipalities to create better means of collecting outstanding POA fines and Victim Surcharge monies estimated to exceed \$1 billion as far back as 2011 [\[v\]](#).

"Carried"

[\[i\]](#) The Preliminary 2022 Ontario Road Safety Annual Report indicates a total of 25,165 fatal and personal injury collisions and of that, some 530 fatal collisions (3.9 persons per 100,000 in Ontario).

[\[ii\]](https://www.caledonenterprise.com/news/map-fatal-collisions-nearly-doubled-in-caledon-in-2023/article_3131acaf-acae-5b21-bee4-a67a33600c33.html) https://www.caledonenterprise.com/news/map-fatal-collisions-nearly-doubled-in-caledon-in-2023/article_3131acaf-acae-5b21-bee4-a67a33600c33.html. Since publication of this article, the number of Caledon fatalities has increased to nearly 20 last year. The Town of Mono has experienced an explosion of traffic stop occurrences, up over 300% since 2019.

[\[iii\]](#) Speeding convictions account for over 50% of all HTA convictions - see <https://www.ontariocourts.ca/ocj/statistics/>.

[\[iv\]](#) <https://www.ontariocourts.ca/ocj/provincial-offences/set-fines/set-fines-i/schedule-43/>.

[\[v\]](#) <http://oapssb.ca/wp-content/uploads/2021/05/OAPSB-POA-WHITE-PAPER-FINAL-1-Nov-2011.pdf>. This report, prepared by the Ontario Association of Police Services Boards,

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suggests a number of effective mechanisms to collect unpaid fines including garnishment of Federal income tax refunds and other payments as is currently done in other provinces.

Respectfully,

Fred Simpson, Clerk

Copy: Minister of Finance
Honourable Sylvia Jones, Dufferin-Caledon MPP
Association of Municipalities of Ontario
All Ontario municipalities

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CC 02-20-24



**Resolution
Regular Council Meeting**

Agenda Number: 6.7

Resolution Number: 2024-009

Title: Association of Municipalities of Ontario (AMO) Policy Update - Social and Economic Prosperity Review

Date: Wednesday, January 24, 2024

Moved by Mario Zanth

Seconded by Geneviève Lajoie

Whereas current provincial-municipal fiscal arrangements are undermining Ontario's economic prosperity and quality of life;

And whereas nearly a third of municipal spending in Ontario is for services in areas of provincial responsibility, and expenditures are outpacing provincial contributions by nearly \$4 billion a year;

And whereas municipal revenues, such as property taxes, do not grow with the economy or inflation;

And whereas unprecedented population and housing growth will require significant investments in municipal infrastructure;

And whereas municipalities are being asked to take on complex health and social challenges, like homelessness, supporting asylum seekers, and addressing the mental health and addictions crises;

And whereas inflation, rising interest rates, and provincial policy decisions are sharply constraining municipal fiscal capacity;

And whereas property taxpayers, including people on fixed incomes and small businesses, cannot afford to subsidize income re-distribution programs for those most in need;

And whereas the province can, and should, invest more in the prosperity of communities;

And whereas municipalities and the provincial government have a strong history of collaboration.

Be it resolved that the Province of Ontario commit to undertaking with the Association of Municipalities of Ontario a comprehensive social and economic prosperity review to promote the stability and sustainability of municipal finances across Ontario.

Be it further resolved that a copy of this Resolution be circulated to all the municipalities in Ontario.

Carried as amended

Mélissa Cadieux, Clerk



CC 02-12-24

Jackson Square, 185 King Street, Peterborough, ON K9J 2R8
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peterboroughpublichealth.ca

December 4, 2023

Hon. Sylvia Jones,
Deputy Premier and Minister of Health
sylvia.jones@ontario.ca

Dear Minister Jones:

Re: Bill 103, Smoke-Free Ontario Amendment Act (Vaping is not for Kids), 2023

At its November 8, 2023 meeting, the Board of Health for Peterborough Public Health considered and endorsed correspondence from the Simcoe Muskoka District Health Unit regarding the implementation of Bill 103, Smoke-Free Ontario Amendment Act (Vaping is not for Kids), 2023.

The proposed requirements of Bill 103 to the Smoke-Free Ontario Act would have a positive impact on the health of Ontarians. Bill 103's focus on increased efforts to prevent youth uptake through reducing availability and restricting advertising of vaping products, along with requiring that specialty vape stores obtain store location approval from the local board of health, will ultimately result in decreased nicotine addiction and prevent future stress on Ontario's healthcare system.

Peterborough Public Health would be happy to work with your government in supporting the changes proposed within Bill 103 as part of our efforts to reduce the burden of harmful substance use.

I trust you will consider our efforts, along with Simcoe Muskoka and the advocacy of others, who continue to voice their support for the passing and implementation of this important legislation.

Sincerely,

Original signed by

Councillor Kathryn Wilson
Chair, Board of Health

/ag
Encl.

cc: France G elinas, Member of Provincial Parliament, Nickel Belt
Dr. Kieran Moore, Chief Medical Officer of Health
Honourable Michael Parsa, Minister of Children, Community and Social Services
Honourable Paul Calandra, Minister of Municipal Affairs and Housing
Local MPPs
Ontario Boards of Health
Association of Local Public Health Agencies (alPHa)

Serving the residents of Curve Lake and Hiawatha First Nations, and the County and City of Peterborough



September 7, 2023

The Honourable Sylvia Jones
Deputy Premier and Minister of Health
Ministry of Health
College Park 5th Floor, 777 Bay Street
Toronto ON M7A 2J3
sylvia.jones@ontario.ca

Dear Minister Jones:

Re: Bill 103, Smoke-Free Ontario Amendment Act (Vaping is not for Kids), 2023

Electronic cigarettes (e-cigarettes) are addicting youth to nicotine at an alarming rate. Between 2017-2019, vaping rates doubled among Ontario students in grades 7-12. In Simcoe Muskoka, 32% of students in grades 7-12 and 43% of high school students reported using an e-cigarette in the past year. This is particularly concerning when considering the highly addictive effects of nicotine in e-cigarettes is associated with an increased risk for future tobacco cigarette use among youth who vape (Ontario Agency for Health Protection and Promotion, 2018). Further, there are significant health risks associated with youth vaping as a result of the toxic and carcinogenic substances in devices including lung damage, changes to the brain, burns, dependence or addiction, difficulty learning, and increased anxiety and stress.

As chair of the Simcoe Muskoka District Health Unit (SMDHU) Board of Health I am writing in support of Public Health Sudbury and Districts letter on June 28, 2023 regarding Bill 103, Smoke-Free Ontario Amendment Act (Vaping is not for Kids), 2023. Bill 103's focus on preventing youth uptake of vaping is important to decrease morbidity and mortality and keep Ontarians out of the healthcare system now and in the future. This includes prohibiting the promotion of vapour products, raising the minimum age for purchasing vapour products and requiring that specialty vape stores obtain store location approval from the Board of Health.

Such amendments proposed by Bill 103 align with the philosophy of previous positions of the Board of Health, which have been focused on reducing nicotine and tobacco use in our communities. This includes previous Board communications to the Province of Ontario and the Federal Government in support of the previous 2017 Tobacco Endgame for Canada (committing to a target of less than 5% tobacco use in Canada by 2035), supporting previous tobacco tax increases (2018) and a 2014 letter to the Director General, Health Products and Food Branch Inspectorate regarding the increased use and availability of electronic cigarettes.

In 2023, the Board of Health called on the Ontario government to establish a renewed smoking, vaping and nicotine strategy which was supported from the Association of Local Public Health Agencies and the linked [letter](#) was sent in August 2023 to the Ontario Minister of Health. Such communications to government have been supported by SMDHU's comprehensive approach to smoke-free programming via education, promotion and

- | | | | | | | |
|--|---|--|---|---|---|---|
| <input type="checkbox"/> Barrie:
15 Sperling Drive
Barrie, ON
L4M 6K9
705-721-7520
FAX: 705-721-1495 | <input type="checkbox"/> Collingwood:
280 Pretty River Pkwy.
Collingwood, ON
L9Y 4J5
705-445-0804
FAX: 705-445-6498 | <input type="checkbox"/> Cookstown:
2-25 King Street S.
Cookstown, ON
L0L 1L0
705-458-1103
FAX: 705-458-0105 | <input type="checkbox"/> Gravenhurst:
2-5 Pineridge Gate
Gravenhurst, ON
P1P 1Z3
705-684-9090
FAX: 705-684-9887 | <input type="checkbox"/> Huntsville:
34 Chaffey St.
Huntsville, ON
P1H 1K1
705-789-8813
FAX: 705-789-7245 | <input type="checkbox"/> Midland:
A-925 Hugel Ave.
Midland, ON
L4R 1X8
705-526-9324
FAX: 705-526-1513 | <input type="checkbox"/> Orillia:
120-169 Front St. S.
Orillia, ON
L3V 4S8
705-325-9565
FAX: 705-325-2091 |
|--|---|--|---|---|---|---|

Your Health Connection

enforcement efforts which are required to manage increasing youth vaping rates through strategies that prevent nicotine addiction such as the [Not An Experiment](#) initiative.

The proposed requirements of Bill 103 to the Smoke-Free Ontario Act would have a positive impact on the health of Ontarians, in particular for the youth. Bill 103, if passed, would result in reducing the availability of vape devices and restrict vaping product advertising that has resulted in an increase in nicotine addiction and increasing present and future stress on the healthcare system. SMDHU would be happy to work with your government in supporting the changes proposed within Bill 103 as a part of our comprehensive strategy to reduce youth vaping and decrease nicotine addiction.

Sincerely,

ORIGINAL Signed By:

Ann-Marie Kungl, Board of Health Chair
Simcoe Muskoka District Health Unit

AMK:CG:SR:sh

cc: France G elinas, Member of Provincial Parliament, Nickel Belt
Dr. Kieran Moore, Chief Medical Officer of Health
Honourable Michael Parsa, Minister of Children, Community and Social Services
Honourable Steve Clark, Minister of Municipal Affairs and Housing
All Ontario Boards of Health
Association of Local Public Health Agencies

References

Ontario Agency for Health Protection and Promotion (Public Health Ontario). Berenbaum E, Keller-Olaman S, Manson H, Moloughney B, Muir S, Simms C, Singh H, Watson K. Current evidence on e-cigarettes: a summary of potential impacts. Toronto, ON: Queen's Printer for Ontario; 2018.



CC 02-13-24

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December 4, 2023

Hon. Sylvia Jones
Deputy Premier and Minister of Health
sylvia.jones@ontario.ca

Dear Minister Jones:

Re: Inclusion of Monitoring Food Affordability in the Updated Ontario Public Health Standards

The Board of Peterborough Public Health is writing to you following a staff report and presentation on local food affordability at its November 8, 2023 meeting. The Board recognizes the need to continue to monitor food affordability and food access in local public health agency jurisdictions and requests that this is maintained in the updated Ontario Public Health Standards (OPHS).

The 2018 OPHS Population Health Assessment and Surveillance Protocol¹ requires Boards of Health to monitor food environments, including food access and affordability. Food affordability monitoring has taken place for decades, as outlined in a provincial protocol prior to 2018. Monitoring food affordability provides important data used by community partners to inform local, provincial and national policy solutions to address household food insecurity.

Household food insecurity is a serious public health problem that is associated with poorer physical and mental health.² Upstream solutions have the potential to reduce the financial burden of food insecurity on public health care. It is critical to prioritize the monitoring of this public health problem, as we look to building a stronger, more equitable health system that meets the needs of underserved populations.

The significance of monitoring food affordability to support efforts to address household food insecurity reflects the critical importance of local evidence gathering, and health promotion in Ontario, which we hope will be strongly reflected in the new standards. We welcome further engagement regarding the development of the new standards, to help ensure that they are informed by local public health agencies and the needs and opportunities in their communities.

Sincerely,

Original signed by

Councillor Kathryn Wilson
Chair, Board of Health

/ag

cc: Dr. Kieran Moore, Chief Medical Officer of Health
Local MPPs
Ontario Boards of Health
Association of Local Public Health Agencies (ALPHA)

¹ Ontario Public Health Standards Population Health Assessment and Surveillance Protocol. 2018. Available from: https://www.health.gov.on.ca/en/pro/programs/publichealth/oph_standards/docs/protocols_guidelines/Population_Health_Assessment_Surveillance_2018_en.pdf

² PROOF (2023). What are the implications of food insecurity for health and health care? Available from: <https://proof.utoronto.ca/food-insecurity/what-are-the-implications-of-food-insecurity-for-health-and-health-care/>



CC 02-14-24

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December 4, 2023

Hon. Doug Ford
Premier of Ontario
premier@ontario.ca

Hon. Sylvia Jones
Deputy Premier and Minister of Health
sylvia.jones@ontario.ca

Hon. Michael Parsa
Minister of Children, Community and Social Services
MinisterMCCSS@ontario.ca

Dear Premier Ford, Ministers Jones and Parsa:

Re: Income-based policy interventions to effectively reduce household food insecurity (HFI)

On behalf of the Board of Health for Peterborough Public Health, I am writing in support of Algoma Public Health's recommendations for income-based policy interventions to address household food insecurity.

In Peterborough between 2020-2022, nearly 1 in 5 households faced food insecurity.¹ This is the highest prevalence estimate we have ever seen. Peterborough's 2023 food affordability monitoring results show that many residents struggle to afford food and housing.² In 2023, there was less money left after residents paid for food and rent than the year before, and in many cases, people faced deficits.

Research indicates that income responses are needed to address household food insecurity.³ Sufficient income to meet basic needs supports people to be physically and mentally healthy, and to make meaningful contributions to society.

Sincerely,

Original signed by

Councillor Kathryn Wilson
Chair, Board of Health

/ag
Encl.

cc: Dr. Kieran Moore, Chief Medical Officer of Health
Local MPPs
Local MPs
Ontario Boards of Health
Association of Local Public Health Agencies (ALPHA)

¹ Public Health Ontario. *Response to Scientific / Technical Request: Household Food Insecurity Estimates from the Canadian Income Survey: Ontario 2019-2022; 2023.*

² Peterborough Public Health. Ontario Nutritious Food Basket Data, 2023.

³ ODPH Position Statement on Responses to Food Insecurity: Ontario Dietitians in Public Health.

2023. Available from: <https://www.odph.ca/odph-position-statement-on-responses-to-food-insecurity-1>.



July 4, 2023

The Honourable Doug Ford
Premier of Ontario
Delivered via email: premier@ontario.ca

The Honourable Sylvia Jones
Deputy Premier
Minister of Health
Delivered via email: sylvia.jones@pc.ola.org

The Honourable Michael Parsa
Minister of Children, Community and Social Services
Delivered via email: michael.parsaco@pc.ola.org

Dear Premier Ford, Deputy Premier and Minister Jones, and Minister Parsa:

Re: Income-based policy interventions to effectively reduce household food insecurity (HFI)

On June 28, 2023, the Board of Health for Algoma Public Health (APH) passed a resolution endorsing income-based policy interventions to effectively reduce household food insecurity (HFI), which is an urgent public health problem that imposes serious consequences to the health and well-being of Ontarians.

HFI is inadequate or insecure access to food due to household financial constraints.^(1, 2) It is a sign of poverty, rooted in a lack of adequate and stable income to make ends meet. In 2022, more than 2.8 million Ontarians were food insecure, and this will only get worse with recent sky-rocketing inflation.⁽³⁾

Locally, APH monitors food affordability as required by the *Ontario Public Health Standards*. Our local data shows that low-income households, especially those receiving Ontario Works (OW) and Ontario Disability Support Program (ODSP), struggle to afford basic costs of living and will be increasingly vulnerable as food prices continue to rise.⁽⁴⁾

Not being able to afford adequate food has profound adverse effects on people’s physical and mental health and their ability to lead productive lives. This creates a heavy burden on the health care system with adults living in severely food insecure households incurring 121% higher health care costs compared to food secure households.⁽⁵⁾ Effective income policies to reduce food insecurity could offset considerable public expenditures on health care and improve overall health.

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Elliot Lake
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Wawa
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TF: 1 (888) 211-8074
Fax: 705-856-1752

Food charity is NOT a solution to the problem. Food banks may provide temporary food relief but do not address the root causes. Only about one-quarter of households experiencing food insecurity go to food banks and for those who do use them, food insecurity does not go away.⁽²⁾

We urge the province to collaborate across sectors to implement income-based policies that effectively reduce food insecurity, such as^(1, 2, 5)

- increasing minimum wage to a rate that better reflects costs of living, such as a living wage,
- raising social assistance to reflect costs of living,
- indexing Ontario Works to inflation, and
- reducing income tax rates for the lowest income households.

Such income policies preserve dignity, address the root cause of the problem, give choice of which foods to buy, and ensure the basic right to food.

Sincerely,



Sally Hagman
Chair, Board of Health,

cc: Dr. J. Loo, Medical Officer of Health and Chief Executive Officer for Algoma Public Health
Local Councils
Local MPs
The Association of Local Public Health Agencies
Ontario Boards of Health

References:

1. Tarasuk V, Li T, Fafard St-Germain A-A. Household food insecurity in Canada, 2021. 2016. <https://proof.utoronto.ca/wp-content/uploads/2022/08/Household-Food-Insecurity-in-Canada-2021-PROOF.pdf>
2. ODPH Position Statement on Responses to Food Insecurity: Ontario Dietitians in Public Health. 2023. Available from: <https://www.odph.ca/odph-position-statement-on-responses-to-food-insecurity-1>.
3. New data on household food insecurity in 2022. PROOF, 2023. <https://proof.utoronto.ca/>
4. Food affordability in Algoma infographic. 2023.
5. alPHa Resolutions- Determinants of health. Resolution A05-18, Adequate Nutrition for works and Ontario Disability Support Program Participants and Low Wage Earners; Resolution A15- 4, Public Health Support for a Basic Income Guarantee; Resolution A18-2, Public Health Support for a Minimum Wage that is a Living Wage. Association of Local Public Health Agencies, 2009. https://www.alphaweb.org/page/Resolutions_SDOH

CC 02-15-24



December 13, 2023

SENT ELECTRONICALLY

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Room 281
Queens Park
Toronto, ON M7A 1A1

The Honourable Sylvia Jones
Minister of Health / Deputy Premier
777 Bay Street, College Park, 5th Floor
Toronto, ON M7A 2J3

Michael Parsa
Minister of Children, Community and Social Services
438 University Avenue, 7th Floor
Toronto, ON M7A 1N3

Dear Premier Ford, Minister Jones, and Minister Parsa:

RE: Intimate Partner Violence and Public Health Action

On behalf of the Board of Health for North Bay Parry Sound District Health Unit (Health Unit), please accept this correspondence highlighting the need to advance local and provincial action on monitoring, preventing, and reducing Intimate Partner Violence, and adverse events experienced by children with violence or abuse in the family unit. As a local public health unit, we are engaged in this work as per the following Ontario Public Health Standards: Healthy Growth and Development (including Health Babies Healthy Children Program); Substance Use and Injury Prevention; and Foundational (such as Population Health Assessment and Health Equity). At its meeting on November 22, 2023, the Board of Health carried the following resolution #BOH/2023/11/04:

WHEREAS, the Ontario Public Health Standards identifies violence as a topic for consideration within the Substance Use and Injury Prevention Standard and requires public health units to use a comprehensive health promotion approach that addresses risk and protective factors to reduce the burden of preventable injuries in the health population;

WHEREAS, the Ontario Public Health Standards require public health units to monitor and assess trends related to injuries;

WHEREAS, public health units and their programs, such as Healthy Babies Healthy Children and Sexual Health, respond to disclosure of Intimate Partner Violence or support disclosing of Intimate Partner Violence within individual client care using best practices;

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To Premier Ford, Minister Jones, and Minister Parsa

Page: 2 of 4

December 13, 2023

WHEREAS, it is well documented that Intimate Partner Violence is a serious preventable problem that significantly impacts victims and their children with effects across the lifespan and has considerable societal costs associated with medical and mental health services, lost productivity, and criminal justice and child welfare costs;

WHEREAS, responding to and preventing Intimate Partner Violence requires urgent and sustained evidence-based interventions by multisectoral agencies at a local and provincial level that are effective in preventing violence, and effective in changing risk and increasing protective factors, especially in adolescents and young adults;

WHEREAS, Intimate Partner Violence is generally underreported. Locally reported police, victim, and healthcare service data likely does not represent the full extent of Intimate Partner Violence, nor the risk and nature of the abuse and how it varies across specific population groups (e.g., 2sLGBTQ+, Indigenous) and age groups. Local level survey data is not available on Intimate Partner Violence, as collected through the Statistics Canada General Social Survey on Canadian's Safety (Victimization), or Adverse Childhood Experiences (ACEs);

THEREFORE BE IT RESOLVED, That the Board of Health for the North Bay Parry Sound District Health Unit is committed to being a member on the Violence against Women Coordinating Committee (VAWCC) of Nipissing and VAWCC of Parry Sound, and support the efforts of staff to research and consult with local, regional, and provincial experts and community partners to enhance surveillance methodologies, knowledge of effective prevention strategies, promotion of local services, and capacity for collective action and evaluation; and,

THEREFORE BE IT RESOLVED, That the Board of Health call on the Province of Ontario to invest in surveillance and analytical methodologies at a provincial and local public health unit level to gain a better understanding of the prevalence of Intimate Partner Violence and Adverse Childhood Experiences and to permit monitoring of trends, and data-informed action; and,

THEREFORE BE IT RESOLVED, That the Board of Health call on the Province of Ontario to develop a Provincial Intimate Partner Violence strategy to support the identification, implementation, evaluation, and monitoring of effective violence prevention strategies; and

THEREFORE BE IT RESOLVED, That the Board of Health call on the Province of Ontario and the Ministry of Children, Community and Social Services (MCCSS) to increase the funding allocated to the Healthy Babies Healthy Children Home Visiting program that is operated out of local public health units. The program directly services individual parents who need more support. Within this work, staff respond to disclosure of Intimate Partner Violence or support disclosing of Intimate Partner Violence. The annual budget for the Healthy Babies Healthy Children program has not increased in over 10 years.

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To Premier Ford, Minister Jones, and Minister Parsa

Page: 3 of 4

December 13, 2023

Intimate Partner Violence which can include physical, sexual, and/or emotional harm toward a current or former intimate partner, is a serious preventable problem that significantly impacts victims and their children with effects across the lifespan.

On an individual level, exposure to Intimate Partner Violence has been associated with negative impacts to social functioning, mental health, and physical health. In addition, it has been well established through research, that children exposed to violence in the family either directly, or through witnessing interparental violence are at increased risk of intimate partner violence experiences in adolescence and adulthood. Domestic abuse is recognized as an Adverse Childhood Experience. Adverse childhood experiences, otherwise known as ACEs is a term used to describe negative, stressful, traumatizing events that occur before the age of 18 years. They are associated with risk of serious physical, mental health, and neurobiological problems, and more exposure to adverse events predicts greater risk in later years. There is a need to invest in interventions that are effective in preventing violence, or effective in changing risk and increasing protective factors. Research indicates that Intimate Partner Violence starts early in the lifespan, in adolescents and young adults, highlighting the need for early prevention efforts, and interventions targeting this population.

The Board of Health respectfully urges the Provincial Government to invest in surveillance and data-informed strategies at a provincial and local level that will help to monitor trends, prevent and reduce intimate partner violence; reduce adverse childhood experiences; and, increase resilience and protective factors to decrease the likelihood of future risk, such as becoming a victim, or perpetrator of violence.

Sincerely,

A handwritten signature in black ink, appearing to read "Rick Champagne".

Rick Champagne
Chairperson, Board of Health

A handwritten signature in black ink, appearing to read "Carol Zimbalatti".

Carol Zimbalatti, M.D., CCFP, MPH
Medical Officer of Health/Executive Officer

Your lifetime partner in healthy living.
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myhealthunit.ca

📍 345 Oak Street West,
North Bay, ON P1B 2T2

📞 1-800-563-2808
705-474-1400

📠 705-474-8252

📍 90 Bowes Street, Suite 201,
Parry Sound, ON P2A 2L7

📞 1-800-563-2808
705-746-5801

📠 705-746-2711



To Premier Ford, Minister Jones, and Minister Parsa

Page: 4 of 4

December 13, 2023

Copy to:

Vic Fedeli, MPP, Nipissing
Graydon Smith, MPP, Parry Sound-Muskoka
John Vanthof, MPP, Timiskaming-Cochrane
Ontario Boards of Health
Health Unit Member Municipalities
The Honourable Michael Kerzner (Solicitor General of Ontario)
Josée Bégin (Assistant Chief Statistician, Statistics Canada)
Chairs of the VAWCC of Nipissing and VAWCC of Parry Sound

References:

1. Statistics Canada, [Victims of police-reported family and intimate partner violence in Canada, 2021](#). 2022 Oct. 19.
2. Cotter, Adam. "Intimate partner violence in Canada, 2018: An overview." *Juristat*. 2021. Statistics Canada Catalogue no. 85-002-X.
3. Statistics Canada, [Brief: Statistical profile of intimate partner violence in Canada](#). 2022 Feb. 15.
4. Public Health Agency of Canada. [The Chief Public Health Officer's Report on the State of Public Health in Canada 2016: A focus on Family Violence in Canada](#). 2016 Sept. 30.
5. Public Health Agency of Canada. [Canada's Road Map to End Violence Against Children](#). July 15, 2019.
6. Finnie RKC, Okasako-Schmucker DL, Buchanan L, Carty D, Wethington H, Mercer SL, Basile KC, DeGue S, Niolon PH, Bishop J, Titus T, Noursi S, Dickerson SA, Whitaker D, Swider S, Remington P; Community Preventive Services Task Force. Intimate Partner and Sexual Violence Prevention Among Youth: A Community Guide Systematic Review. *Am J Prev Med*. 2022 Jan;62(1):e45-e55.
7. Ontario Agency for Health Protection and Promotion (Public Health Ontario). Carsley S, Oei T. [Interventions to prevent and mitigate the impact of adverse childhood experiences \(ACEs\) in Canada: a literature review](#). Toronto, ON: Queen's Printer for Ontario; 2020.

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CC 02-16-24

Jackson Square, 185 King Street, Peterborough, ON K9J 2R8
P: 705-743-1000 or 1-877-743-0101
F: 705-743-2897
peterboroughpublichealth.ca

January 5, 2024

The Honourable Doug Ford
Premier of Ontario
premier@ontario.ca

The Honourable Sylvia Jones
Deputy Minister / Minister of Health
sylvia.jones@ontario.ca

The Honourable Michael Tibollo
Associate Minister of Mental Health and Addictions
michael.tibollo@ontario.ca

Dear Premier Ford and Ministers Jones and Tibollo,

RE: Public Health Strengthening

At its meeting on December 13th meeting, the Board of Health for Peterborough Public Health received a presentation on the importance of investment in health promotion strategies and a diversified skilled workforce to deliver impactful local public health activities.

The Health Promotion Ontario's [White Paper on the Value of Local Health Promotion in Ontario, 2023](#), stated the value of local health promotion delivered by local public health agencies and how it is an effective strategy in addressing Ontario's Health Care crisis. It recommends strong and sustained investment in local health promotion by public health units to ensure that health promotion is prioritized on an ongoing basis. The Chief Public Health Officer of Canada's report: [The Chief Public Health Officer of Canada's Report on the State of Public Health in Canada, 2023](#) also underscored the importance of health promotion strategies for ensuring resilience and preparedness in the face of pandemics and emergencies.

Public health strategies are only impactful if there is appropriately resourced, skilled and diversified workforce to deliver them. The Ontario Chief Medical Officer of Health's 2022 report [Being Ready: Ensuring Public Health Preparedness for Infectious Outbreaks and Pandemics](#) outlines the importance of funding an adequate and skilled, adaptable and resilient public health workforce that is cross trained in core public health work and has the surge capacity to meet the current and future needs of Ontario.

There are opportunities for system improvements as part of the review of Board of Health roles and responsibilities announced under the government's Public Health Strengthening initiative. The Board of Health respectfully urges the Provincial Government to ensure local Public Health Units are supported to invest in coordinated action to promote health and reduce the burden of chronic diseases, substance use and injuries and increase health equity. This includes both maintaining the current breadth and scope of health promotion work outlined by the Ontario Public Health Standards and a continued investment of a skilled and diversified public health workforce.

Serving the residents of **Curve Lake** and **Hiawatha First Nations**, and the **County and City of Peterborough**

We also respectfully request that the Chief Medical Officer of Health ensure proactive engagement in the sector-driven review of the Ontario Public Health Standards.

Sincerely,

Original signed by

Councillor Kathryn Wilson
Chair, Board of Health

/ag

cc: Dr. Kieran Moore, Ontario Chief Medical Officer of Health
Local MPPs
Ontario Boards of Health
Association of Local Public Health Agencies.



alPHa's members are the public health units in Ontario.

alPHa Sections:

Boards of Health Section

Council of Ontario Medical Officers of Health (COMOH)

Affiliate Organizations:

Association of Ontario Public Health Business Administrators

Association of Public Health Epidemiologists in Ontario

Association of Supervisors of Public Health Inspectors of Ontario

Health Promotion Ontario

Ontario Association of Public Health Dentistry

Ontario Association of Public Health Nursing Leaders

Ontario Dietitians in Public Health

www.alphaweb.org

CC 02-17-24

PO Box 73510, RPO Wychwood
Toronto, ON M6C 4A7
E-mail: info@alphaweb.org

January 10, 2024

The Honourable Peter Bethlenfalvy, MPP
Minister of Finance
Frost Building North, 3rd floor
95 Grosvenor Street
Toronto ON M7A 1Z1

Dear Minister Bethlenfalvy,

Re: 2024 Pre-Budget Submission: Public Health Programs and Services

On behalf of the Association of Local Public Health Agencies (alPHa) and its Council of Ontario Medical Officers of Health, Boards of Health Section and Affiliate Organizations, we are writing to provide input on the financial requirements for a stable, locally based public health system as part of this year's pre-budget consultation.

We were pleased with the commitments that were made to local public health as part of the Minister of Health's address to the Association of Municipalities of Ontario (AMO) on August 22, 2023. The restoration of the \$47 million in provincial annual base funding with a guaranteed increase of 1% in each of the next three years is a positive step towards stability that will assist us with our own budget planning.

We would observe however that these commitments only return us to our 2019 baseline, minus the 100% provincial funding for certain programs. Since then local public health has experienced four years' worth of significant inflationary cost increases, a resource-intensive pandemic response that created a significant backlog of routine programs and services, population growth, and costs related to updating technological infrastructure.

We hope that the promised review of the public health funding formula that is planned to take effect in 2026 under the Strengthening Public Health initiative will afford us the opportunity to address long-term needs, but local public health is facing substantial budget pressures that need to be addressed now.

As part of our 2023 budget submission, we included the following key findings. These needs have not been addressed and therefore remain valid:

- Overall, the current funding envelope for public health units in Ontario is not sufficient to meet the provincially mandated standards. Though this has been the case for many years, our 2023 survey indicated that local public health units are projecting additional budget pressures from multiple sources in the coming years, including collective agreements, substantially increased inflationary pressures, the additional demands of the response to the co-circulation of respiratory diseases including flu, RSV and COVID-19, and the backlog of programs and services that has built up over nearly three full calendar years.

Providing Leadership in Public Health Management

- Effectively meeting the Ontario Public Health Standards, excluding the Healthy Babies Healthy Children program for 2023 would have required an estimated \$132M in total additional funding, representing an average increase of 11.8% across health units. This represents an increase of just 0.2% of the entire Ministry of Health budget.
- Effectively meeting the requirements of the Healthy Babies Healthy Children program for 2023 would have required an estimated \$12.5M in total additional funding, representing an average increase of 13.8% across health units. This represents an increase of only 0.08% of the entire Ministry of Children, Community and Social Services budget.

As we embark on the voluntary mergers of public health units that are a centrepiece of the Strengthening Public Health initiative, these are intended to enhance capacity. We appreciate the CMOH's stated commitment to providing merger funding to facilitate these. Sufficient and timely resources are required to support these locally driven processes.

Throughout the past year, ALPHA has produced a [series of infographics](#) that clearly demonstrate the return on investment that public health provides through programs and services that promote well-being, prevent disease and injury, and protect population health. In so doing, local public health supports the Ontario government in its goals to be efficient, effective, and provide value for money.

Each of these is attached for your consideration, but we would like to highlight the one that outlines [Public Health Fall Vaccine Success](#), which focuses on the success of recent local public health campaigns to increase coverage against a range of vaccine preventable diseases, including COVID-19, mPox, influenza, and those included in routine childhood immunizations. This is just one example of how public health work can have an immediate impact within the broader health care system.

We also note that the Chief Medical Officer of Health for Ontario, in his [2022 Annual Report](#), *Being Ready: Ensuring Public Health Preparedness for Infectious Outbreaks and Pandemics*, calls for an end to the "boom and bust" cycle of funding that left Ontario less prepared than it should have been for COVID-19. It also calls for sustained investment in pandemic preparedness over time, so Ontario maintains a steady state of readiness.

While the CMOH Report frames preparedness squarely in the context of future pandemics and outbreaks, we would submit that "preparedness" includes all aspects of the population-wide, upstream, prevention-focused approach to protecting and promoting health that is outlined in the Ontario Public Health Standards. This view is strongly reinforced by the Chief Public Health Officer of Canada in her [2023 Annual Report](#), which proposes a health promotion approach to emergency management, within which public health can work with partners in different sectors to build healthier and more resilient communities, with a strong focus on equity, by laying the foundations to better prevent, withstand, and recover from emergencies.

Investments in public health generate significant returns, including better health, lower health care costs, and a stronger economy. According to the 2018-19 Ministry of Health and Long-Term Care Expenditure Estimates, the operating estimate for the entire Population and Public Health Program (which includes internal Ministry expenses, funding for Public Health Ontario and the local grants) was \$1.267 billion, or about 2% of the total Ministry operating expenses. This demonstrates a tremendous return on investment given the significant benefit to the health of the people of Ontario.

We look forward to working with you and welcome this opportunity to advocate for a sustainable and resilient public health system. Please have your staff contact Loretta Ryan, Executive Director, alPha, at loretta@alphaweb.org or 647-325-9594 for any follow-up.

Sincerely,



Dr. Charles Gardner,
President

Copy: Hon. Sylvia Jones, Minister of Health
Dr. Kieran Moore, Chief Medical Officer of Health, Ontario

Encl.

The Association of Local Public Health Agencies (alPha) is a not-for-profit organization that provides leadership to the boards of health and public health units in Ontario. alPha advises and lends expertise to members on the governance, administration and management of health units. The Association also collaborates with governments and other health organizations, advocating for a strong, effective and efficient public health system in the province. Through policy analysis, discussion, collaboration, and advocacy, alPha's members and staff act to promote public health policies that form a strong foundation for the improvement of health promotion and protection, disease prevention and surveillance services in all of Ontario's communities.

PUBLIC HEALTH MATTERS

Providing Leadership in Public Health Management

alPha

Association of Local PUBLIC HEALTH Agencies

www.alphaweb.org

A PUBLIC HEALTH PRIMER

SPRING 2022

Public health champions health for all. Local public health agencies provide programs and services that promote well-being, prevent disease and injury, and protect population health. Our work, often done in collaboration with local partners and within the broader public health system, results in a healthier population and avoids drawing on costly and scarce health care resources.

OUR ASK

That decision makers acknowledge that local public health has been the backbone of Ontario’s successful response to the pandemic and remains essential to the province’s health and economic recovery, which will require sustained and sufficient resources and a stable structure embedded in local communities.

PUBLIC HEALTH RESPONSE

Ontario’s 34 local public health agencies are the front line of the COVID-19 response.

Public health professionals are responsible for the following:

CASE AND CONTACT MANAGEMENT:

Identify and isolate cases.

DATA ANALYSIS:

Identify sources of infection and patterns of transmission.

OUTBREAK CONTROL:

Protect vulnerable populations in higher risk settings.

PUBLIC HEALTH MEASURES:

Implement and enforce measures to slow the spread of COVID-19.

ADVICE TO GOVERNMENT:

Provide expert input to inform government actions in the fight against COVID-19.

ADVICE TO THE PUBLIC:

Provide and reinforce expert advice to empower the public in the fight against COVID-19.

VACCINATION EFFORTS:

Lead the distribution and administration of COVID-19 vaccines in all Ontario communities.

7,139,930
INDIVIDUALS VACCINATED WITH 3 DOSES IN ONTARIO AS OF MARCH 22, 2022
Source: Government of Ontario

1,140,865
CONFIRMED COVID-19 CASES IN ONTARIO AS OF MARCH 21, 2022
Source: Public Health Ontario



Population Health Assessment



Health Equity



Effective Public Health Practice



Emergency Management



Chronic Disease Prevention and Well-Being



Food Safety



Healthy Environments

PUBLIC HEALTH MATTERS

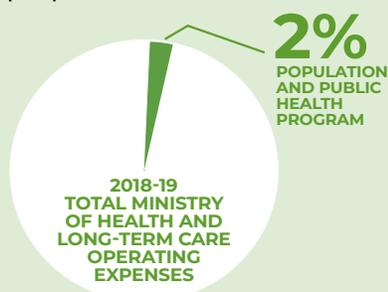


RETURN ON INVESTMENT

Investments in public health generate significant returns, including better health, lower health care costs, and a stronger economy.

According to the 2018-19 (former) Ministry of Health and Long-Term Care Expenditure Estimates, the operating estimate for the entire Population and Public Health Program (which includes internal Ministry expenses, funding for Public Health Ontario and the local grants) was **\$1.267 billion**, or about **2%** of the total Ministry operating expenses.

This demonstrates a tremendous return on investment given the significant benefit to the health of the people of Ontario.



IMPACT ON RESOURCES



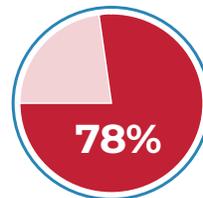
The COVID-19 response **pre-empted most activities** mandated by the Ontario Public Health Standards.

Suspension of routine public health programs and services is our equivalent of the health care system's "surgical backlog." We must resume these while we maintain an effective COVID-19 response.



The COVID-19 pandemic magnified existing **health inequities**. This will put additional demands on Public Health resources to address them in the future.

Each of Ontario's 34 local public health agencies had to **divert on average 78%** of all available resources to the COVID-19 response.



A measurable uptick in **substance use** (e.g., alcohol and opioids), **mental health issues**, and factors that contribute to chronic diseases will put further demands on public health resources in the future.

Source: alPHa Report: [Public Health Resilience in Ontario - Executive Summary](#)
 Source: alPHa Report: [Public Health Resilience in Ontario - Report](#)
 Please visit: www.alphaweb.org



Healthy Growth and Development



Immunization



Infectious and Communicable Diseases Prevention and Control



Oral Health



Safe Water



School Health



Substance Use and Injury Prevention

Providing Leadership in
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PUBLIC HEALTH MATTERS

#2 of Series

PUBLIC HEALTH FALL VACCINE SUCCESS

Local public health units increased vaccine coverage and provided vital protection against disease for residents across Ontario. The leadership provided by Ontario's local public health agencies on an unprecedented number of vaccine campaigns has resulted in exceptional vaccine uptake. This fall, Ontario's 34 local public health units intensified vaccine activities to combat the fall respiratory virus surge and other emerging public health issues.

PUBLIC HEALTH UNITS PREPARED FOR, COORDINATED, AND DELIVERED 7 VACCINE CAMPAIGNS

- COVID-19: pediatric, 5-17 booster, and bivalent
- Routine: influenza and student immunization and catch-up program
- Outbreak response: mpox & meningococcal B
- Promoted routine vaccines

MORE CLINICS, INCREASED CAPACITY, BROADER OUTREACH, EXTRAORDINARY RESULTS

Ontario's 34 public health units led Ontario's vaccination campaigns with a focus on increased access, data-driven action, integrated services, and amplified messages.

FALL 2022 VACCINATION BY THE NUMBERS



1,100+

Fixed site clinics*



2,000+

Mobile clinics*



700+

Influenza clinics



1,000+

Student Immunization and catch-up clinics



400+

Mpox clinics



3,000+

Homebound vaccinations

* co-administration of multiple vaccines

COMMUNICATION AND PUBLIC EDUCATION ABOUT VACCINE CAMPAIGNS



3,300+

Social media posts



4,500,000+

Social media engagement and impressions



700+

Media releases, responses, and interviews



Population Health Assessment



Health Equity



Effective Public Health Practice



Emergency Management



Chronic Disease Prevention and Well-Being



Food Safety



Healthy Environments

January 11, 2023

PUBLIC HEALTH MATTERS

PUBLIC HEALTH FALL VACCINE SUCCESS



ACCESS INCREASED

- Local public health units partnered with municipalities to run mobile vaccination buses. The buses aimed to decrease barriers to vaccination, services were offered at locations where people attend regularly (such as malls, grocery stores, local events, and parks), in remote locations, to at-risk communities, and in other underserved areas.
- Local public health units worked closely with Indigenous communities. For example, a local public health unit created and shared biweekly communication packages with local First Nations, urban Indigenous community groups and Métis partners to foster open communication, prompt sharing of public health guidance, and updates on vaccines.



DATA-DRIVEN ACTIVITIES

- Ontario's 34 local public health units used data to optimize vaccine coverage. This is exemplified through a local public health unit who used equity indicators to identify their highest priority neighbourhoods to target outreach and support. This geographically mapped information was posted publicly on a COVID-19 dashboard and used internally for health system planning. Vaccine strategies were employed, using mobile clinics, fixed sites, and organization partnerships (such as Ontario Health Teams and community clinics) in order to increase vaccination.



INTEGRATED SERVICES AND COMMUNITY OUTREACH

- Ontario's local public health units integrated services to have the greatest impact. For example, a local public health unit established 15 hubs throughout their community, offering services like dental screenings, mental health, addictions and substance use supports, COVID-19, flu and routine immunizations.
- Local public health units partnered with community agencies to enhance vaccine outreach and worked to help get residents vaccinated against COVID-19. In one local public health unit, this included the operation of Vaccine Engagement Teams comprised of over 150 health, community, and faith-based organizations and more than 700 community ambassadors reflecting the community's diversity.



AMPLIFIED MESSAGES

- Ontario's 34 local public health units employed traditional media tactics (such as news releases, media events, and social media) in addition to unique targeted local tactics. One example of this work is demonstrated by a local public health unit who worked with hospital partners to create a commercial that highlighted actions needed to reduce strain on hospital systems resulting from respiratory illnesses. The commercial plays before every movie at the local cinema, at hockey home games, and on local television.



Population Health Assessment



Health Equity



Effective Public Health Practice



Emergency Management



Chronic Disease Prevention and Well-Being



Food Safety



Healthy Environments

PUBLIC HEALTH MATTERS

Providing Leadership in Public Health Management

alPha

Association of Local PUBLIC HEALTH Agencies

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A BUSINESS CASE FOR LOCAL PUBLIC HEALTH

Public health champions health for all. Local public health agencies provide programs and services that promote well-being, prevent disease and injury, and protect population health. Our work, often done in collaboration with local partners and within the broader public health system, results in a healthier population and avoids drawing on costly and scarce health care resources.

OUR ASK

We are asking decision makers for their support for the goals and objectives of public health, with sustained and sufficient resources to ensure stability for Ontario's locally-based network of public health agencies.

Local public health remains essential to the province's population health and the associated economic prosperity.

Local public health supports the Ontario government in its goals to be efficient, effective, and provide value for money.

INVESTMENT IN LOCAL PUBLIC HEALTH

Investment in local public health includes the following returns:



REDUCED HOSPITALIZATIONS AND DEATHS:

Public health measures such as **vaccination, case and contact management, outbreak response, community infection control measures** reduced hospitalizations by 13 times during the COVID-19 pandemic.

Local public health is also central to responding to new infectious disease risks such as MPOX, reemerging pathogens like poliomyelitis and tuberculosis, and the return of annual seasonal epidemics such as influenza and respiratory syncytial virus (RSV).



SAFE COMMUNITIES:

Local public health protects our communities by working with municipalities to provide **safe water, safe food, and emergency preparedness and response.**



HEALTHY CHILDREN:

Local public health protects children through **promotion of healthy growth and development, vaccination, dental screening, and school health.**



Population Health Assessment



Health Equity



Effective Public Health Practice



Emergency Management



Chronic Disease Prevention and Well-Being



Food Safety



Healthy Environments

PUBLIC HEALTH MATTERS



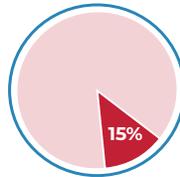
FUNDING

Local public health requires sufficient and sustainable base funding from the provincial government.

The end of mitigation funding (\$46.8M) from the province would equal a **14.76% (\$316.7M) municipal levy increase**, or a **3.78% (\$1.24B) loss** to the overall funding of local public health programs.

A return to the previous **provincial-municipal** cost-sharing formula for all programs and services would help to offset this loss.

PUBLIC HEALTH LEADS TO HEALTH CARE SAVINGS



Health promotion and **disease prevention** are mandated roles for local public health agencies. In doing this, they also work with the Ministry of Health and key stakeholders in addressing chronic diseases such as diabetes, heart disease and cancer.

HEALTH INEQUITIES DUE TO SOCIOECONOMIC POSITION CONTRIBUTED \$60.7B = 15% OF ALL HEALTH CARE COSTS.

Smoking, alcohol, diet and **physical activity** improvements could prevent \$89B in health care costs = 22% of all health care costs over 10 years.

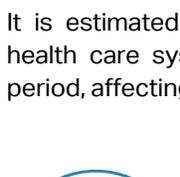


Alcohol use is another major contributor to health care and societal cost. It is estimated that alcohol use costs the Ontario economy \$5.3B in health care, law enforcement, corrections, prevention, lost productivity and premature mortality.

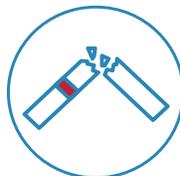


COVID-19 RECOVERY

In the wake of the COVID-19 pandemic, local public health has been working hard to put back in place its full range of programs, with progress being made on its recovery priorities (Public Health Resilience), and responding to seasonal respiratory viruses.



It is estimated that **diabetes** in Canada cost the health care system \$15.36 billion over a 10 year period, affecting nearly 10% of the population.



Promotion of **tobacco cessation** and **tobacco control** reduced health care costs by 1.7% overall = \$4.2B saved over 10 years.



Healthy Growth and Development



Immunization



Infectious and Communicable Diseases Prevention and Control



Oral Health



Safe Water



School Health



Substance Use and Injury Prevention



Association of Local Public Health Agencies (ALPHA)
2024 Pre-Budget Deputation to the Minister of Finance
Churchill Meadows Community Centre and Mattamy Sports Park
Multi Purpose Room #1 and #2
5320 Ninth Line, Mississauga ON L5M0R5
January 17, 2024 from 08:30 A.M. - 11:30 A.M.

Hello, my name is Steven Rebellato, and I want to thank you for the opportunity to speak here today.

I am here on behalf of the Association of Local Public Health Agencies, better known as ALPHA, and its Council of Ontario Medical Officers of Health, Boards of Health, and Affiliate Organizations.

I would like to note that I am a member of the ALPHA Board of Directors and also Vice-President of the Environmental Health Department for the Simcoe Muskoka District Health Unit. I am however here today on behalf of ALPHA.

ALPHA recently wrote to the Minister to provide input on the financial requirements for a stable, locally based public health system as part of this year's pre-budget consultations. I have copies with me today that I would be pleased to share.

We were pleased with the commitments that were made last year by the provincial government to local public health. The restoration of the \$47 million in provincial annual base funding with a guaranteed increase of 1% in each of the next three years is a positive step towards stability.

We would observe however that these commitments only return us to our 2019 baseline, minus the 100% provincial funding for certain programs.

Local public health has experienced four years' worth of significant inflationary cost increases, a pandemic response that created a significant backlog of routine programs and services, population growth, and costs related to updating technological infrastructure.

We hope that the promised review of the public health funding formula that is planned to take effect in 2026 under the Strengthening Public Health initiative will afford us the opportunity to address long-term needs, but local public health is facing substantial budget pressures that need to be addressed now.

Overall, the current funding envelope for public health units in Ontario is not sufficient to meet the provincially mandated standards. Additional budget pressures are projected in the coming years, including collective agreements, substantially increased inflationary pressures, the additional demands of the response to the co-circulation of respiratory diseases including flu, RSV and COVID-19.

As we embark on the voluntary mergers of public health units that are key to the Strengthening Public Health initiative, ALPHa recognizes the need to enhance capacity. In keeping with this strengthening process, we appreciate the commitment by the Chief Medical Officer of Health to provide merger funding to facilitate these mergers.

Throughout the past year, alPHa has produced a series of infographics included in our submission and posted on our website that demonstrates the return on investment that public health provides through programs and services that promote the health of Ontarians. All of which lower health care costs and create a stronger economy.

We look forward to working with the government towards a sustainable and resilient public health system.

Check against delivery.

AOPHBA

ASSOCIATION OF ONTARIO PUBLIC HEALTH BUSINESS ADMINISTRATORS

CC 02-18-24

January 15, 2024

Mr. Brent Feeney
Director, Accountability and Liaison Branch
Office of the Chief Medical Officer of Health
Ministry of Health

Dear Brent,

Re: Support of ASPHIO Letter of December 22, 2023 and One-Time Funding Opportunities

At today's Association of Ontario Public Health Business Administrators Executive meeting, the members discussed ASPHIO's recent letter to you regarding the importance of one-time funding opportunities to support PHI practicum positions. Our Association is comprised of business administrators who hold leadership positions in the areas of human resources, finance, and corporate services. It is for this reason that this recent ASPHIO letter was discussed.

Local public health agencies across Ontario have a long history of supporting public health inspector practicum placements. In addition, these student placements are required to receive a Certificate in Public Health Inspection (Canada). Supporting public health units to offer these important placement opportunities is an investment in the future public health workforce. These placements also provide our current workforce with professional development opportunities as preceptors and these placements assist with the completion of public health inspection work.

Our Association is in support of ASPHIO's request of the Ministry of Health, and we respectfully request that you consider allowing one-time funding opportunities in 2024, for this purpose.

Thank you in advance for your consideration.

Sincerely,



Cynthia St. John
President, Association of Ontario Public Health Business Administrators (AOPHBA)

- c. Stacey Laforest, Chair, Association of Supervisors of Public Health Inspectors (ASPHIO)
Elizabeth Walker, Executive Lead, Office of the Chief Medical Officer of Health
Members, Association of Ontario Public Health Business Administrators (AOPHBA)
Association of Local Public Health Agencies (aLPHa)
Gary Tam, CIPHI Board of Certification Chair

CC 02-19-24



January 24, 2024

VIA ELECTRONIC MAIL

The Honourable Doug Ford
Premier of Ontario
Legislative Building, Queen’s Park
Toronto, ON M7A 1A1

Dear Recipient:

Re: Household Food Insecurity

At its meeting on January 18, 2024, the Board of Health carried the following resolution #06-24:

WHEREAS food security is a chronic and worsening health issue as documented by annual local data on food affordability and as recognized by multiple Association of Local Public Health Agencies (ALPHA) resolutions: [A05-18](#) (Adequate Nutrition for Ontario Works and Ontario Disability Support Program), [A18-02](#) (Minimum Wage that is a Living Wage), [A15-04](#) (Basic Income Guarantee), and [A23-05](#) (Monitoring Food Affordability in Ontario and the Inadequacy of Social Assistance Rates)

THEREFORE BE IT RESOLVED THAT the Board of Health for Public Health Sudbury & Districts call on the provincial government to incorporate local food affordability findings in determining adequacy of social assistance rates to reflect the current costs of living and to index Ontario Works rates to inflation going forward; and

THAT in the context of the Public Health Strengthening roles and responsibilities deliberations, the Board of Health urge all health system partners to remain committed to population health assessment and surveillance as it relates to monitoring food environments and, specifically, to monitoring food affordability; and share this motion broadly with local and provincial stakeholders.

Healthier communities for all.
Des communautés plus saines pour tous.

Sudbury

1300 rue Paris Street
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f: 705.522.5182

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Unit / Unité 130
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t: 705.522.9200
f: 705.677.9611

Sudbury East / Sudbury-Est

1 rue King Street
Box / Boîte 58
St.-Charles ON POM 2W0
t: 705.222.9201
f: 705.867.0474

Espanola

800 rue Centre Street
Unit / Unité 100 C
Espanola ON P5E 1J3
t: 705.222.9202
f: 705.869.5583

Île Manitoulin Island

6163 Highway / Route 542
Box / Boîte 87
Mindemoya ON POP 1S0
t: 705.370.9200
f: 705.377.5580

Chapleau

34 rue Birch Street
Box / Boîte 485
Chapleau ON POM 1K0
t: 705.860.9200
f: 705.864.0820

toll-free / sans frais

1.866.522.9200

phsd.ca



Letter
Re: Household Food Insecurity
January 24, 2024
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Household food insecurity is one of the strongest predictors of poor health, making it a serious public health issue (PROOF, 2023). Individuals who are food insecure are at higher risk of diet-related diseases like diabetes and are at higher risk for a wide range of chronic conditions such as depression and anxiety disorders, arthritis, and chronic pain. Household food insecurity leaves an indelible mark on children's health and well-being (PROOF, 2023). The experience of food insecurity in childhood is associated with mental health concerns throughout childhood and into early adulthood (PROOF, 2023). In Ontario, the healthcare costs of individuals who are the most food insecure can be more than double that of individuals who are food secure (PROOF, 2023, Tarasuk et al., 2015).

Thank you for your attention to this important issue – the solutions for which will not only help many Ontarians in need but also protect the sustainability of our critical health and social services resources.

Sincerely,



Penny Sutcliffe, MD, MHSc, FRCPC
Medical Officer of Health and Chief Executive Officer

cc: Honourable Michael Parsa, Minister of Children, Community and Social Services
Honourable Peter Bthlenfalvy, Ministry of Finance
Honourable Paul Calandra, Minister of Municipal Affairs and Housing
Honourable Sylvia Jones, Deputy Premier and Minister of Health
France G linas, Member of Provincial Parliament, Nickel Belt
Jamie West, Member of Provincial Parliament, Sudbury
Michael Mantha, Member of Provincial Parliament, Algoma-Manitoulin
Dr. Kieran Moore, Chief Medical Officer of Health
Jacqueline Edwards and Jennifer Babin-Fenske, Co-chairs, Greater Sudbury Food Policy Council
Richard Lathwell, Local Food Manitoulin
Colleen Hill, Executive Director, Manitoulin Family Resources
All Ontario Boards of Health
Association of Local Public Health Agencies

Letter
Re: Household Food Insecurity
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PROOF (2023). What are the implications of food insecurity for health and health care? Identifying Policy Options to Reduce Household Food Insecurity in Canada. Retrieved from:
<https://proof.utoronto.ca/food-insecurity/what-are-the-implications-of-food-insecurity-for-health-andhealth-care/>

Tarasuk, V., Cheng, J., de Oliveira, C., Dachner, N., Gundersen, C., Kurdyak, P. (2015). Association between household food insecurity and annual healthcare costs. Canadian Medical Association Journal. 1 87 (14) E429-E436. DOI: <https://doi.org/10.1503/cmaj.150234>



PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LAMBTON PUBLIC HEALTH
PREPARED BY:	Kevin Churchill, Manager, Clinical and Family Services
REVIEWED BY:	Andrew Taylor, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
INFORMATION ITEM:	Clinical and Family Services – 2023 Third and Fourth Quarter Activity Report

BACKGROUND

Lambton Public Health’s (“LPH”) Clinical and Family Services service area provides legislated public health programs, in accordance with the Ontario Public Health Standards and protocols. This multi-disciplinary team focuses on healthy growth and development, home visiting to post-partum parents/guardians with infants and young children, positive parenting, breastfeeding, sexual health clinics, harm reduction for the prevention of blood borne and sexually transmitted infections, contraception, prenatal education, and oral health programs for children and youth.

The purpose of this report is to provide Council for The Corporation of the County of Lambton (the “County”) with an overall update and summary of activities conducted by the Clinical and Family Services team that were delivered in the final two quarters of 2023. This report covers the period between July 1, 2023 and December 31, 2023.

DISCUSSION

Child Health programs are designed to ensure that all families with children at risk of physical, cognitive, communicative and/or psychosocial problems have access to effective early intervention services. The team also delivers the Healthy Babies, Healthy Children (“HBHC”) home visiting program.

Reproductive Health programs are designed to prevent unwanted pregnancies, reduce the burden of sexually transmitted infections, and prevention of blood borne illness transmission and opioid overdose through harm reduction sterile supplies. School programs include dental screening and preventative services. Early identification and treatment of oral health problems can improve long term health outcomes.

The following tables summarize key activities under the two main service areas within Clinical and Family Services.

Child Health / Healthy Growth and Development Activities:

Activity	Number
Family Health Line calls	234
Breastfeeding Inquiries	78
Healthy Growth and Development Inquiries	44
Prenatal Teaching Sessions	7
HBHC Home Visits	793
Parent Drop-In - # of parents	1,026
Post Partum Support Group - # of sessions	2
Post Partum Support Group - # of participants	18

Reproductive Health, Harm Reduction, and Dental Services:

Activity	Number
Harm Reduction - # of client visits	982
Harm Reduction- # of sterile needles distributed	182,400
Harm Reduction - # of sterile/clean inhalation supplies distributed	41,845
Harm Reduction - # of community sharps disposal bin inspections	138
Harm Reduction - # of community sharps disposal bins exchanged	16
Harm Reduction - # of Naloxone Kits distributed (with community partners)	2,133
Sexual Health Clinic Visits	656
Sexual Health - % of clinic visits related to STI testing	26%
Sexual Health - % of clinic visits related to STI treatment	13%
Sexual Health - % of clinic visits related to sexual health counselling	60%
School Dental Screening - # of schools completed	17
School Dental Screening - # of students screened	1,230
Ontario Seniors Dental - # of newly eligible clients	109
Ontario Seniors Dental - # of seniors received treatment	455

FINANCIAL IMPLICATIONS

All costs associated with the Clinical and Family Services programs are included in the approved 2023 LPH budget which is cost shared with the province. The Ontario Seniors Dental Care Program and Healthy Babies Healthy Children are 100% funded by the province of Ontario.

CONSULTATIONS

In the preparation of this report, the Supervisors of Clinical and Family Services, North Lambton Community Health Centre, Lambton Emergency Medical Services, and the Ontario Harm Reduction Database were consulted.

STRATEGIC PLAN

The programs, services, and activities delivered by LPH staff contribute to the County's Strategic Plan Principle and Value of a Healthy Community. Many of these programs were delivered in partnership with local community agencies, fulfilling the Partnerships Area of Effort.

CONCLUSION

This report provides an overall snapshot of LPH's Clinical and Family Services related programs and activities delivered between July and December 2023. These programs and services make a vital contribution to maintaining a safe, healthy community for all Lambton Residents.



PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LAMBTON PUBLIC HEALTH
PREPARED BY:	Chad Ikert, Manager, Health Protection
REVIEWED BY:	Andrew Taylor, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
INFORMATION ITEM:	Health Protection - 2023 Fourth Quarter Activity Report

BACKGROUND

The purpose of this report is to provide Council for The Corporation of the County of Lambton (“**County**”) with an update on programs and activities administered by the Health Protection service area of Lambton Public Health (“**LPH**”) in the fourth quarter of 2023.

The most recent update on these programs and activities was provided to County Council through the Council report *Health Protection - 2023 Third Quarter Activity Report* dated November 29th, 2023.

DISCUSSION

Highlights:

- LPH hosted several community and mobile clinics to offer COVID-19 and influenza immunizations to eligible individuals.
- Completed grade 7 school immunizations at each elementary school in Lambton County.
- Supported the distribution and administration of the new Respiratory Syncytial Virus (“**RSV**”) vaccine to eligible groups, including those 60 years and older in long-term care homes (“**LTCH**”), select retirement homes (“**RH**”) and elder care lodges.
- Continued to work with health system partners including LTCHs, RHs, and other congregate living settings to plan and prepare for the upcoming respiratory outbreak season.
- LPH participated in a drinking water emergency exercise with County and Municipal partners.

Infectious Diseases Prevention and Control Team Activities:

Activity	2023 Q4 Actuals
Reportable Disease Investigations	248 investigations - 6 enteric, 1 vector-borne, 234 respiratory (218 of which were COVID-19), 7 others.
Institutional Outbreak Investigations	15 investigations (14 respiratory outbreaks, 1 enteric outbreak)
Infection Control Inspections	132 inspections (including 34 daycares, 69 personal service settings, 4 group homes, 25 congregate living settings)
Infection Prevention and Control Complaint Investigations	2 investigations

Immunization and School Health Team Activities:

Activity	2023 Q4 Actuals
Grade 7 Immunization Clinics	1,794 vaccinations given at 43 school clinics
Routine and Catch-up Clinics	362 vaccinations given at 12 clinics
COVID-19 Immunization Clinics	7,278 vaccinations given at 44 clinics (combined COVID/Flu clinics)
Flu Immunization Clinics	5,624 vaccinations given at 44 clinics (combined COVID/Flu clinics)
RSV Immunization Clinics	130 vaccinations given at 3 clinics
Cold chain inspections	4 inspections
Immunization Record Assessments for Out-of-Province Students	53 records assessed and 56 clients immunized

Environmental Health Team Activities:

Activity	2023 Q4 Actuals
Food Premise Inspections	413 inspections (including 387 routine inspections, 13 re-inspections, 4 pre-operational, and 9 Healthy Menu Choices Act)
Food Handler Training Course	77 food handlers certified
Food Safety Complaint Investigations	26 investigations
Recreational Water Inspections	24 inspections (including 16 public pools, 6 spas, and 2 re-inspections)
Rabies Investigations	85 investigations with rabies post-exposure prophylaxis being administered to 8 individuals
Health Hazard Investigations	23 investigations related to mould, pests, sewage, and sanitation
Vector-borne Disease Program – tick surveillance	13 ticks were submitted for identification
Temporary Foreign Worker Housing Inspections	30 inspections (including 3 re-inspections)

FINANCIAL IMPLICATIONS

All costs associated with the Health Protection programs are included in the approved 2023 LPH budget, which are cost-share funded. Some Health Protection programs are eligible to receive 100% provincial grants for infection prevention and control hub coordination, and student Public Health Inspector practicums.

CONSULTATIONS

In the preparation of this report, the Supervisors of Health Protection were consulted where necessary.

STRATEGIC PLAN

The programs, services and activities delivered by LPH staff are consistent with the missions, principles and values identified in the County's Strategic Plan and support the value of the County as a healthy community.

CONCLUSION

This report provides an update on programs and activities administered by LPH's Health Protection team in the fourth quarter of 2023. These programs and services make a vital contribution to maintaining a safe and healthy community for all Lambton County residents.



PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LAMBTON PUBLIC HEALTH
PREPARED BY:	Michael Gorgey, Manager, Health Promotion
REVIEWED BY:	Andrew Taylor, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
INFORMATION ITEM:	The Value of Local Health Promotion Interventions

BACKGROUND

A report by Health Promotion Ontario (“HPO”) was released in September 2023 entitled, [“White Paper on the Value of Local Health Promotion in Ontario”](#). The objective of the HPO report is to advance the critical importance of health promotion and its practice, specifically within public health.

Health promotion plays a crucial role in supporting the community to achieve better health outcomes and to reduce the burden on the healthcare system. By employing various theories and models, we use strategic approaches to choose and execute interventions that enhance local capabilities, foster supportive environments, champion healthy public policies, and bolster the knowledge and skills of decision-makers. This empowers individuals to take control of their health and well-being. Our goal is to make the healthy choice the easy choice.

Locally, health promotion activities are implemented with an understanding of the population and the issues of the community, and through building relationships with a variety of partners. A health equity lens is applied to possible interventions to ensure work focuses on supporting populations, with cultural sensitivity, who are most at risk.

The purpose of this report is to provide County Council with evidence that supports the continued role of local public health units in the delivery of health promotion work.

DISCUSSION

Health promotion is about preventing and significantly delaying the onset of chronic diseases, injuries, and the use of substances. While our work follows the requirements of the Ontario Public Health Standards, initiatives are tailored to our local population with

current work developed in the context of the impact of COVID-19 and the application of a health equity lens to support priority populations at risk for poor health outcomes.

Health promotion is a fundamental element of effective public health action, working to prevent diseases, injuries, and adverse health outcomes by addressing the determinants of health, by nurturing healthy communities, and promoting well-being across populations. It's a cost-effective, evidence-based approach that contributes to mitigating the challenges facing Ontario, such as the opioid epidemic, homelessness, climate change, and other crises.¹

Health promotion delivers substantial returns on investment in both the short and long term by averting diseases, injuries, and negative health outcomes. A recent comprehensive analysis of 52 studies revealed that local health promotion initiatives offer a 4:1 return on investment, while more extensive, national interventions targeting upstream factors generate even more substantial returns.²

Health promotion primarily operates at the upstream level, where it targets the underlying causes of disease and mortality. Without the intervention of health promotion, health disparities can worsen, along with the burden of disease and poor health. Health promotion proves invaluable to the healthcare system by lessening the load of disease and injuries that require medical treatment. Consequently, these efforts play a pivotal role in reducing hospital overcrowding, patient wait times, and the persistence of hallway healthcare in Ontario. Furthermore, it has a transformative impact on public health by diminishing health inequalities and fortifying local preparedness for future threats.³

In Lambton County, our Health Promotion team is very active through various initiatives. One notable example is our Tobacco/Vape Strategy, which encompasses multiple facets. We offer support to local businesses, helping them comply with the Smoke-Free Ontario Act, 2017. Additionally, we assist individuals in their efforts to quit smoking or vaping. We are also deeply involved in preventing tobacco and vape product usage among young people through collaborations with schools. This includes promoting the development of effective policies and building capacity by training school board staff, including teachers and child and youth workers, as well as health professionals. Our aim is to provide comprehensive support throughout our community.

The Lambton Drug and Alcohol Strategy which was approved by the board of Health (County Council) is another example of a strategic health promotion project. With the engagement of partners and by aligning actions with other community strategies, an implementation plan is being developed that will be multi-layered including building local capacity, assisting with policy development, and providing education to priority populations. Work will cover various approaches including demand, supply, and harm reduction.

¹ Health Promotion Ontario. White Paper on the Value of Local Health Promotion in Ontario (2023) ("*Health Promotion Ontario, 2023*").

² *Health Promotion Ontario, 2023.*

³ *Health Promotion Ontario, 2023.*

Health Promoters also consult on municipal planning documents providing in-depth reviews of developmental proposals to support planners' work on Official Plans, Transportation Master Plans, climate and environmental-related plans, and others to ensure health and well-being are components of these policies. Content addressed includes physical activity, active transportation and walkability, injury prevention through traffic calming and pedestrian streetscapes, sustainable mobility, urban forestry, and heat mitigation based on urban heat islands.

Each of these projects embraces upstream and downstream efforts to address the significant issues in our community that have grown throughout COVID, and ensure equity is a component of the work and done with cultural sensitivity. Each of these projects involves community partnership, and community engagement, and is done in various settings such as schools, the community, clinical settings, and workplaces. Health Promoters are skilled at intersectoral work with social services, local governments, the education and private sectors, and community groups. Collaboration is a strength and a factor in the sustained effectiveness of an upstream approach. LPH provides leadership and support to committees, provides evidence and support for policies, engages in relationship building, and works to mobilize populations and partners to achieve positive health goals.

FINANCIAL IMPLICATIONS

All costs associated with implementing health promotion interventions are included in LPH's draft 2024 Budget, which is cost share funded.

CONSULTATIONS

The Supervisor, Health Promotion was consulted in the preparation of this report.

STRATEGIC PLAN

Health promotion interventions support the County of Lambton's Strategic Priorities by promoting the value and importance of a healthy community and developing stronger relationships with community partners. Such work aligns with the Lambton County Community Safety and Wellbeing Plan by enhancing community and organizational capacity for mental health promotion and substance use prevention action. Our work reflects Lambton Public Health's Mental Health and Addictions Strategic Priority through the delivery of work as required by the Ontario Public Health Standards.

CONCLUSION

Health promotion serves as an important strategy for ensuring the efficiency of our healthcare system, best known for its proficiency in disease and injury detection, diagnosis, and treatment. Regrettably, our healthcare system is currently under considerable strain, and the disruption caused by COVID-19 to the delivery of health promotion programs and services will undoubtedly exert a profound and enduring impact on the well-being of our entire community for years to come. ⁴ By fully embracing health promotion, we can help alleviate the burden on our healthcare system and ensure ongoing investments in local health promotion initiatives, leading to fortified community resilience, readiness for future emergencies, and the maintenance of healthier communities.

⁴ Association of Local Public Health Agencies. Public Health Resilience in Ontario: Clearing the Backlog, Resuming Routine Programs, and Maintaining an Effective COVID-19 Response [Internet]. 2022. Available from: https://cdn.ymaws.com/www.alphaweb.org/resource/collection/822EC60D-0D03-413E-B590-AFE1AA8620A9/alPHa_PH_Resilience_Report_Final_Jan2022.pdf

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
PREPARED BY:	Jason Cole, P. Eng., General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
INFORMATION ITEM:	Rural/Inter-Community Transit Update

BACKGROUND

At the September 6, 2023, meeting of Lambton County Council, the following motion was made:

#13: Bradley/Case:

- a) *That motion #4 of the Committee A.M. minutes dated August 16, 2023, regarding Rural/Inter-Community Transit be tabled until Council's regularly scheduled meeting on November 29, 2023, so that staff can in the meantime consult with all local Lambton municipalities on the need and support for a rural/inter-community transit system and report back to Council on the results thereof.*

Carried.

- b) *That County Council invite Huron Shores Area Transit to attend County Council to speak to its current service offerings.*

Carried.

At the November 29, 2023, meeting of Lambton County Council, the following motion was made:

#15: Bradley/White:

That the Information Report dated November 29, 2023, regarding Rural Transportation Follow-up, be tabled until February 7, 2024, so that it can be considered alongside the report to be brought by County staff on that same day, regarding the Huron Shores Area Transit presentation made to County Council on November 29, 2023.

Carried.

This report provides updates to County Council regarding rural/inter-community transit relating to the previously presented reports and the presentation made by Huron Shores Area Transit on November 29, 2023.

DISCUSSION

City of Sarnia Public Outreach

Subsequent to the request from Lambton County for input regarding the need and support for rural/inter-community transit within the County, the City of Sarnia posted a survey on the Speak Up Sarnia website to gather responses from the public. Results from the City's survey were presented to Sarnia Council on December 11, 2023. In general, Sarnia's Rural-Inter-Community Transit Survey responses indicated a need for such a system, that the City should financially support it, and it would be utilized for a variety of purposes and schedules. The survey make-up was from 50 individual respondents from residents in and outside the City of Sarnia.

At the December 11, 2023, City of Sarnia Council Meeting, the following motion was made:

#4: Burrell/Kilner:

That the City of Sarnia supports the County of Lambton proceeding with a demand and feasibility study.

Carried.

A copy of the City of Sarnia report outlining the results are attached as Appendix A.

Existing Inter-Community Transit Services

Susan Mills, Transit Coordinator for Huron Shores Area Transit (HSAT) presented an overview of operations and progress of their Intercommunity transit service at the November 29, 2023 meeting of Lambton County Council. Within the County of Lambton, this daily service is currently providing routes linking Grand Bend to Sarnia via the communities of Forest, Arkona, Thedford, Kettle Point, Ipperwash, and Port Franks & Northville. Other routes outside of Lambton County connect Grand Bend to London, Goderich and Strathroy.

HSAT has seen a successful uptake in regular ridership. HSAT is currently funded through the Ontario Community Transportation Grant Program and operated through the service provider Voyago. The Municipality of Lambton Shores manages HSAT in partnership with Kettle & Stony Point First Nation, the Municipality of Bluewater, the Municipality of North Middlesex, and the Municipality of South Huron.

Administrative discussions with HSAT indicate there could be opportunities to expand the service to other communities in Lambton County, but they have currently expanded to the maximum schedule within their program budget and they are operating within the project parameters set out in their funding agreement. Additional funding would be required to support any new service routes.

The City of Sarnia is also participating in the daily Inter-Community Transit service that runs from Sarnia to Strathroy Caradoc to London. This service is managed by the Municipality of Strathroy-Caradoc, funded by the Ontario Community Transportation Grant Program and operated by the service provider Voyago.

Additionally, two new private inter-community transit services have begun servicing the City of Sarnia. Intercity and FlixBus are linking two locations within the City of Sarnia to Strathroy, London and Toronto.

Rural/Inter-Community Transit Funding

The federal Rural Transit Solutions Fund for Planning and Design Project Streams has reopened. Eligible applicants can seek grants of up to \$50,000 in support of communities' projects to plan and design new or expanded transit solutions. Successful application under this funding opportunity could support a Demand and Feasibility Study for a Lambton County rural/inter-community transit program. Transit funding for capital investments are also available under a separate stream of this grant program.

FINANCIAL IMPLICATIONS

Rural/inter-community transportation is not included in the 2023 approved County of Lambton Budget.

A cost of \$150,000 is estimated to pursue a Demand and Feasibility Study to carry out a review of a rural/inter-community transportation program in Lambton County. The Planning and Design Project Stream under the Rural Transit Solutions Fund is currently open for applications and could provide up to \$50,000 toward the cost of the study.

Overall rural/inter-community transportation program costs vary widely across Ontario. Budgetary impacts for implementation will be heavily dependent on the scope and desired outcomes of the project.

CONSULTATIONS

The City of Sarnia, HSAT, and Infrastructure Canada were consulted as part of the preparation of this report.

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:

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

CONCLUSION

The City of Sarnia has conducted public outreach and provided a motion of City Council in support of the County of Lambton pursuing a Demand and Feasibility Study for a rural/inter-community transit program.

There may be opportunities to link or partner with the HSAT service as a potential program delivery provider if a Lambton wide rural transit service is initiated. Additional resources will be needed for the service to expand. Further discussion can take place as the need and details of service models of such a system are explored.

The application window is open for funding through the federal Rural Transit Solutions Fund – Planning and Design Projects Stream. A Demand and Feasibility Study for a Lambton County rural/inter-community transit project appears to be eligible for this funding program.

**THE CORPORATION OF THE CITY OF SARNIA
People Serving People**

ENGINEERING AND OPERATIONS DIVISION

OPEN SESSION REPORT

TO: Mayor and Members of Council

FROM: David Jackson, General Manager of Engineering and Operations

DATE: December 11, 2023

SUBJECT: Rural/Inter-Community Transit Program

Recommendation:

For Council's Consideration

Background:

The County of Lambton has requested that local municipalities complete a survey via survey monkey regarding interest in a rural/inter-community transit program.

This request resulted from consideration at Lambton County Committee meeting about exploring creation of a rural/inter-community transit system. The report from their meeting on [August 16, 2023](#) recommended proceeding with a third-party feasibility study with a budget of \$150,000 if \$50,000 of grant funding could be obtained. At the September 6, 2023 Lambton County Council meeting the topic was tabled so that County Staff could consult with the local municipalities on the need and support for a rural/inter-community transit system and report back.

City Staff presented a report at the [October 27, 2023](#) meeting, recommending that the City respond to the survey that based on staff opinion, and historical public input on local rural transit in the past, that Sarnia would not be willing to financially support such a system and does not see a high need for it. Council tabled the recommendation pending public input.

Comments:

A survey was posted on Speak Up Sarnia. The survey was advertised on social media and was reported on by local media.

The survey received 50 responses from Sarnia residents and 27 responses from people who indicated they were not residents. Based on the resident responses:

Table 1 - Rural/Inter-Community Transit Survey Results Summary (Sarnia Resident Responses)

	Yes	No
Is there a need?	90% (45)	10% (5)
Agree city should financially support?	80% (40)	20% (10)
Would you utilize it?	70% (35)	30% (15)

The detailed survey response summary is attached. It indicates people would travel to a variety of destinations throughout the county. Respondents said they would travel for a variety of reasons with social and shopping being the highest but also some for work and medical. Overall, the low response rate appears to indicate a lack of demand for this type of service, but a more comprehensive consultation program might generate more responses.

All public transit systems require subsidization and rural transit systems would require a high level of subsidy. Based on the low density and distances involved it would be challenging to create a system with schedules that would meet most people’s needs.

Lambton County is only considering whether to proceed with further investigation of a system. Based on Council’s desire for further consideration and the survey responses received, should Council so direct, Staff can respond to the Lambton County survey that the City of Sarnia supports them proceeding with a demand and feasibility study. We would then request further consultation once that study is complete, which would allow for a more informed discussion on what level of support the City would be willing to provide.

Consultation:

The Transit Manager was consulted in the preparation of this report. A survey was posted on Speak Up Sarnia.

Financial Implications:

There are no financial implications directly for the City. The County is considering advancing a demand and feasibility study at a total cost of \$150,000 if at least \$50,000 of grant funding can be obtained.

Prepared by:

David Jackson
General Manager of Engineering and
Operations

Approved by:

Chris Carter
Chief Administrative Officer

Attachment: Rural and Inter-Community Transit Survey Results

Rural and Inter-Community Transit Survey

SURVEY RESPONSE REPORT

30 October 2023 - 28 November 2023

PROJECT NAME:

Rural and Inter-Community Transit: Lambton County Inputs



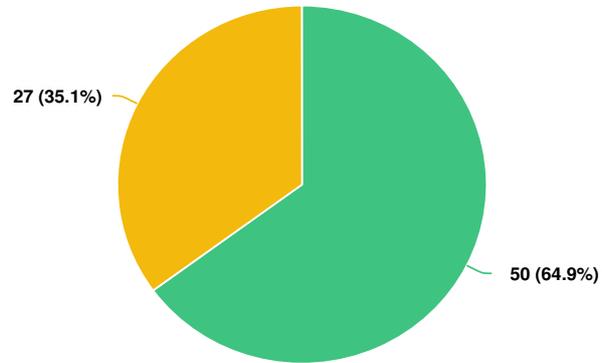
Rural and Inter-Community Transit Survey : Survey Report for 30 October 2023 to 28 November 2023



SURVEY QUESTIONS

Rural and Inter-Community Transit Survey : Survey Report for 30 October 2023 to 28 November 2023

Q1 | Are you a Sarnia resident?



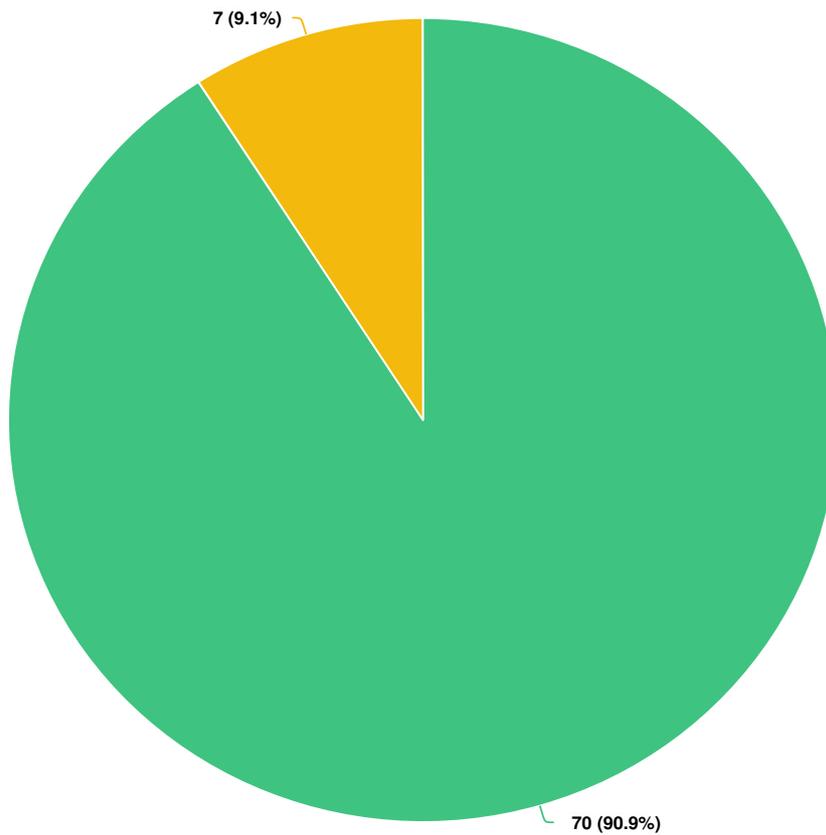
Question options

- Yes
- No

*Mandatory Question (77 response(s))
Question type: Dropdown Question*

Rural and Inter-Community Transit Survey : Survey Report for 30 October 2023 to 28 November 2023

Q2 Do you believe there is a need in Sarnia for rural or inter-community transit?



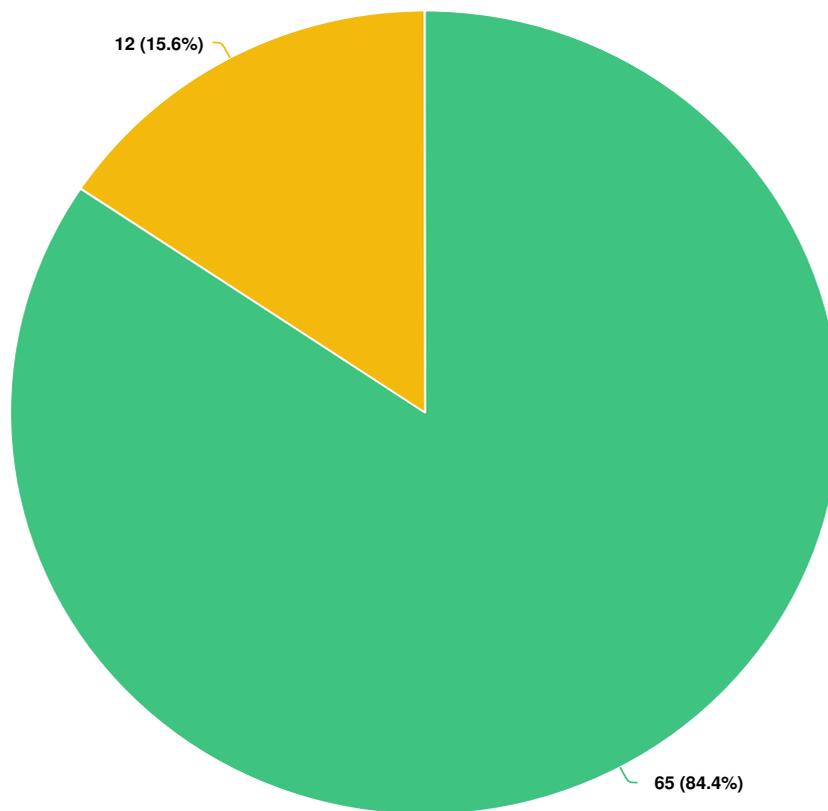
Question options

- Yes
- No

*Mandatory Question (77 response(s))
Question type: Dropdown Question*

Rural and Inter-Community Transit Survey : Survey Report for 30 October 2023 to 28 November 2023

Q3 | If the County were to establish a rural or inter-community transit system, would you agree with the City providing financial support to the system, which could increase transit rates or property taxes?



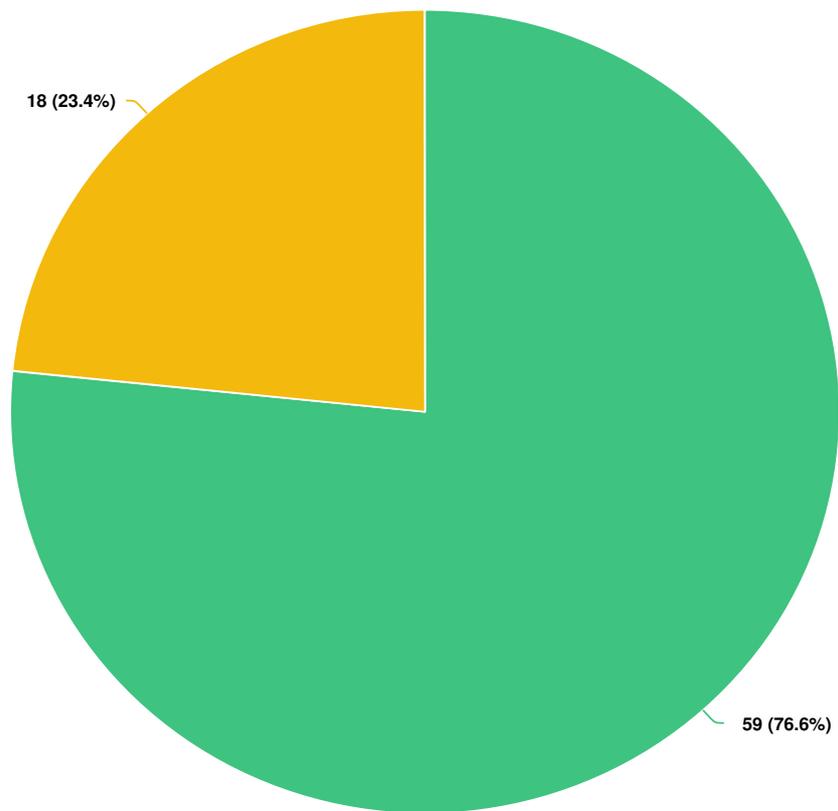
Question options

- Yes
- No

Mandatory Question (77 response(s))
Question type: Dropdown Question

Rural and Inter-Community Transit Survey : Survey Report for 30 October 2023 to 28 November 2023

Q4 | If a rural / inter-community transit system were established, would you utilize the service?



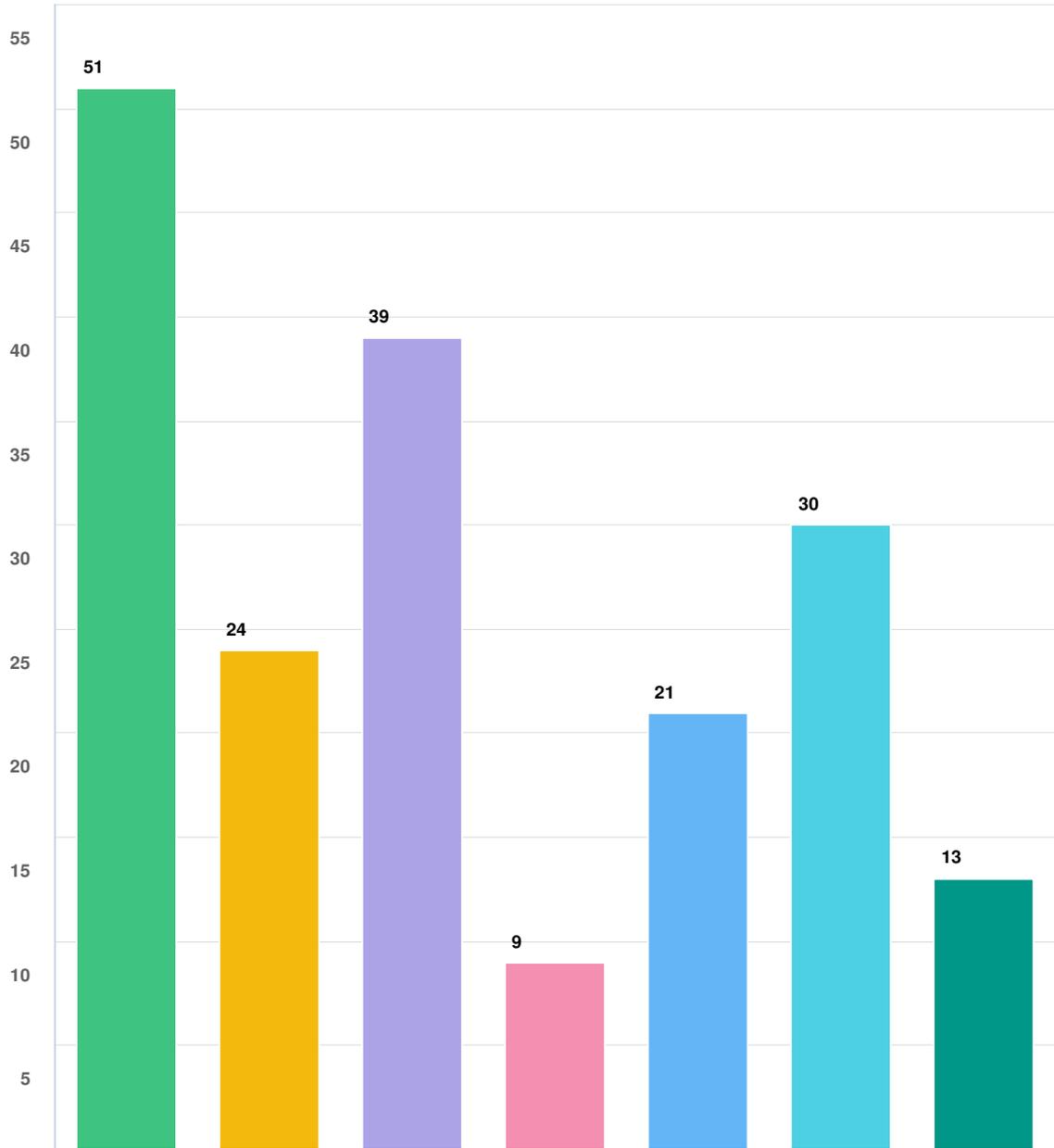
Question options

- Yes
- No

*Mandatory Question (77 response(s))
Question type: Dropdown Question*

Rural and Inter-Community Transit Survey : Survey Report for 30 October 2023 to 28 November 2023

Q5 Where would you utilize the service to travel to (please select all that apply)?



Question options

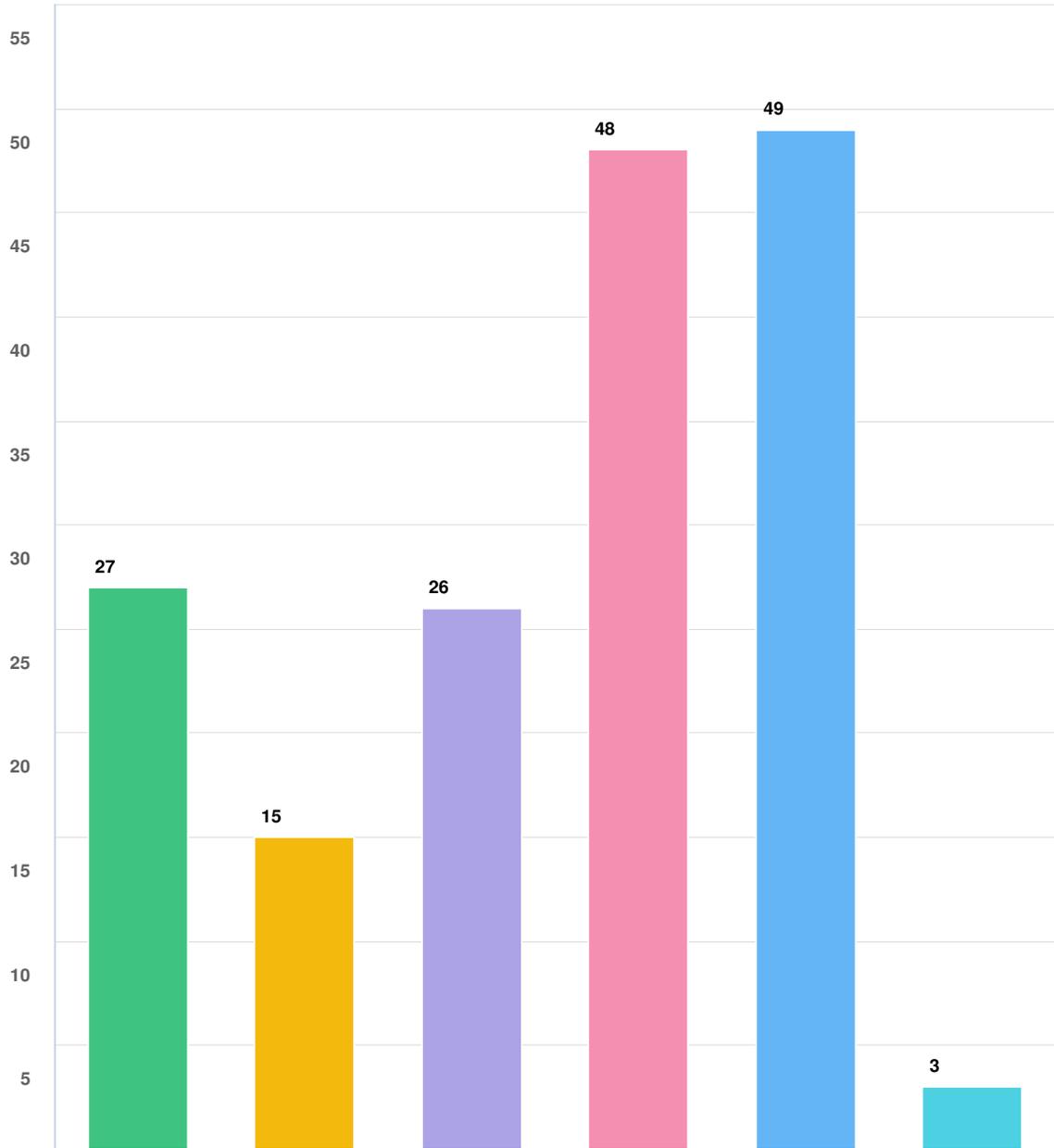
- Corunna
- Mooretown
- Petrolia
- Watford
- Camlachie
- Grand Bend
- Other (please specify)

Optional question (59 response(s), 18 skipped)

Question type: Checkbox Question

Rural and Inter-Community Transit Survey : Survey Report for 30 October 2023 to 28 November 2023

Q6 For what reasons would you utilize the service (please select all that apply)??



Question options

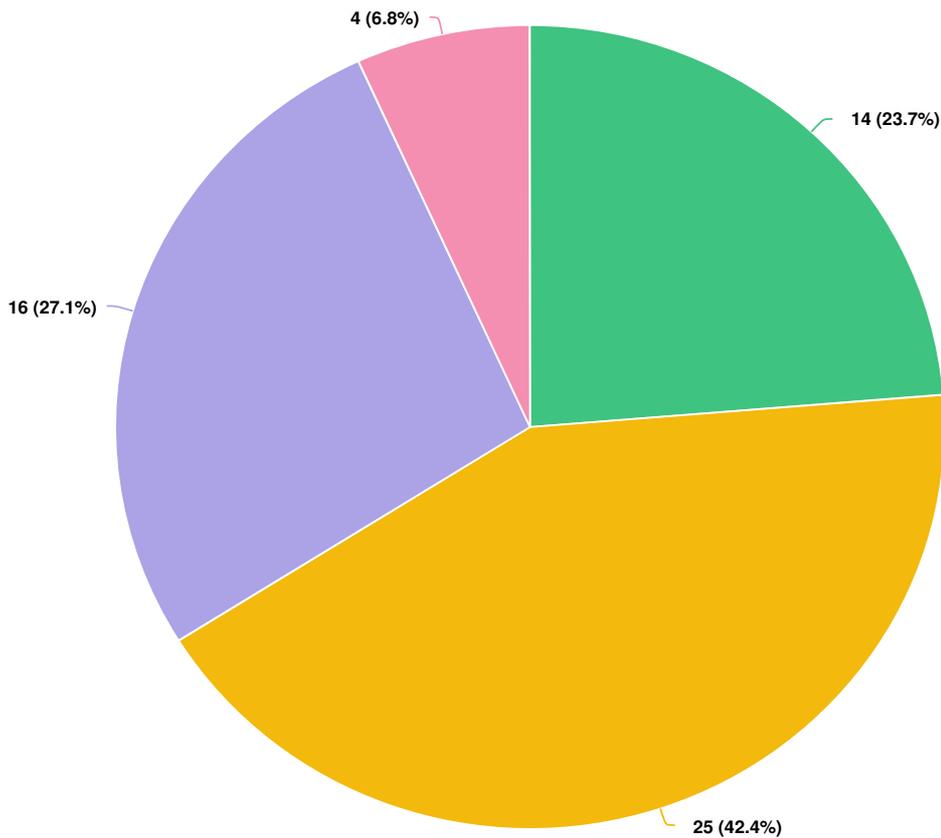
- Work
- School
- Medical
- Shopping
- Social
- Other (please specify)

Optional question (59 response(s), 18 skipped)

Question type: Checkbox Question

Rural and Inter-Community Transit Survey : Survey Report for 30 October 2023 to 28 November 2023

Q7 | How often would you utilize the service?



Question options

- Daily
- Weekly
- Monthly
- Only on special / rare occasions

Optional question (59 response(s), 18 skipped)
Question type: Dropdown Question

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	HOMELESSNESS PREVENTION AND CHILDREN'S SERVICES
PREPARED BY:	Melissa Fitzpatrick, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
INFORMATION ITEM:	Children's Services System Update

BACKGROUND

Lambton County Council, at its meeting on November 29, 2023, endorsed the following motion:

#3: Loosley/Bradley: That staff report back to County Council prior to the 2024 budget deliberations on:

- a) The current status of child care in Lambton County including the availability of spaces and the number of spaces occupied and/or vacant.*
- b) The current funding for child care spaces available in Lambton County.*
- c) The steps taken and/or to be taken to reasonably improve access to child care in Lambton County, including opportunities for potential private and public partnerships.*

Carried.

This report provides information related to the current landscape of the licensed child care system in the County of Lambton, as well as steps taken towards meeting directed growth targets as agreed to in the Canada Wide Early Learning Child Care ("**CWELCC**") agreement.

DISCUSSION

Under the *Child Care and Early Years Act, 2014* ("**CCEYA**"), the County of Lambton as a Consolidated Municipal Service Manager ("**CMSM**") is designated to manage child care and early years services across Lambton County. These services include the planning and funding of licensed child care, administering financial assistance for eligible families

through fee subsidy, and allocating additional resources to families and programs that provide care to children with special needs. Additionally, CMSMs are responsible for the oversight of EarlyON Child and Family Centres, Indigenous-led child care and early years services, and the implementation of the CWELCC agreement.

Current Landscape

In Lambton County, licensed child care is delivered primarily through non-profit child care providers, who deliver 95% of child care programs. The remaining 5% of child care space is offered by for-profit providers. To receive funding from the County of Lambton, all child care providers must be licensed under the Ministry of Education and enter into a Purchase of Service agreement with the County of Lambton.

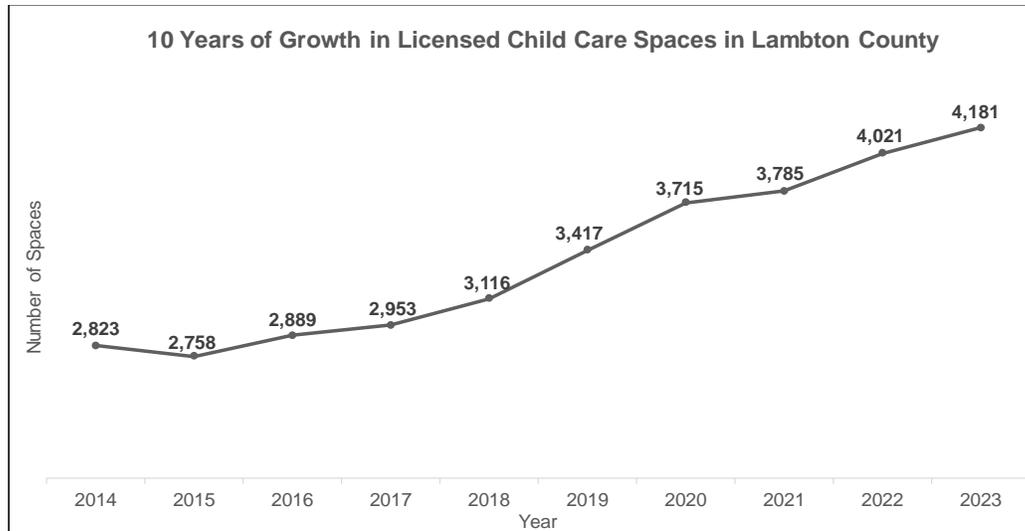
Currently, the demand for licensed child care space far outweighs the number of available spaces. The announcement of a national child care system in March 2022, resulted in a 57% increase to the child care waitlist over the past 18 months. Currently, there are 2,004 children aged zero to five years waiting for a licensed child care space. Additionally, there are 834 children aged six to twelve years waiting for a space.

Operating capacity means the number of children the child care is planning to serve as per the licensee's staffing complement, and thus represents the actual number of spaces available to children. In Lambton County, there are a total of 4,181 licensed spaces with 3,204 of those spaces operating. This represents an operating capacity of 77%. The greatest barrier to achieving a larger operating capacity is workforce challenges as most child care providers continue to struggle with workforce retention and recruitment.

A comparison of Lambton County child population, ages zero to five years (based on 2021 Census), to the number of available child care spaces indicates that one in every four, or 25% of children aged zero to five years have access to a licensed child care space. Ontario's action plan for implementing the new CWELCC system includes adding new child care spaces through a directed growth strategy. By 2026, aligning with provincial targets, the County of Lambton aims for a child care access rate of 37%, or a system where approximately one in three children have access to a space. To achieve the 37% access ratio, Lambton County has been approved for 573 new child care spaces, ages zero to five.

Non-profit child care operators in Lambton County have a long-standing history of being highly competent, highly skilled, flexible, and willing partners in working with the County's Children's Services Department to meet the needs of children, families, and communities. The County of Lambton has seen consistent growth in the number of spaces due to growth in the non-profit child care sector. An additional 1,358 licensed centre-based and home-based child care spaces have been added to the system since 2014. See Table 1 below.

Table 1



Child Care Funding

In Ontario, Children’s Services is supported by federal, provincial, and municipal government funding, as well as through parent fees. The County of Lambton as CMSM, is not required to directly operate licensed child care or early years services. Rather, it is responsible to ensure services are available and to manage early years services at the local level. Funding is provided to CMSMs through several allocation mechanisms allowing for some flexibility between allocations and child care expenses. CMSMs are required to follow the Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guidelines.

Changes to the provincial funding formula in 2013 required CMSMs to establish methods to determine how general operating funding would be allocated. A community-led working group was created, consisting of various community partners and staff, to determine a funding formula for Lambton County. The formula was built around the agreed upon principles of a transparent, equitable, and sustainable system. The group chose a points-based formula, whereby infant spaces are weighted highest as they are most expensive to operate, and school aged spaces are weighted the least as these spaces are most economical to operate. The points-based formula was implemented in 2014 and all licensed child care spaces across the County are funded equitably.

If the County of Lambton were to consider building and operating a directly operated licensed child care centre, it would access funding under the same guidelines and funding formula identified above. Early Childhood Educators (“**ECEs**”) would become part of a collective bargaining unit, and the facility would operate under the Ministry of Education’s licensing requirements.

For Council's information, a cost estimate of building and operating a directly operated child care centre is captured in the chart below:

Estimated Capital Cost of an 88 Space Child Care Centre	
Revenue	Amount (\$)
Start-up Grant	\$ 616,000
ELCC Capital Grant	\$ 913,943
Play Based Materials	\$ 500,000
Total	\$ 2,029,943
Expenses	Amount (\$)
Purchase Land / Building	\$ -
Construction - 8,800 sq ft	\$ 3,770,000
Supplies and Equipment	\$ 320,000
Playground	\$ 180,000
Project Coordination	\$ 100,000
Total	\$ 4,370,000
Deficit	\$ -2,340,057

Annual Operating Cost of an 88 Space Child Care Centre (Directly Operated)	
Revenue	Amount (\$)
Parent Fees	\$ 613,139
CWELCC Fee Reduction	\$ 738,885
Wage Grants	\$ 287,051
General Operating Grant	\$ 232,054
Total	\$ 1,871,129
Expenses	Amount (\$)
Program Wages and Benefits	\$ 3,206,708
Nutrition	\$ 88,352
Maintenance Costs	\$ 128,000
Teaching /Program Costs	\$ 66,264
Total	\$ 3,489,324
Deficit	\$ -1,618,194

Estimates show that an additional \$2.3 million would be required in one-time capital costs to build a child care facility. Additionally, an annualized amount of approximately \$1.6 million would be required from municipal tax dollars to cover ongoing operating expenses.

The 2024 Canada-Wide Early Learning and Child Care Guidelines indicate that CMSMs who directly operate child care centres are required to retain a third-party service and conduct a value-for-money audit on their direct delivery of child care services. The purpose of the value-for-money audit is to determine whether provincial funding is being used efficiently and effectively by directly operated centres, and whether the child care services could be offered by a third-party provider instead. Additionally, as it pertains to expansion plans, CMSMs are being asked to prioritize the expansion of CWELCC spaces in programs that are not directly operated.

Child Care Expansion

Under the CWELCC agreement, the County of Lambton is allocated 573 new licensed child care spaces, both school-based and community-based, to be added to the system from 2023-2026. Expansion will occur through a directed growth approach to ensure spaces are added for populations and neighbourhoods that need it most and who may have been historically underserved. In 2023, Lambton County approved 131 new child care spaces. In 2024, Lambton County is on track to add another 118 child care spaces.

Through the Finance, Facilities, and Court Services Division, a Request for Proposal ("RFP") process began in July 2023, seeking proposals for the supply of community-based licensed child care for children aged zero to five years old. Nonprofit and for-profit organizations were invited to respond to the RFP. One proposal was awarded to a for-profit child care provider, Lakeside Child Care, which will result in 94 new child care spaces in 2024. Future RFPs will be issued in 2024 and beyond, as additional growth is needed to achieve the target of 573 additional spaces by 2026. However, Lambton County is required to maintain 90% or greater portion of non-profit child care providers. Inadequate capital investment from the Province of Ontario and Government of Canada has created expansion challenges and staff are exploring ways to leverage partnerships with private developers and the non-profit child care sector.

To increase operating capacity of existing child care spaces and to successfully achieve growth targets, a workforce retention and recruitment strategy is needed to ensure the availability of a qualified workforce. Beginning in 2022, through 2023 and continuing into 2024, ongoing workforce development strategies continue with a focus on key priorities to sustain, enhance, grow, and attract talent within the early years sector.

The following are some achievements and highlights of workforce development efforts:

- An increase of 8.1% in new child care staff. This represents 124 new ECEs in the sector.
- 575 individuals have participated in various child care recruitment initiatives such as career fairs.

- 170 high school students attended the ECE Career Day held at the Sarnia Library.
- 89,158 unique social media users were reached through local child care social media posts and early years campaign.
- 590 child care staff attended professional development learning opportunities.
- 813 child care staff participated in Lambton's Parent and Professional Resource Centre ("**PPRC**") located at Lambton College.
- 21 students enrolled in the new Lambton College Early Childhood Education one year fast-track pilot program, with 20 qualified ECE graduates expected in February 2024.
- 150% increase in the number of licensed home child care.

FINANCIAL IMPLICATIONS

There are no financial impacts to the County budget. Expenses associated with the activities in the report are covered 100% through annualized funding from the Ministry of Education.

CONSULTATIONS

Consultations have taken place with the Data and Financial Coordinator, Manager of Homelessness Prevention and Children's Services, General Manager of Social Services, and the Regional Ministry of Education Child Care Advisor.

STRATEGIC PLAN

The overall management of the child care and early years' service system is a legislated program delivered in keeping with the County's Mission statement to provide an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the department support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

The creation of a national child care system has resulted in tremendous change and growth in the children's services sector in Ontario. Municipalities are responsible for implementing a directed growth strategy to ensure an access rate of 37% is achieved by 2026. Creativity, partnerships, and ongoing workforce development strategies are key to ensuring growth targets are met. Having access to affordable and inclusive child care is essential for child development and for families who depend on it to actively participate in education and employment opportunities and contribute to the economy of Lambton County.

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
INFORMATION ITEM:	Supportive and Affordable Housing Strategic Development Plan

BACKGROUND

Lambton County Council, at its meeting on July 5, 2023, declared affordable housing its top priority by endorsing the following motion:

#3: Bradley/White: That County Council publicly endorse making affordable housing and shelter the number one priority of County Council.

Carried.

In addition, City of Sarnia Council, at its meeting on July 10, 2023, declared a portion of the Victoria Street Parking Lot surplus and directed staff to donate the property to the County of Lambton for affordable housing projects. City of Sarnia Council passed the following motion:

#6: White/Gillis: That Sarnia City Council declares a portion of Victoria Street Parking Lot surplus, in concept, and directs staff to initiate the sale and disposition of land process and donate the property to the County of Lambton for affordable housing projects; and

That Sarnia City Council directs City staff to meet with County staff and report back at the next meeting on the required percentage of the land.

Carried

As communicated to Lambton County Council at its meeting on October 18, 2023, Flourish Affordable Housing Communities (“**Flourish**”) was engaged by the County to develop a multi-year portfolio-scale strategic development plan to address the affordable and supportive housing crisis in Lambton County. The purpose of this report is to share the strategic development plan with Council.

DISCUSSION

Flourish has developed a multi-year portfolio-scale strategic development plan, which identifies several initiatives that could functionally end the current homelessness crisis through affordable and supportive housing developments. The strategic development plan is attached to this information report. The plan lays the foundation that could see 490 units constructed across five sites located in Lambton County, including 300 supportive housing units.

The five projects identified include:

Location	Use	Number of Units	Total Cost	County Contribution
Victoria St. Parking Lot	Affordable and Supportive	267	\$75.7M	\$19.0M
Project A	Affordable and Supportive	70	\$20.3M	\$3.5M
Project B	Affordable and Supportive	107	\$31.8M	\$2.5M
Kathleen Ave	Affordable	28	\$9.1M	\$3.1M
Ontario St.	Affordable	18	\$6.3M	\$2.7M
Total		490	\$143.2M	\$30.8M

As a next step, staff will review the strategic development plan and complete preliminary development work for the projects. Staff will then report back to Council with the additional information including the estimated operating costs for each development and seek approval for individual projects at a future date.

FINANCIAL IMPLICATIONS

The potential financial implications of the strategic development plan for the County are unknown at this time. Individual projects, including fulsome financial implications, will be presented for Council approval at a future date.

CONSULTATIONS

Consultations have taken place with the CAO, Clerk, Deputy Clerk, General Manager, Social Services, Manager, Procurement and Projects and Flourish.

STRATEGIC PLAN

Providing safe affordable housing is in keeping with the County's Mission to promote an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the Division support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

Establishing a multi-year plan to address the affordable and supportive housing needs of the community will ensure that we are appropriately able to address the current affordable housing and homelessness crisis in Lambton County. The plan is ambitious and will require funding commitments from both the Provincial and Federal governments.



At Home in the County of Lambton

An action plan to end homelessness and address the housing crisis through supportive and affordable housing development in the County of Lambton



January 22, 2024

Executive Summary

We applaud the County of Lambton's ambition to resolve the housing and homelessness crisis facing many local residents. Flourish offers a number of suggestions based on our experience developing a spectrum of supportive and affordable housing – particularly through Indwell.

This study suggests a potential path to design and construct a comprehensive spectrum of 300 supportive housing units throughout the County of Lambton to functionally eliminate the current By-Name Priority List. This scenario relies primarily on staff identified sites, although our suggested optimal route includes some additional properties. This strategy foresees municipal capital investments leveraging Federal capital grants, which in turn are used to attract Provincial capital and operating funding particularly towards the supportive housing. The latter is key to supportive housing's delivery of healthcare and addiction-related services. An additional 190 affordable and mixed rental housing units are suggested on the staff identified sites, providing 490 units in total towards the 729-unit target set in fall 2023.

The County's investment target of \$38 million can truly energize local support for housing solutions. We know that grassroots energy is emerging with citizens, service clubs, and private landowners forging new alignments around common causes. Experienced supportive housing operators like Indwell are actively engaged in these conversations, with the ability to act quickly if senior governments can be motivated to action commitments.

We hope that this report will provide a starting framework for ending the housing crisis in the County of Lambton. Flourish is keen to continue our engagement with the County and other allies, sharing our experience turning housing dreams into real homes.

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1 Introduction

The County of Lambton retained Flourish to assist in drafting a multi-year, portfolio-scale strategic affordable and supportive housing development plan. The goal of this report is to describe several initiatives that could functionally end the current homelessness crisis through supportive housing developments. The By-Name Priority List is a real-time list of all people experiencing homelessness across a Service Manager area, which helps prioritize people for the most suitable and available housing. This list is used as a reference for quantifying targets. We also suggest opportunities to add significant affordable housing stock to address the chronic Access to Housing waiting list. This portfolio targets building 729 new affordable homes which includes the spectrum of supportive housing.

The County of Lambton Council has identified the affordable housing crisis as a top priority. This is strategic, reflecting the felt needs of local citizens while aligning with the housing-focus of senior orders of government. Both Federal and Provincial governments are asking municipalities to prioritize homebuilding however possible. While supportive housing is not specifically prioritized by senior governments, local leaders understand that the homelessness crisis cannot be resolved by simply building more homes. Flourish is pleased to provide the County with a development plan based on its experience with Indwell's proven supportive housing programs in seven municipalities across Ontario.

Beginning with five staff identified sites, Flourish investigated the potential for developing housing with the goal of targeting areas where community need is greatest and having the most impact on reducing and preventing homelessness. The goal of this report is to provide the County of Lambton with a roadmap outlining what building form and housing type to provide on each site. Various financial scenarios are suggested to empower the County, identifying initial funding commitments from various fund sources.

Timely action is key to addressing this crisis, as the status quo is costly by every metric. Federal and Provincial programs, through the Canada Mortgage and Housing Corporation (CMHC) and Ministry of Municipal Affairs and Housing (MMAH), respectively, are also in flux. CMHC's Co-Investment Fund (COI) is currently useful, so applications to receive grants through COI should be prioritized before mid-2024. The prospect of both federal and provincial elections within two years should be considered when applying for funding support, as any government transition may delay decision-making.

By following this action plan, the County of Lambton will build targeted new housing developments that will seek to end homelessness and address the housing crisis faced by many residents.

2 Housing context in The County of Lambton

The County of Lambton is facing an escalating housing crisis. The surge in economic growth has led to heightened demand for both rental and owned housing, resulting in increased rents and purchase prices, and a more constrained demand-supply scenario. Over the past few years, the County of Lambton has experienced a rise in visible homelessness within the community, particularly Sarnia, along with an increase in the number of people at risk of homelessness.

The County of Lambton's Housing Services Department currently manages 16 apartment buildings and four family sites. This stock is insufficient to meet current housing demand, and wait lists continue to grow. According to CMHC, the average rental rate in the County of Lambton for a one-bedroom apartment was \$840 in 2018, and \$1,011 in 2022. While official rates continue to rise, Zumper.com reports average rents in Sarnia of \$1,478 in November 2023. It is expected rents will continue to increase in the coming months due to continued limited supply compared to the local demand for rental apartments. New housing options are needed, particularly for one-bedroom homes. Responding to this need in a timely fashion provides the opportunity to create significant new accessible, appropriate, safe, and energy-efficient housing for Lambton households.

3 Proposal for Launching New Housing Developments

3.1 Affordable Housing

The cost of housing has skyrocketed across Canada and locally, particularly since the pandemic. As a result, the need for affordable housing is an issue facing many people in the County of Lambton, especially those experiencing poverty. This study focuses on affordable rental development but does not address affordable home ownership.

CMHC and Ontario have had shifting definitions of "affordable" housing under their funding programs and various Provincial legislations, but two measures have some historical familiarity. The general metric Canadians are familiar with and use is "not more than 30% of income is spent on housing." Ontario funding programs often use "rents at 80% of Average Market Rent (AMR) or less," AMR being calculated by CMHC on an annual basis. Unfortunately, AMR has become quite unreflective of apartments currently available on the rental market.

CMHC's COI Fund scoring criteria now incentivizes projects as "affordable" when at least 40% of units are at or below 70% Median Market Rent (MMR); the remaining units can rent at current market rates. As COI is the key funding program for projects creating deeper affordability, we have used its guidelines for suggesting *pro formas* for affordable housing projects.

The COI fund will provide \$75,000 per unit in grants for an entire project if it meets the 40% at 70% MMR target; in Sarnia, this equates to rent at \$665 per month for a one-bedroom. Without the grant contribution provided through COI, it is very difficult to build new apartments with rents below \$1,500 per month.

Affordable rental projects under this strategy would be considered mixed income. CMHC is allowing (even prioritizing) projects which use market rent units to offset below-market affordability in other units. These units are geared towards households with an income between \$60,000 and \$85,000 per year.

We understand this sort of mixed-rent housing program is not currently operated by the County of Lambton. Given that conventional market-based developers seem reluctant to invest in projects with such low overall rents, this could be a prime opportunity for the County to invest in housing as a type of public infrastructure. This reframing of affordable housing investments may be emerging as a federal priority, with a new Ministry of Housing, Infrastructure, and Communities coming together under Minister Sean Fraser.

3.2 Supportive Housing

There is a critical need to expand permanent supportive housing options in the County of Lambton to address the homelessness crisis, particularly street-engaged homeless. Individuals' experiences vary, but common underlying concerns facing residents include:

- poor mental health and difficulty accessing or retaining appropriate treatment
- addiction and substance use, particularly the impacts of alcohol and opioids
- acquired brain injuries
- developmental disabilities
- intimate partner or domestic violence

As part of the development plan, Flourish proposes a strategy to develop a spectrum of supportive housing programs, with physically distinct features related to the types of support delivered to different demographics. This approach is modelled on Indwell's experience as the leading supportive housing developer in Southwestern Ontario.

Because homelessness impacts people across a spectrum of needs and experiences, it is important for supportive housing programs to reflect this reality. There are three main supportive housing models that Indwell delivers, generally categorized as Specialized, Enhanced, and Standard.

- **Specialized Supports:**
 - A Specialized Supports program model delivering the highest level of specialized support, with a strong focus on overcoming addiction and poor mental health.
 - Typical tenants include people who have been chronically homeless, living rough, hospitalized, or in an institutional settings, potentially for years.

- The program size is smaller, with between 15 and 20 tenants, reflecting the need to create safe, familiar homes despite tenants' high-acuity needs.
- Healthcare support is critical to this model including an interdisciplinary team of 10 to 12 professionals including social workers, nurses, and addiction and mental health counselors. Other staff roles offer general tenant support with life-skills, community connections, food security, and other resources to reintegrate high-acuity tenants into a stable community.
- The annual operating budget is typically \$1.2 million based on the services required and scale of program.
- **Enhanced Supports:**
 - An Enhanced Supports program provides services similar to a specialized program, however it is delivered to a higher number of tenants with lower acuities.
 - Tenants requiring Enhanced Supports may have moved from a Specialized Supports program or may be coming from an addiction treatment or recovery program, in-patient mental health context, or other forms of homelessness or unstable housing, including incarceration.
 - Community sizes are typically 40 to 50 tenants with an interdisciplinary team similar to a Specialized program with 10 to 12 staff including social workers, nurses, and addiction and mental health counselors.
 - The annual operating budget is roughly \$1.5 million based on the services required and scale of the program.
- **Standard Supports:**
 - A Standard Supports program serves tenants who have had housing and mental health stability for at least a year prior to moving in. Tenants are typically single person households but may include couples or families depending on community needs and building designs.
 - Tenants requiring Standard Supports are capable of independent living but desire a stable community with accessible on-site supports. Because tenants share their medical history with program staff, they are supported in remaining stable, and focusing on recovery and personal development.
 - The baseline support is rent affordability which matches tenant's income. Typically, tenants receive income support from the Ontario Disability Support Program (ODSP) or another form of fixed income.
 - The optimal program size is 40 to 60 tenants but is flexible based on the program dynamics. A team of three to five staff provide direct tenant supports, in addition to routine building maintenance.
 - The operating budget is roughly \$500,000 per year depending on the scale of the program.

All three levels of support require supplemental operating funding beyond the rental revenue from tenants. The Ontario Ministry of Health (MOH) provides funding that is optimal for Specialized and Enhanced Supports programs, given the key role of

housing-based healthcare delivery in these contexts. Municipal funds, fee-for-services, and charitable donations are other types of revenue that sustain program operations.

The opioid and drug toxicity crisis compound the impacts of homelessness on many people's underlying mental health challenges, resulting in higher acuity and more complex paths to recovery. However, Indwell's experience delivering this range of supportive housing has demonstrated that homelessness and crisis-level addiction can be overcome, with over 95% of tenants entering Specialized or Enhanced Supports programs remaining in their original apartments after one year.

3.3 Supportive and Affordable Housing Spectrum on County Sites

County Staff identified several properties that could be considered for new housing development. These were assessed first for their potential as supportive housing, and subsequently for affordable-market rental housing. They are addressed in a loosely ranked order that should not be considered strictly preferential. Refer to Appendix A for preliminary concepts for sites.

Victoria Street North, Municipal Parking Lot: Supportive Housing Prioritized

The City of Sarnia's parking lot on Victoria Street North between Cromwell and Davis Streets is an approximate 2.19 acres zoned Downtown 1 which permits apartment dwellings up to twelve stories. We understand the site was recently deemed "surplus" by the City, marked for the purpose of supportive housing development.



Figure 1. Victoria Street North, Sarnia - proposed Supportive and Affordable Housing on County Sites (extracted from Google Earth)

This site holds significant potential for supportive *and* affordable housing. Its size, location in the downtown core, and proximity to essential services including transit,

banks, groceries, and the central library are optimal. The large lot size provides the opportunity for a multi-building project. We propose two buildings that would utilize the entire site, which could be constructed simultaneously or in phases.

Under our preferred scenario, the site would host two Enhanced Supports programs, a Standard Supports program, and an Affordable/Mixed Rental project. Initial assessments suggest that 267 units can be achieved on this site including Supportive, Affordable, and Mixed Rental units. There is potential for surface parking on the site to be designated for use by patrons of area businesses, as the need for tenant parking may be relatively low depending on program models and tenant demographics.

Under a scenario that includes only staff identified sites, the Victoria Street property could be designed to host Specialized, Enhanced and Standard Supports programs, with additional Affordable/Mixed Rental housing units. Our concern with this scenario is the potential for stigmatization of the programs and tenants, such as through derogatory terms like "the ghetto," related to the density of higher-acuity supportive housing programs on one property. Indwell's experience is that tenants also appreciate the opportunity to progress towards stability through physically moving from a Specialized program to an Enhanced community. As a result, a Specialized Supports program would be best suited for a separate property not identified in this study.

Experience with Indwell programs shows the benefits of program models being scaled to reflect the relative stability of the tenants. For example, a high-acuity program should be smaller than a low-acuity program. Despite general public assumptions that a "mixed" community is sociologically better, evidence from operating Indwell programs shows that tenants in a supportive community with similar current life situations and health needs experience greater inclusion and recovery. Tenants report that they value the sense of progressing towards stability and long-term tenancy that comes with physically moving between the various supportive communities. This is particularly important between Specialized and Enhanced Supports programs. [Parkdale Landing](#) and [McQueston Lofts](#) in Hamilton are examples of this close proximity but physical separation. Architectural and physical design separation features between Enhanced and Standard Support programs have proven highly effective when a project is otherwise developed as a single structure. Embassy Commons on [English Street](#) and [Dundas Street](#), London are examples of this strategy.

Project A, Sarina: Supportive Housing Prioritized

Project A is an existing property located in central Sarnia. The available build space is approximately 0.7 acres and is zoned Interim Use 1. A zoning by-law amendment will likely be required to permit a multi-residential project. This site could provide 70 Standard Supports apartments in the community.

This site would provide long-term housing stability and affordable rents, enabling broader community engagement for tenants given its walkable proximity to downtown.

As tenants from the Victoria Street program and other higher-support programs become more stable and independent, they could transition to this location. Having a supportive housing provider operating both locations would help the transition for tenants.

Project B, Sarnia: Supportive Housing Prioritized

Project B is a property located in north Sarnia. The site is currently zoned Urban Residential 1, and a zoning by-law amendment may be required to permit a multi-residential project.

A Standard Supports Program is recommended for this property. This site is further from downtown which could be a benefit in terms of spreading out supportive housing opportunities for tenants, rather than being concentrated in the downtown core.

Initial assessments suggest that 107 Standard Supports apartments could be developed and could include a community space for tenants of both housing complexes as well as for the general community.

471 Kathleen Avenue, Sarnia: Affordable Housing Prioritized

471 Kathleen Avenue is currently an approximately one acre open green space. It is zoned Open Space 1 and will require a zoning by-law amendment.

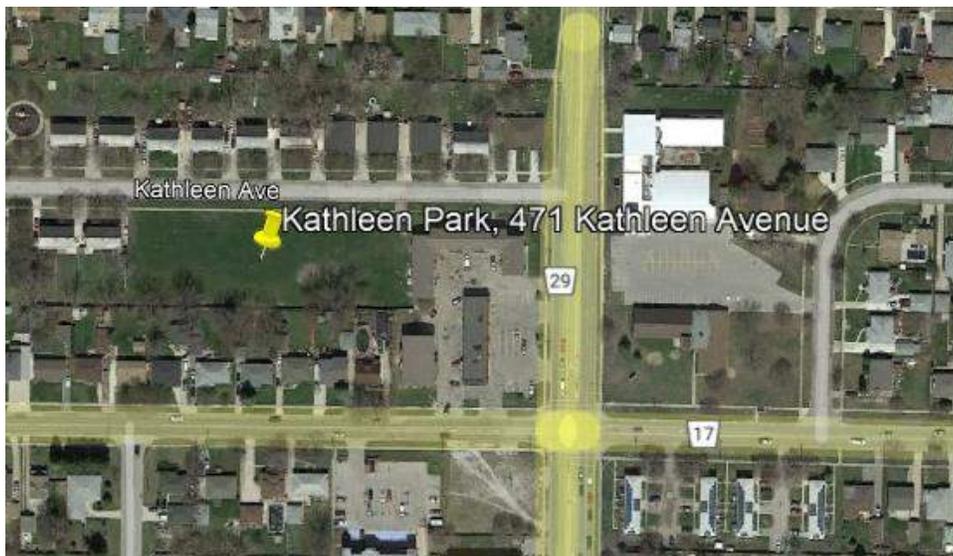


Figure 2. 471 Kathleen Avenue, Sarnia - proposed Supportive and Affordable Housing on County Sites (extracted from Google Earth)

The site is surrounded by family-size community housing duplexes, with few options for older adults looking to downsize. Flourish sees the potential for two buildings on the site of 18 and 28 units respectively, all one-bedrooms. They could be developed at once, or in phases. This would offer housing alternatives for tenants who are over-housed in their current home, while allowing them to remain near their existing social support community. In this development proposal, Flourish has included only the 28-unit building within the financial scenarios to allow for more flexibility with County investments in the near future.

587 Ontario Street, Wyoming: Affordable Housing Prioritized

587 Ontario Street, Wyoming currently has vacant land – zoned Residential R3(4).

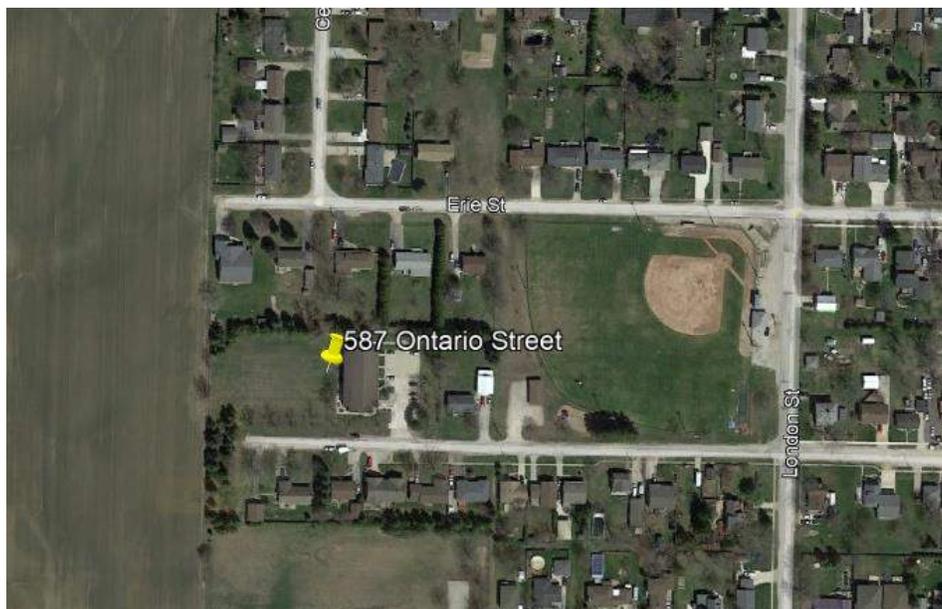


Figure 3. 587 Ontario Street, Wyoming - proposed Supportive and Affordable Housing on County Sites (extracted from Google Earth)

This site could expand upon an existing adjacent housing project, adding a two-storey new building with 18 apartments that are a mix of one-bedroom and two-bedroom units. While amenities such as groceries are walkable, there is adequate lot area for a 1:3 parking ratio which would be advantageous for access to larger urban centers within the County for services. This project would be focused on Affordable housing development, providing homes for seniors or younger households working locally. It is feasible to consider a denser development on this site under another scenario, adding a broader range of units and accessibility within a three-storey design.

3.3.1 Summary of Site Development Proposals

Table 1, below, provides a summary of the buildings proposed on the five staff identified sites. For further details, refer to Appendix A and B showing the preliminary concepts and *pro formas*. In summary, across the staff identified sites, Flourish has proposed a total of 490 units, of which 300 units are supportive, 79 units are affordable, and 111 units are at market rate.

Table 1. Summary of Site Development Proposals.

	Victoria St N Apt A, Sarnia	Victoria St N Apt B, Sarnia	Project A	Project B	471 Kathleen Ave, Sarnia	571 Ontario St, Wyoming
Program/Type	Enhanced + Affordable + Market (meets 40% of units at less than 70% MMR)	Specialized + Standard OR Enhanced + Standard	Supportive – Standard	Supportive – Standard	Affordable	Affordable
Commercial Space (sq.ft.)	None	5,877	None	2,260	None	None
Storeys	12	4	4	4	2	2
Total Units	40 + 33 + 111 = 184	15 + 68 = 83 OR 41+42=83	70	107	28	18
Total Bachelor	40	0	6	0	0	0
Total 1BR	144	83	64	107	28	12
Total 2BR	0	0	0	0	0	6
% 2BR	0%	0%	0%	0%	0%	33%
Total parking spaces	22 on 1st floor/grade	36 site wide	25	80 site wide	12	23
Parking ratio	0.09	0.43	0.36	0.75	0.43	1.22
Total Project Cost (excl. tax)	\$48,900,935	\$26,827,220	\$20,302,627	\$31,750,381	\$9,104,000	\$6,273,260
Total cost/unit	\$265,766	\$323,220	\$290,038	\$296,733	\$325,143	\$348,514

3.4 Rationale for Recommended Actions

Street homelessness cannot be addressed without creating housing with integrated healthcare services delivered on site. The staff identified sites hold great potential for such developments, but based on Indwell's experience we recommend two additional sites:

1. A Specialized program (15 to 20 tenants) on a stand-alone site specifically targeted at post-encampment/high-acuity tenants.
2. An additional Enhanced Support program (40 to 50 tenants) focused on long-term stabilization of health and recovery gains.

The spectrum of supportive housing programs detailed in this report totals 300 units including the privately-owned sites, which could functionally address the current By-Name Priority List. It would provide the breadth of services to enable individuals to move from living rough and with high acuity towards long-term life stability. Indwell is currently undertaking this sort of strategy in developing a spectrum of supportive housing in various communities including St. Thomas and London. All indicators suggest this approach is effective, with increases in personal wellness alongside decreases in hospitalizations, police enforcement activities, and EMS utilization.

Current Provincial Ministries are not well structured to invest in new supportive housing developments; MMAH and MOH do not coordinate their funding to achieve the outcome objectives they respectively value. Despite this, the County of Lambton can spur Provincial leaders to follow its investments in this supportive housing strategy. Decisive action combined with aligning advocacy through elected officials, community leaders, and other connections is critical to bringing the senior government investments to bear locally. Indwell's experience with the Ministry of Health is that decision-making is tied to annual budget-year cycles, whereas housing developments are multi-year. This misalignment is one of the key issues to overcome in advocacy across Ministries. It should be anticipated that construction will need to start to meet development and funding milestones without a commitment of annual operating funding.

The County should consider partnering with a not-for-profit organization such as Indwell in launching development projects, bolstering the credibility of the strategy while pushing CMHC and MMAH for capital support and MOH for ongoing operating funding. Flourish is not aware of any recent projects where health funders approved projects before construction launched on a supportive housing project – let alone a multi-project strategy, so the County should consider contingency plans should these agreements be delayed.

3.5 Funding

The Affordable housing *pro formas* attached outline a strategy to invest County funds in projects that could deliver either County-owned housing or catalyze projects led by non-profit proponents through being a “Co-Investor.” The latter strategy is key for community housing providers; without a co-investor, CMHC defers reviewing or awarding any COI funding to otherwise eligible projects. From our experience with various clients, lack of a co-investor has left many projects stalled, excluded from Federal funding programs.

We have not assumed any Provincial funding for the Affordable housing projects which include mixed-rent units, as there is currently no set ratio of contributions between CMHC and MMAH programs (unlike former Investment in Affordable Housing programs). It may be feasible to apply for Provincial funding towards the 40% of units that are at 70% MMR if that value is less than 80% AMR (Ontario’s threshold).

For the Supportive housing portfolio, we have assumed a municipal investment in each project, along with a uniform contribution of \$150,000 per unit from MMAH. This does not reflect an existing Province-wide housing investment program. However, it is based on what we have seen MMAH announce to supportive housing projects across the province throughout the past two years, funded through various programs including the Social Services Relief Fund (SSRF), Ontario Priorities Housing Initiative (OPHI), Canada-Ontario Community Housing Initiative (COCHI), and Homelessness Prevention Program (HPP).

Under the HPP, Service Managers now have added flexibility in how they allocate funding. Capital contributions to new supportive housing are permitted alongside services and other immediate interventions. In the short-term, funding capital projects is high, however building and maintaining supportive housing is necessary to address the root drivers of homelessness.

There is strong Federal and Provincial rhetoric about improving access to affordable housing. Service Managers should make a direct capital request proactively to MMAH with the support of the local Member of Provincial Parliament (MPP). The speed and potential to receive funding will increase by making the request early and having the sustained support of the MPP.

Community donations and investments show local support for issues and are impact amplifiers for County investments. They are often first to the table, mobilizing the energy and generosity of concerned citizens who want to see effective solutions. Citizens associated with the Rotary Club, the Sarnia Community Foundation, and others have been actively pursuing supportive housing solutions. Additionally, the City of Sarnia’s desire to have supportive housing developed on the Victoria Street site reinforces the local commitment.

Table 2 summarizes the funding sources and financial contributions required to develop the five sites proposed in Section 3.3 of this report for the County of Lambton. Appendix B contains *pro formas* for each site with additional details, references, and assumptions.

Table 2. Summary of potential funding sources for proposed County of Lambton Supportive and Affordable Housing sites.

Contribution Sources	Amount (\$)
MMAH Request	\$39,000,000
County of Lambton	\$30,782,007
CMHC Grants & Seed Funding	\$37,470,000
Donations	\$3,600,000
Loans/Debentures	\$32,306,415
GRAND TOTAL	\$143,158,422

4 Privately Owned Sites with Potential for Development

The County plays a key role in promoting affordable housing developments by other proponents. This is particularly important for non-profits, as they need a “co-investor” to attract CMHC’s investments. Several privately owned sites were brought to Flourish’s attention during our research. County staff are already aware of some of these sites, while others could be introduced into the overall strategy based on our initial assessments.

There are many projects under development by Non-Profit agencies and the private sector. Although a complete picture of these projects is not known, it is anticipated that another potential 500 units are available based on further business plan development.

The key to developing significant quantities of below-market rental apartments is co-operation between all levels of government and the proponent to maximize government investments in housing as public-benefit infrastructure.

5 Next Steps for the County of Lambton

5.1 Budgeting Municipal Funds

The County of Lambton plays a key role in enabling both supportive and affordable housing. Council’s aspiration to invest \$38 million over a 10-year period suggests a framework for making decisions on specific priority projects alongside opportunities to co-invest with community housing providers, leveraging broader investments in affordable housing projects.

We appreciate that Council must weigh competing demands in the context of inflation, housing demand, and the layered factors driving rising construction costs. We recommend a few key guides:

- Public investment should prioritize non-market housing development:
 - o Supportive housing is the most sustainable way to address the homelessness problem in the County. Municipal funds should act as a co-investment for non-profit proponents to attract senior levels of government funding. County investments could include land, fees, and other non-levy forms of financial assistance are considered under CMHC's Co-Investment Fund stream. We have seen these municipal investments of roughly 15 to 25% of capital costs in deeply affordable/Supportive rental projects; it may be less in Affordable projects. Edmonton has created a [new municipal investment framework](#) that bears consideration.
 - o There are few market developers willing to rent new housing below the cost of construction, yet this is what is required for many low-income households. In today's construction market, the break-even costs are higher than many tenants can afford. Municipal investment can focus on supporting housing projects which maximize rental construction that achieve affordability without additional ongoing rental subsidies. This is a key opportunity for staff identified sites to advance new development.
 - o Additional requirements can be stipulated, length of affordability commitments, energy performance, stability of rents, e.g. rent increases that reflect the annual Landlord and Tenant Board (LTB) rates, not be open to any rental increase (there are no rent controls on rental apartments built since November 2018, resulting in higher financial risk for tenants with low or moderate stable incomes.)
 - o Municipal credit capacity should be closely assessed for the ability to invest with minimal direct levy impacts. It may be that affordable housing projects could be feasible using County borrowing versus using CMHC financing. A close review of the debt-carrying capacity of each project is important to ensure financing from the most appropriate source.

5.2 Applications to CMHC

The County should try to maximize CMHC's grant contributions. The current Co-Investment Fund criteria (Winter 2024) provides a baseline grant of \$25,000 per unit. An additional \$25,000 is available for projects with a minimum of 40% of units at 70% MMR. And \$25,000 per unit is granted across the project for meeting higher efficiency thresholds. All County projects should be designed to meet these thresholds as all are readily achievable.

The Auditor General has noted CMHC's difficulty allocating funding, with an annual average of \$645M being returned to the Treasury over the past five years. Applications to CMHC should be focused on projects that can be delivered quickly, as there is likely

to be higher prioritization for Federal investments on projects that can be built faster. This could be particularly important for affordable housing projects accessing the Co-Investment Fund stream.

5.3 Additional Funding Contributions

The County of Lambton may be able to attract additional investments into this housing strategy. There is, however, little formal coordination between funding programs and each has its own priorities, but each opportunity should be explored:

- Housing Accelerator Fund from CMHC has been rolling out across the country. If local municipalities have secured federal investment, projects may help deliver the outcomes promised in their application. Check for this likely alignment.
- Ontario's new Building Faster Funds is to provide \$1.2B over three years to municipalities that meet Provincial housing construction targets. These are funds to the municipalities rather than a specific project, so coordination is needed.
- Local municipalities can co-invest in ways within their control, e.g. waiving or reducing municipal fees, permits, covering servicing costs, expediting processes, upzoning land, or contributing property. Municipalities have also used their rank in the surplus school divestment process to secure sites for affordable housing developments.
- Indigenous partners are becoming engaged in affordable housing development. NICHI is a national organization distributing \$281M in federal housing investment through Indigenous organizations. Ontario Aboriginal Housing Services is a non-profit housing developer, but also the Service Manager for Ontario's investments in Indigenous projects, e.g. Indigenous Supportive Housing Program. There are several Indigenous-led economic development corporations looking to invest in housing, both on and off-reserve. And various First Nations are exploring potential collaborations to develop much-needed housing.
- The Green Municipal Fund within the Federation of Canadian Municipalities is investing in affordable housing projects. They provide grants and loans to support the construction of new affordable housing projects to a higher environmental performance standard. The available resources are significant and may be worth pursuing.
- Private land donations are feasible in some circumstances. Individuals, churches and other faith communities, service clubs, and even private developers are sometimes able to contribute land towards affordable housing projects. Donations of cash and equities is also a common contribution, although this is typically directed to projects led by a registered charity.

5.4 Applications and Advocacy to Ontario

Provincial capital investment in affordable housing is currently asymmetrical with Federal programs, and relatively limited to social service outcomes, e.g. SSRF, COCHI, OPHI. We have seen a slight shift in Provincial focus with HPP to prioritizing permanent supportive housing projects as a more sustainable response to homelessness. We recommend the Service Manager make a specific direct request to the Province for capital funding of \$150,000 per unit towards building the supportive housing projects.

This request to MMAH should be linked with advocacy for sustainable operating funding from MOH, MCSS, or alternate Ministries. This is crucial to ensuring that supports – particularly addressing mental health and addictions, are integrated within the new supportive housing. This is the only sustainable route to funding the supports that enable people to break the cycles of poor health and poverty resulting from homelessness.

Note: the development pro formas for the supportive projects included in this report do not include the operating support costs or revenues in order to reflect the reality these funds are not committed up front.

Mobilizing community backing for the County's supportive housing strategy is key. Allies like the Bluewater Health system, the Canadian Mental Health Association, advocacy groups, faith communities and other agencies are necessary to amplify the calls for Provincial and Federal funding. Engaging an experienced supportive housing provider such as Indwell as a development or operating partner could be feasible with some type of commitment by Ontario to backing an integrated homelessness strategy.

5.5 Proceeding with Developments

There is a risk to proceeding with the suggested supportive housing projects without either Provincial capital or operating funds. The worst-case scenario is that neither funding materializes, in which case the housing may not be feasible to operate as supportive housing, missing the homelessness-addressing outcomes. But without moving forward, the County risks standing on the sidelines while action-oriented communities attract funding.

It is feasible to use a portion of existing MMAH-provided funds, e.g. HPP dollars, to fund supports. We understand that there may be some MMAH-provided funds that could be earmarked for this use. This has merit, but we caution that an underfunded program may not deliver the needed results and could lead to questioning whether supportive housing is an effective intervention. Council should consider the possible need to supplement HPP-type funding if the acuity of tenants exceeds the capability of a smaller support team. The risks to launching an under-funded support program include overstressing the staff team, or not delivering hoped for results leading to public or agency loss of confidence in the effectiveness of supportive housing.

If the Provincial funding failed to materialize, the fallback plan for the housing portfolio could be using the developments as affordable rentals. This would also serve a social purpose in addressing the housing crisis. The key financial risk for the County would be

that its up-front capital investment may be roughly \$150,000/unit higher. This fallback business plan should be considered from the outset, rather than midway through a project.

5.6 Mixed Rental Development

Currently the County of Lambton's Housing Services Department provides affordable housing according to the Rent-Geared-to-Income (RGI) formula, with rents capped at 80% Average Market Rents (AMR). While RGI housing is essential to meet various regulatory requirements and the affordability needs of many community members, it potentially constrains the development of other affordable housing options; RGI subsidies may not be expandable.

With rising costs of construction and interest rates, operating at 80% AMR rents or lower will require more up-front County capital investments that could otherwise leverage more developments. It may be advantageous to develop Mixed Rental buildings using CMHC's current breakdown of 40% affordable/ 60% market rents in order to stimulate construction of new rental stock to meet a range of tenant needs.

We understand that Lambton's Housing Services department may not be set up to operate market units. A strategic review of other municipal approaches could lead to new structures or collaborations with other non-profits so the Corporation could use its municipal status to help enable significant non-market rental housing development.

5.7 RFP Processes

Supporting community housing allies through a municipal "co-investment" is an important way to get non-market housing built while minimizing the financial and operating responsibility on the County.

Achieving the County of Lambton's broadest strategic outcomes for affordable and supportive housing development should be prioritized in any RFP process. When designing the procurement pathways to engage capable participants in delivering projects, it may be strategic to clearly identify the County's specific goals for:

- Rent targets available from future tenants (e.g. % with social assistance incomes)
- any rent supplements available, County or otherwise
- environmental and energy efficiency targets (should reflect CMHC COI level)
- types of supports expected (target populations, acuity measurement tools used)
- which County priority lists or referral streams are anticipated as measuring results

These details would help interested parties align their responses with the County's expectations and give a clearer framework for assessing their capacity to succeed.

In order to maximize the leverage capacity of County investments, attention should be paid to how much CMHC or Provincial funding has been secured by an applicant, and

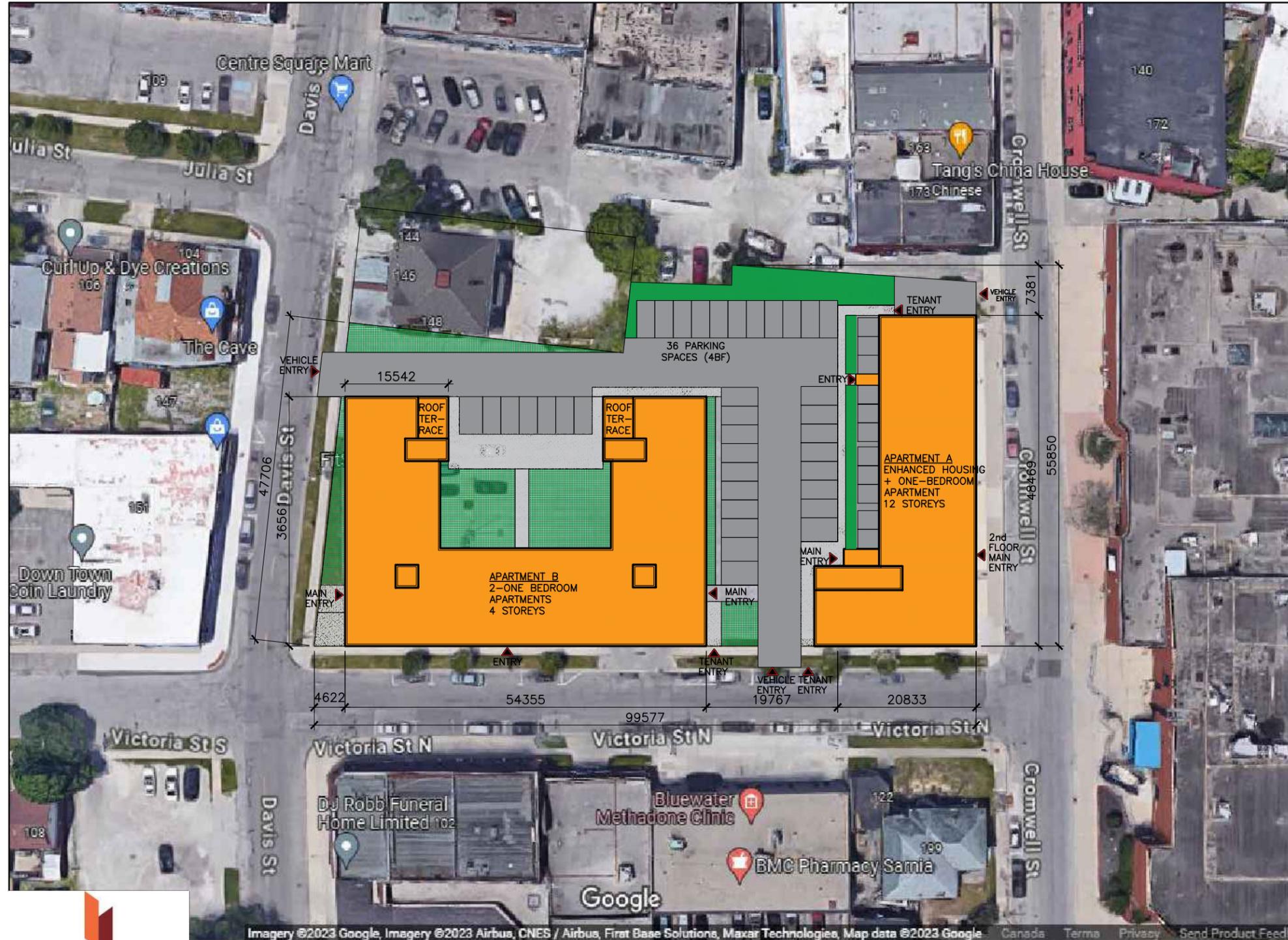
how much they anticipate would be needed for the supportive housing portfolio. These funds will unlikely be secured at time of bidding but could be identified based on the past performance of the proponent. This could include both capital and operating funding streams.

6 Conclusion

The County of Lambton's ambition to address the housing and homelessness crisis is commendable, and this leadership can yield compelling results. We trust that this report will provide a useful framework for shaping a supportive housing strategy that could effectively address the needs of people on the By-Name Priority List. Spurring development of new affordable housing is also key – and rental housing generally, so maximizing contributions from all sources is necessary.

We welcome feedback and ongoing dialogue with County Staff and Council on how to translate this report into action.

**Appendix A: Preliminary Concepts for Staff
Identified Sites**



APARTMENT A
 (ENHANCED HOUSING + ONE BEDROOM APARTMENT)
 FLOOR AREA = 835m²
 GFA = 9,387 m²

GROUND FLOOR
 -STAFF OFFICE,
 -TENANT AMENITY SPACE
 -22 UNDER BUILDING PARKING

2nd~3th FLOORS
 -20 STUDIO UNITS/FLOOR
 -TOTAL 40 UNITS
 -STAFF OFFICE,
 -TENANT AMENITY SPACE

4th~12th FLOORS
 -16 ONE BEDRM UNITS/FLOOR
 -TOTAL 144 UNITS

TOTAL 184 UNITS

APARTMENT B
 (ONE BEDROOM APARTMENT)
 FLOOR AREA = 1,439m²
 GFA = 5,701 m²

GROUND FLOOR
 -STAFF OFFICE,
 -TENANT AMENITY SPACE
 -RETAIL AREA,
 -BIKE STORAGE, WASTE ROOM

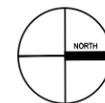
2nd~3rd FLOORS
 -29(14+15) UNITS(6BF)/FLOOR

4th FLOOR
 -25(12+13) UNITS/FLOOR
 -2-TENANT COMMON AREAS

TOTAL 83 UNITS
 36 PARKING SPACES (4BF)

PRELIMINARY SITE PLAN

SCALE 1:600



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County of Lambton Affordable Housing Development
 Victoria St N. Sarnia
 JAN 18, 2024



PRELIMINARY 1st FLOOR PLAN

SCALE 1:300



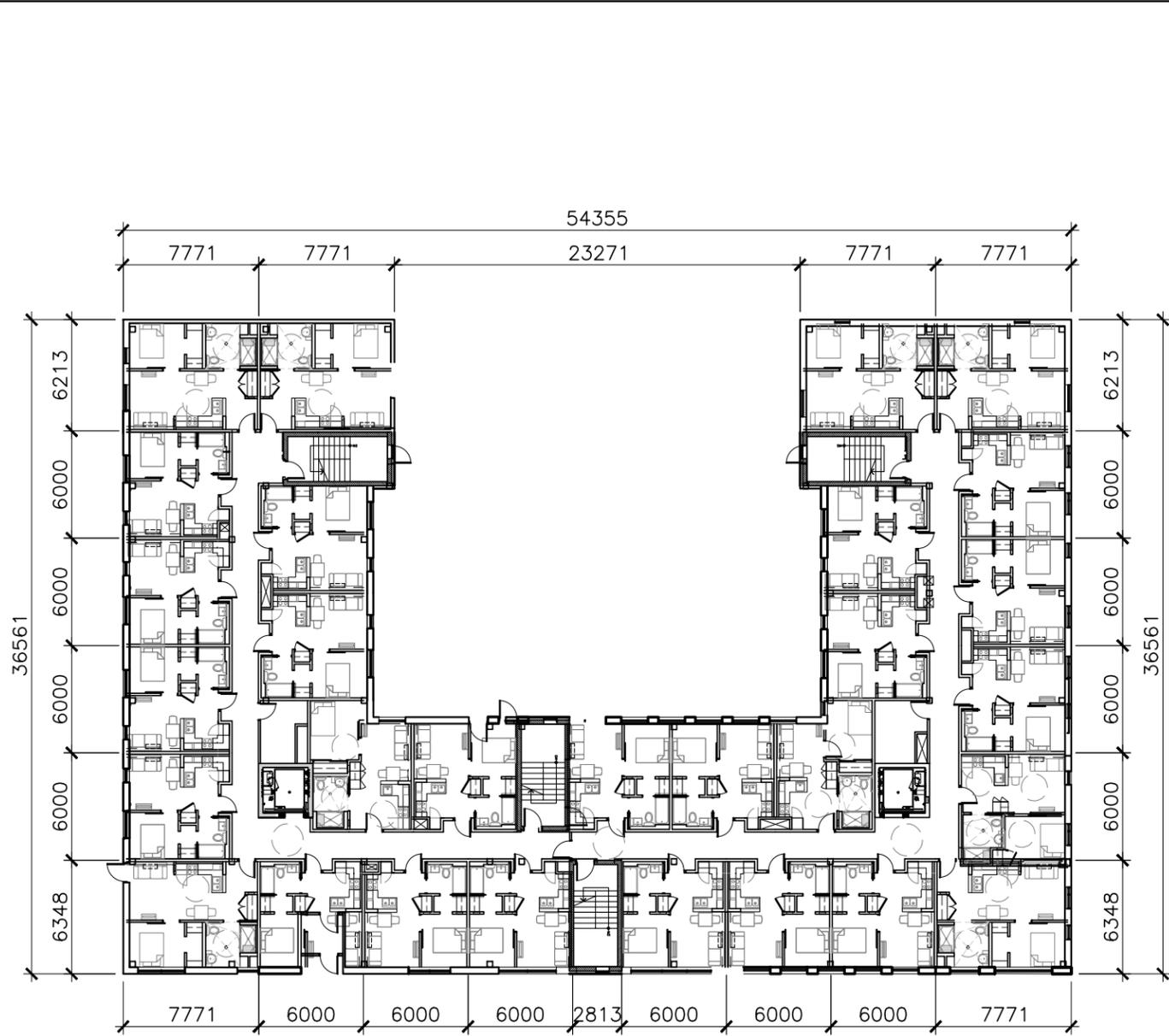
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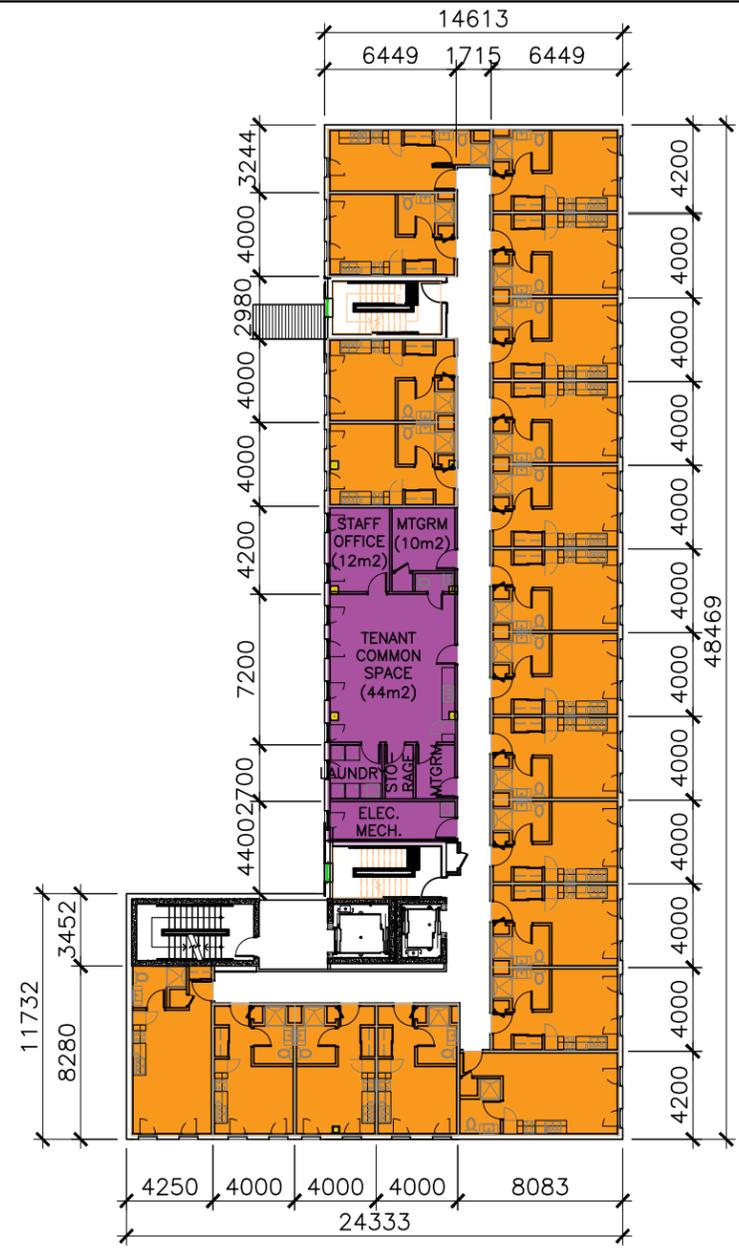
Victoria St N. Sarnia

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APARTMENT-B
 2nd~3rd FLOOR PLANS
 FLOOR AREA = 1,439 m²
 29(14+15) ONE BEDRM UNTS/FLOOR (35m²),(6BF-46m²)
 TOTAL 29*2 = 58 UNITS



APARTMENT-A
 2nd~3th FLOOR PLANS
 FLOOR AREA = 822 m²
 20 STUDIO UNTS(25m²),(3BF-31m²)/FLOOR
 TOTAL 40 UNITS (9BF)
 TENANT AMENITY+OFFICE AREA (102m²)

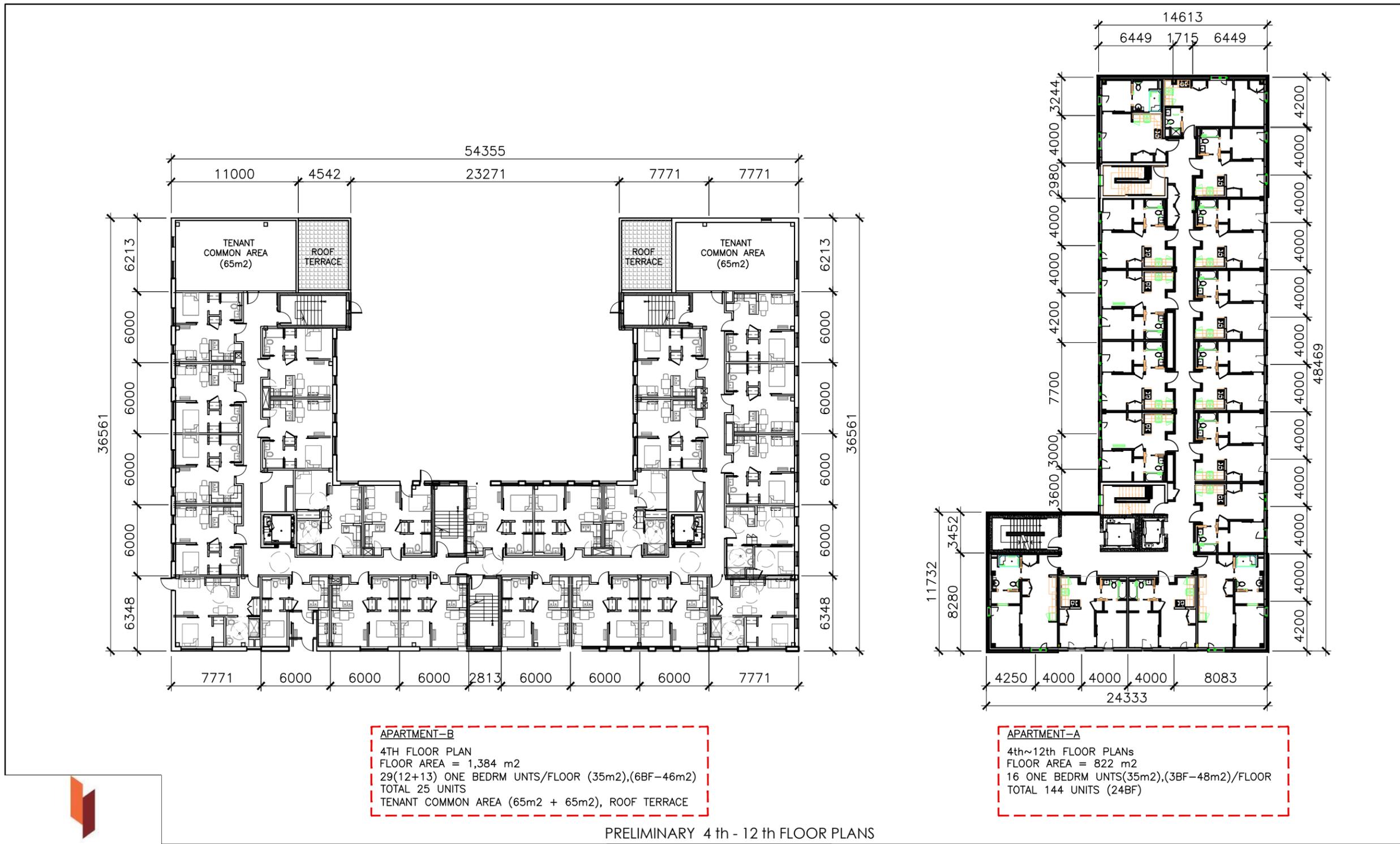
PRELIMINARY 2nd~3rd FLOOR PLANS

SCALE 1:300



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APARTMENT-B
 4TH FLOOR PLAN
 FLOOR AREA = 1,384 m²
 29(12+13) ONE BEDRM UNTS/FLOOR (35m²),(6BF-46m²)
 TOTAL 25 UNITS
 TENANT COMMON AREA (65m² + 65m²), ROOF TERRACE

APARTMENT-A
 4th~12th FLOOR PLANS
 FLOOR AREA = 822 m²
 16 ONE BEDRM UNTS(35m²),(3BF-48m²)/FLOOR
 TOTAL 144 UNITS (24BF)

PRELIMINARY 4 th - 12 th FLOOR PLANS

SCALE 1:300



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4-STOREY BUILDING

FLOOR AREA = 1,048 m²
 GFA = 4,192 m²
 TOTAL 70 UNITS
 GROUND FLOOR - 10 ONE BEDRM UNITS(2BF)
 -OFFICE SPACE(78m²)+AMENITY SPACE(293m²)
 2nd~4th FLOOR - 60 UNITS APARTMENT
 -2 STUDIO UNITS/FLOOR = 6 UNITS(BF)
 -18 ONE BEDRM UNITS/FLOOR = 54 UNITS(6BF)
 25 PARKING SPACES(3BF)



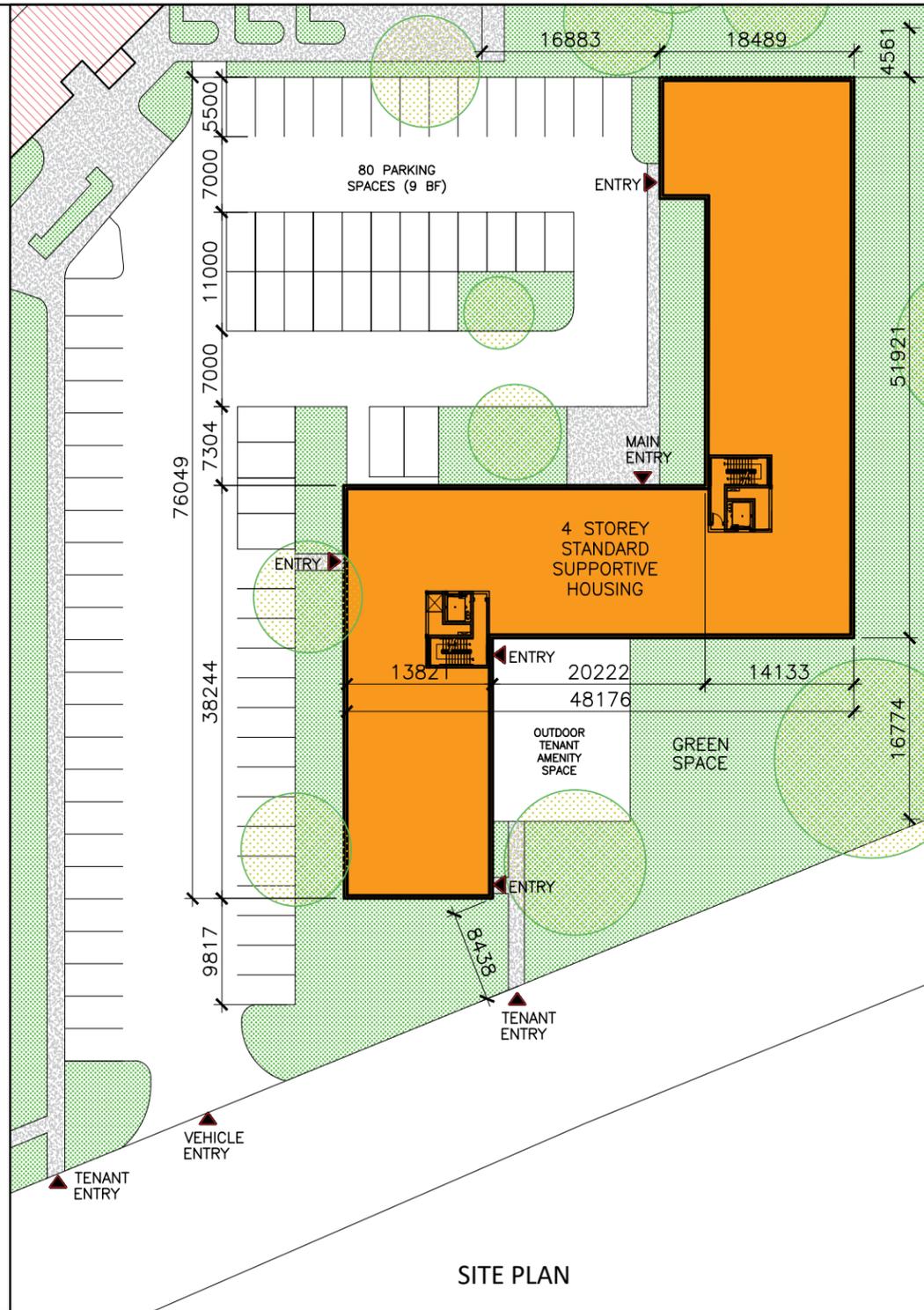
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County of Lambton Affordable Housing Development
 Building A, Sarnia
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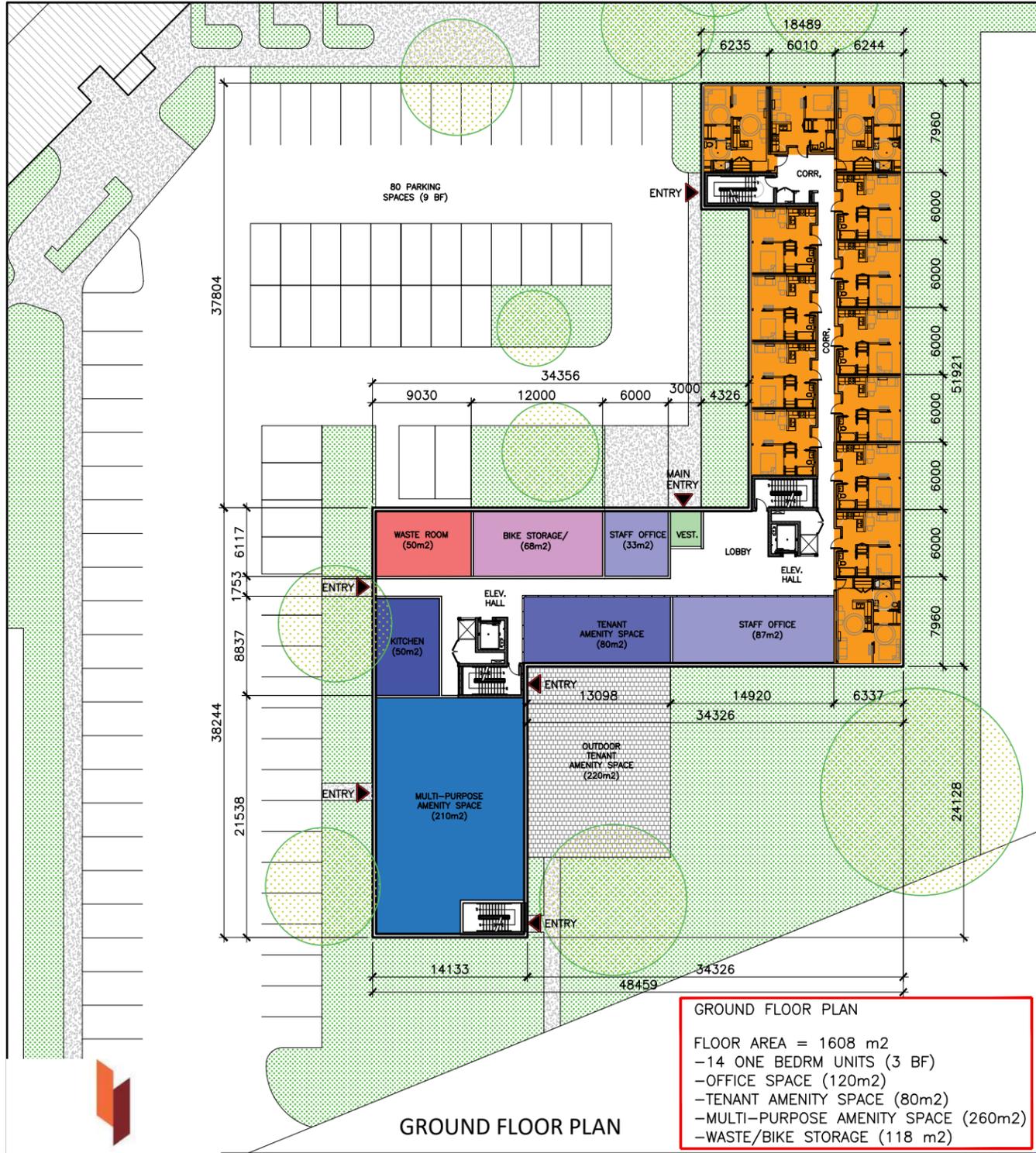
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SITE PLAN

4-STORY BUILDING
 FLOOR AREA = 1608 m²
 GFA = 6,432 m²
 TOTAL 107 UNITS (15 BF)
 GROUND FLOOR - 14 ONE BEDRM UNITS (3 BF)
 -OFFICE SPACE (200m²)
 -TENANT AMENITY SPACE (260m²)
 -WASTE/BIKE STORAGE (118 m²)
 2nd~4th FLOOR - TOTAL 93 UNITS
 -31 ONE BEDRM UNITS/FLOOR
 -TENANT AMENITY SPACE + LAUNDRY = 50 m²

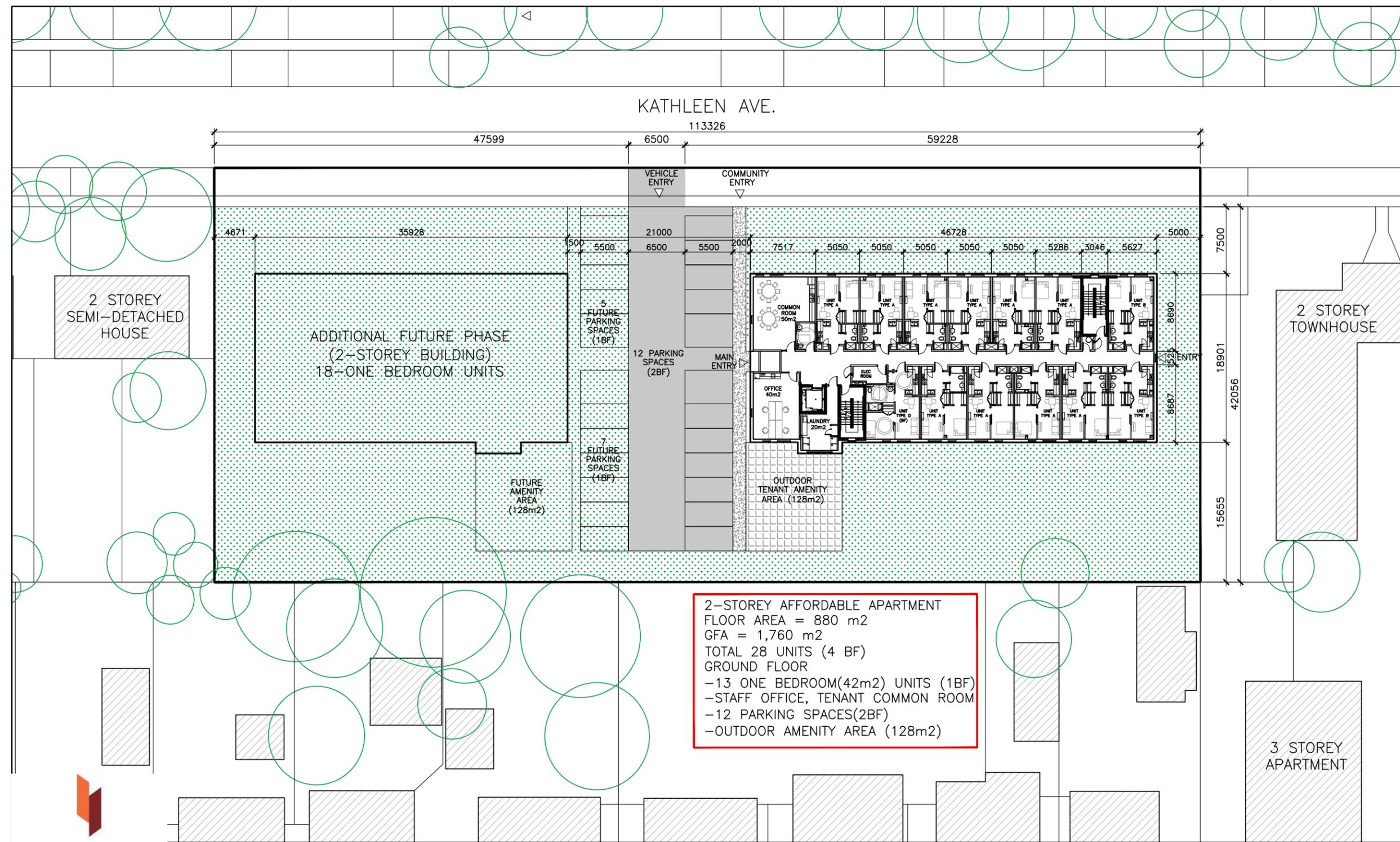
County of Lambton Affordable Housing Development
Building B. Sarnia
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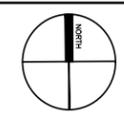
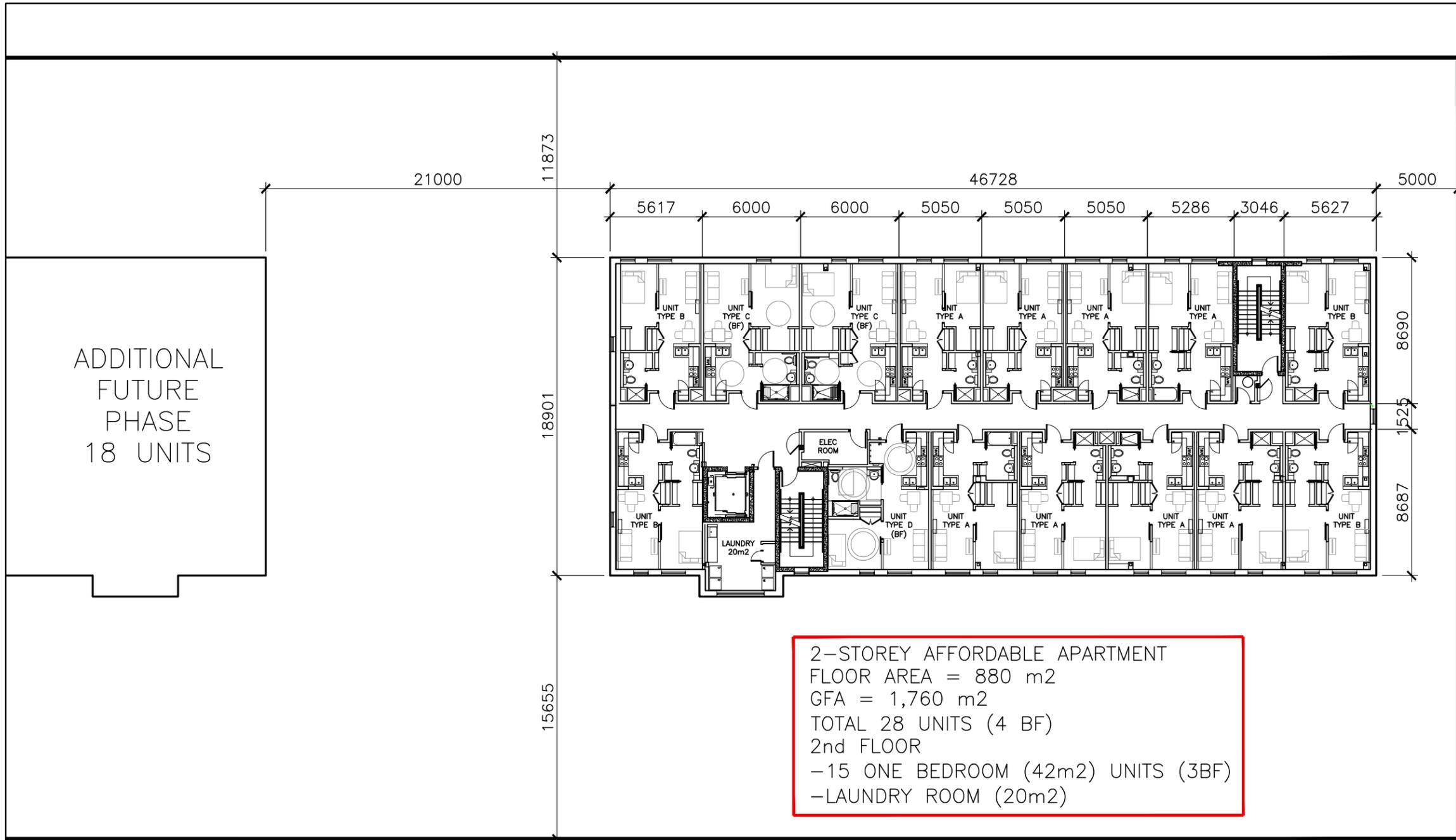
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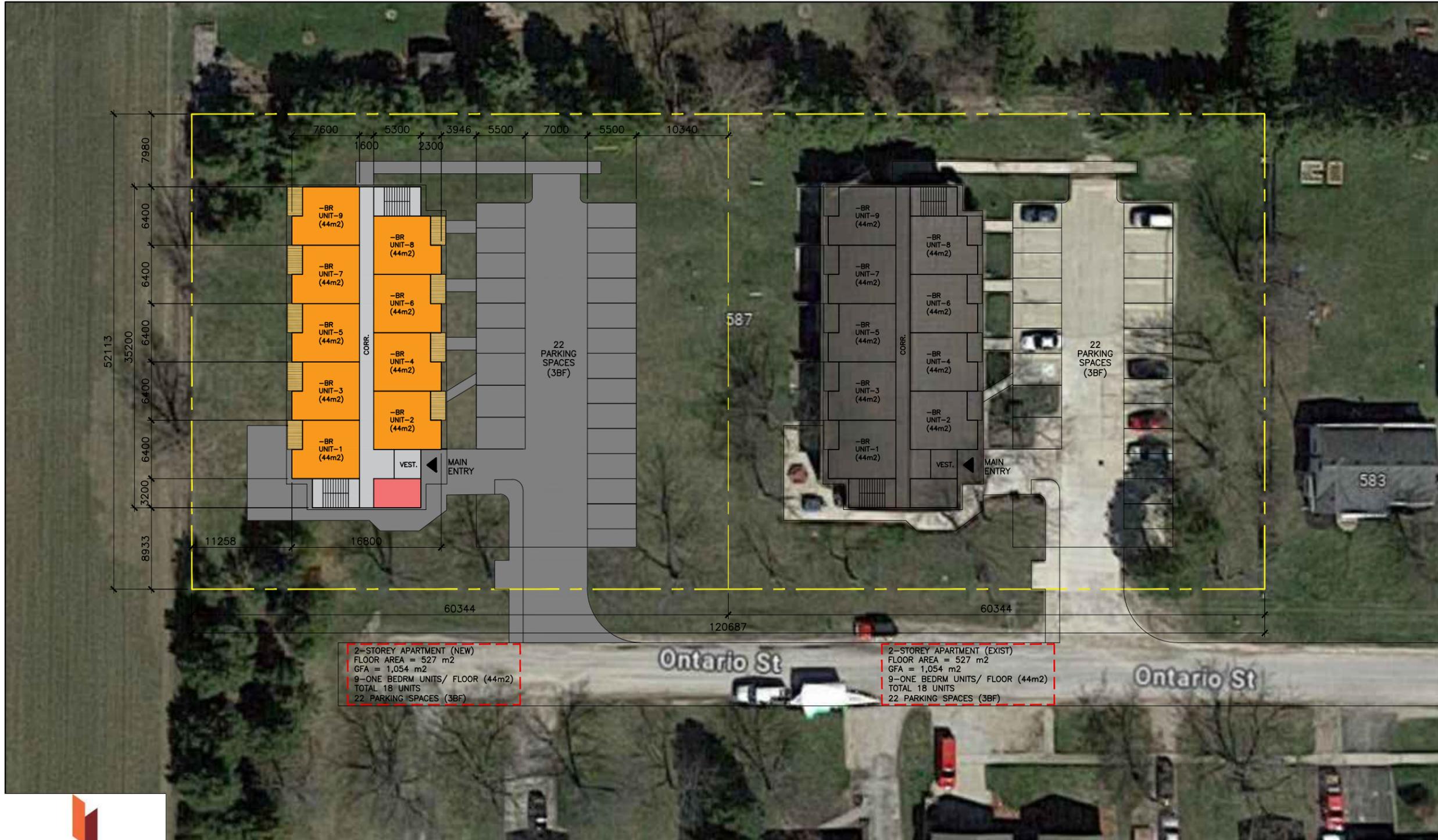


County of Lambton Affordable Housing Development
 Building B. Sarnia
 JAN 18, 2024
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2-STORY AFFORDABLE APARTMENT
 FLOOR AREA = 880 m²
 GFA = 1,760 m²
 TOTAL 28 UNITS (4 BF)
 GROUND FLOOR
 -13 ONE BEDROOM(42m²) UNITS (1BF)
 -STAFF OFFICE, TENANT COMMON ROOM
 -12 PARKING SPACES(2BF)
 -OUTDOOR AMENITY AREA (128m²)





PRELIMINARY SITE & FLOOR PLANS

SCALE 1:400



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County of Lambton Affordable Housing Development
587 Ontario St. Wyoming
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Appendix B: *Pro formas* for Buildings Proposed

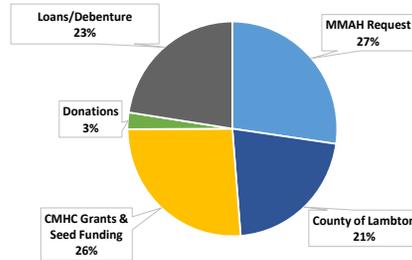


Total Supportive Units	300
Total Affordable Units	79
Total Market Units	111
Total Units	490

Contribution Sources	Budget	Total Funding for County-Identified Sites
Donations	\$5,000,000	\$3,600,000
County of Lambton	\$36,725,000	\$30,782,007
Province of Ontario (MMAH)	N/A	\$39,000,000

Total Contribution Sources	Amount (\$)
MMAH Request	\$39,000,000
County of Lambton	\$30,782,007
CMHC Grants & Seed Funding	\$37,470,000
Donations	\$3,600,000
Loans/Debtenture	\$32,306,415
GRAND TOTAL	\$143,158,422

Contribution Sources



Rents					
	Supportive Units	CMHC MMR in Sarnia	CMHC AMR in the County of Lambton	Market Rents Used	
Bachelor	\$560	\$841	\$873	N/A	
1 bed	\$580	\$950	\$1,011	\$1700 in Sarnia	\$1500 in Wyoming
2 bed	\$825	\$1,100	\$1,221	\$2000 in Sarnia	\$1800 in Wyoming

Main Modelling Assumptions:

- 1 Cost of residential construction ranging from \$325/sqft to \$340/sqft
- 2 Arch fees 5%-7% of construction cost
- 3 Rent supplements for supportive units - assuming 40% of units topped up to 70% MMR (approx. \$85/unit) and 60% of units supplemented by \$100-\$130
- 4 Project costs exclude HST
- 5 For Affordable units, assuming tenants pay for hydro and water
- 6 Assuming \$150,000 per unit ask for MMAH Funding for supportive units only
- 7 Assuming \$1.2MIL of donations per supportive program
- 8 Commercial space rent set at \$10/sqft/yr (low estimate)
- 9 For affordable buildings, targeting 40% of units at 70% MMR to meet CMHC COI requirements and 60% of units at 80%AMR rents to reflect County of Lambton's RGI rent model
- 10 Assumed debtenture/loan interest rate at 5% for capital financing
- 11 MMR Rents are taken from CMHC's Rental Market Statistics from October 2022
- 12 Market Rents used were based on extractions and review of common rental sites including Rentals.ca, Kijiji and Facebook Marketplace.
- 13 AMR Rents are taken from CMHC's 2022 Rental Market Survey
- 14 Operating Revenue for Supportive housing buildings do not include MoH funding, thus Operating Costs associated with such programs are not included in the pro formas
- 15 For Project B, includes estimated cost of land

Summary of Pro formas						
	Victoria St N Apt A	Victoria St N Apt B	Project A	Project B	471 Kathleen Ave	571 Ontario St, Wyoming
Program/Type	Enhanced + Affordable + Market	Specialized + Standard OR Enhanced + Standard	Supportive - Standard	Supportive - Standard	Affordable	Affordable
Commercial Space (sq.ft.)	None	5,877	None	2,260	None	None
Storeys	12	4	4	4	2	2
Total Units	184	83	70	107	28	18
Total Bachelor	40	0	6	0	0	0
Total 1BR	144	83	64	107	28	12
Total 2BR	0	0	0	0	0	6
% 2BR	0%	0%	0%	0%	0%	33%
Supportive Units	40	83	70	107	0	0
Affordable Units	33	0	0	0	28	18
Market Units	111	0	0	0	0	0
% of Affordable units	40%	100%	100%	100%	100%	100%
Total parking spaces	22 on 1st floor, 36 site wide	0	25	80 site wide	12	22
Parking ratio	0.32	0.00	0.36	0.75	0.43	1.22
Total Project Cost	\$48,900,935	\$26,827,220	\$20,302,627	\$31,750,381	\$9,104,000	\$6,273,260
total cost/unit	\$265,766	\$323,220	\$290,038	\$296,733	\$325,143	\$348,514
Contribution Sources						
Donations	\$0	\$1,200,000	\$1,200,000	\$1,200,000	\$0	\$0
County of Lambton	\$5,152,000	\$6,474,000	\$3,232,627	\$6,355,381	\$5,572,000	\$3,996,000
Province of Ontario (MMAH)	\$0	\$12,450,000	\$10,500,000	\$16,050,000	\$0	\$0
CMHC Seed Funding	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000	\$120,000
CMHC grants	\$13,800,000	\$6,225,000	\$5,250,000	\$8,025,000	\$2,100,000	\$1,350,000
Debenture	\$29,828,935	\$358,220	\$0	\$0	\$1,312,000	\$807,260
Total Contribution	\$48,900,935	\$26,827,220	\$20,302,627	\$31,750,381	\$9,104,000	\$6,273,260
Operations per Annum						
Total Operating Revenue	\$2,994,960	\$745,015	\$577,320	\$958,640	\$276,864	\$190,080
Total Operating Expenditures	\$1,352,036	\$721,103	\$567,917	\$940,664	\$202,456	\$144,375
Net Operating Income	\$1,642,924	\$23,912	\$9,403	\$17,976	\$74,408	\$45,705
Total project financing	\$1,625,577	\$19,522	\$0	\$0	\$71,500	\$43,993
Operating Net	\$17,347	\$4,390	\$9,403	\$17,976	\$2,908	\$1,712

Notes

residential cost/sq ft of \$340, reflecting recent PQS on similar local project

Notes

residential cost/sq ft of \$340, reflecting recent PQS on similar local project

Notes

residential cost/sq ft of \$340, reflecting recent PQS on similar local project

Notes

residential cost/sq ft of \$340, reflecting recent PQS on similar local project

Notes

residential cost/sq ft of \$340, reflecting recent PQS on similar local project

Notes

residential cost/sq ft of \$325, assumes relative efficiency of plans and local market conditions



Scenario Name Co-Investment; Enhanced Supports, Affordable and Market units

Address

Project Name Victoria St N Apartment A
 Street Name Cromwall and Victoria St N
 City + Postal Code Sarnia, ON

High-Level Pro-Forma Summary

Capital Stack

Donations / Fundraising	-
County of Lambton	5,152,000
Province of Ontario (MMAH)	-
CMHC - Seed Funding	120,000
CMHC - Contribution	13,800,000
Debentures	29,828,935
Total Capital Stack	\$ 48,900,935

Notes

\$28000/unit

Based on CMHC updates Oct 2023; \$75,000/unit

Capital Cost

Professional Fees	\$ 4,211,466
Site	102,500
Legal and Organizational	205,000
Financing Cost	815,388
Fees and Permits	1,189,114
Soft Cost Contingency	978,520
Construction Costs	37,058,557
Hard Cost Contingency	4,303,390
Land / Property Acquisition Costs	37,000
Total Capital Cost	\$ 48,900,935

Includes architectural, engineer fees and development consultant, etc.
 Property Appraisal, phase 1 & 2 environmental, etc.
 Legal fees other than land, project audit, insurance, etc.
 Interest during construction etc.
 Planning fees for rezoning and predevelopment, site plan approval, building permit fee, etc.
 15% contingency based on soft costs.
 Including construction contract, suite appliances, unit furnishings, etc.
 12% Contingency based on construction contract value.
 Includes survey fee and legal fees.

Project Surplus (Deficit)

\$ -

Calculated as Capital Stack - Capital Cost

Operating Pro-Forma

Total Operating Revenue	\$ 2,994,960
Total Operating Expenditures	1,352,036
Net Operating Income	\$ 1,642,924

Rent, laundry, etc. MOH funding not included here as CMHC does not allow for unsecured funding to be included
 4 FIEs, utilities, maintenance, etc.

Financing Charge Summary

Total Financing Charge	\$ 1,625,577
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Operating Net

\$ 17,347

Calculated as: Net Operating Income - Total Financing Charge



Co-Investment; Enhanced &
Standard OR Specialized & Standard

Scenario Name

Address

Project Name Victoria St N, Apartment B
Street Name Cromwall & Victoria St N
City + Postal Code Samia, ON

High-Level Pro-Forma Summary

Capital Stack

Donations / Fundraising		1,200,000
County of Lambton		6,474,000
Province of Ontario (MMAH)		12,450,000
CMHC - Seed Funding		120,000
CMHC - Contribution		6,225,000
Debentures		358,220
Total Capital Stack	\$	26,827,220

Notes

\$78000/ unit
\$150,000/unit

Based on CMHC updates Oct 2023; \$75,000/unit

Capital Cost

Professional Fees	\$	1,871,050
Site		102,500
Legal and Organizational		205,000
Financing Cost		231,443
Fees and Permits		153,000
Soft Cost Contingency		384,449
Construction Costs		21,382,704
Hard Cost Contingency		2,460,075
Land / Property Acquisition Costs		37,000
Total Capital Cost	\$	26,827,220

Includes architectural, engineer fees and development consultant, etc.
Property Appraisal, phase 1 & 2 environmental, etc
Legal fees other than land, project audit, insurance, etc.
Interest during construction etc.
Planning fees for rezoning and predevelopment, site plan approval, building permit fee, etc.
15% contingency based on soft costs.
Including construction contract, suite appliances, unit furnishings, etc.
12% Contingency based on construction contract value.
Includes survey fee and legal fees.

Project Surplus (Deficit)	\$	-
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Calculated as Capital Stack - Capital Cost

Operating Pro-Forma

Total Operating Revenue	\$	745,015
Total Operating Expenditures		721,103
Net Operating Income	\$	23,912

rents, laundry, rent supplements etc. MOH funding not included here as CMHC does not allow for unsecured funding to be included
2 FTE, maintenance, utilities, vacancy etc

Financing Charge Summary

Total Financing Charge	\$	19,522
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Operating Net	\$	4,390
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Calculated as: Net Operating Income - Total Financing Charge



Scenario Name Co-Investment: Standard Supports

Address

Project Name Project A
 City + Postal Code Sarنيا, ON

High-Level Pro-Forma Summary

Capital Stack

Donations / Fundraising	1,200,000
County of Lambton	3,232,627
Province of Ontario (MMAH)	10,500,000
CMHC - Seed Funding	120,000
CMHC - Contribution	5,250,000
Debenture	-
Total Capital Stack	\$ 20,302,627

Notes

\$46180/ unit
 \$150,000/unit
 Based on CMHC updates Oct 2023; \$75,000/unit

Capital Cost

Professional Fees	\$ 1,458,327
Site	102,500
Legal and Organizational	205,000
Financing Cost	221,099
Fees and Permits	148,000
Soft Cost Contingency	320,239
Construction Costs	15,969,471
Hard Cost Contingency	1,840,990
Land / Property Acquisition Costs	37,000
Total Capital Cost	\$ 20,302,627

Includes architectural, engineer fees and development consultant, etc.
 Property Appraisal, phase 1 & 2 environmental, etc
 Legal fees other than land, project audit, insurance, etc.
 Interest during construction etc.
 Planning fees for rezoning and predevelopment, site plan approval, building permit fee, etc.
 15% contingency based on soft costs.
 Including construction contract, suite appliances etc
 12% Contingency based on construction contract value.
 Includes survey fee and legal fees.

Project Surplus (Deficit)	\$ -
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Calculated as Capital Stack - Capital Cost

Operating Pro-Forma

Total Operating Revenue	\$ 577,320
Total Operating Expenditures	567,917
Net Operating Income	\$ 9,403

rents, rent supplements, laundry, etc; MOH funding not included here as CMHC does not allow for unsecured funding to be included
 1 FTE, utilities, maintenance, vacancy etc

Financing Charge Summary

Total Financing Charge	\$ -
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Operating Net	\$ 9,403
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Calculated as: Net Operating Income - Total Financing Charge



Scenario Name Co-Investment: Standard Supports

Address
 Project Name Project B
 Street Name
 City + Postal Code Sarnia, ON

High-Level Pro-Forma Summary

Capital Stack	
Donations / Fundraising	1,200,000
County of Lambton	6,355,381
Province of Ontario (MMAH)	16,050,000
CMHC - Seed Funding	120,000
CMHC - Contribution	8,025,000
Debentures	-
Total Capital Stack	\$ 31,750,381

Capital Cost	
Professional Fees	\$ 2,249,555
Site	140,500
Legal and Organizational	205,000
Financing Cost	363,619
Fees and Permits	198,000
Soft Cost Contingency	473,501
Construction Costs	24,282,892
Hard Cost Contingency	2,800,313
Land / Property Acquisition Costs	1,037,000
Total Capital Cost	\$ 31,750,381

Project Surplus (Deficit)	\$ -
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Operating Pro-Forma	
Total Operating Revenue	\$ 958,640
Total Operating Expenditures	940,664
Net Operating Income	\$ 17,976

Financing Charge Summary	
Total Financing Charge	\$ -

Operating Net	\$ 17,976
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Notes
 \$59396/ unit
 \$150,000/unit
 Based on CMHC updates Oct 2023; \$75,000/unit

Includes architectural, engineer fees and development consultant, etc.
 Property Appraisal, phase 1 & 2 environmental, etc
 Legal fees other than land, project audit, Insurance, etc.
 Interest during construction etc.
 Planning fees for rezoning and predevelopment, site plan approval, building permit fee, etc.
 15% contingency based on soft costs.
 Including construction contract, suite appliances, etc.
 12% Contingency based on construction contract value.
 Includes survey fee and legal fees.

Calculated as Capital Stack - Capital Cost

rents, rent supplements, laundry, commercial rent etc; MOH funding not included here as CMHC does not allow for unsecured funding to be included
 3 FTEs, utilities, maintenance, vacancy etc.

Calculated as: Net Operating Income - Total Financing Charge



Scenario Name Co-Investment - Affordable
Address
 Project Name Kathleen Ave, Sarnia
 Street Name 471 Kathleen Ave
 City + Postal Code Sarnia, ON

High-Level Pro-Forma Summary

Capital Stack	
Donations / Fundraising	-
County of Lambton	5,572,000
Province of Ontario (MMAH)	-
CMHC - Seed Funding	120,000
CMHC - Contribution	2,100,000
Debentures	1,312,000
Total Capital Stack	\$ 9,104,000

Capital Cost	
Professional Fees	\$ 842,907
Site	90,500
Legal and Organizational	205,000
Financing Cost	113,188
Fees and Permits	113,000
Soft Cost Contingency	204,689
Construction Costs	6,724,781
Hard Cost Contingency	772,935
Land / Property Acquisition Costs	37,000
Total Capital Cost	\$ 9,104,000

Project Surplus (Deficit)	\$ -
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Operating Pro-Forma	
Total Operating Revenue	\$ 276,864
Total Operating Expenditures	202,456
Net Operating Income	\$ 74,408

Financing Charge Summary	
Total Financing Charge	\$ 71,500

Operating Net	\$ 2,908
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Notes

\$199000/unit

Based on CMHC updates Oct 2023: \$75,000/unit

Includes architectural, engineer fees and development consultant, etc.
 Property Appraisal, phase 1 & 2 environmental, etc
 Legal fees other than land, project audit, Insurance, etc.
 Interest during construction etc.
 Planning fees for rezoning and predevelopment, site plan approval, building permit fee, etc.
 15% contingency based on soft costs.
 Including construction contract, suite appliances, etc.
 12% Contingency based on construction contract value.
 Includes survey fee and legal fees.

Calculated as Capital Stack - Capital Cost

rent, laundry etc
 0.25 FTE, maintenance, utilities, vacancy etc

Calculated as: Net Operating Income - Total Financing Charge



Scenario Name Co-Investment; Affordable
Address
 Project Name Ontario Street, Wyoming
 Street Name 587 Ontario St
 City + Postal Code Wyoming, ON

High-Level Pro-Forma Summary

Capital Stack	
Donations / Fundraising	-
County of Lambton	3,996,000
Province of Ontario (MMAH)	-
CMHC - Seed Funding	120,000
CMHC - Contribution	1,350,000
Financing/Debtentures	807,260
Total Capital Stack	\$ 6,273,260

Capital Cost	
Professional Fees	\$ 621,885
Site	90,500
Legal and Organizational	105,000
Financing Cost	71,124
Fees and Permits	69,500
Soft Cost Contingency	143,701
Construction Costs	4,611,488
Hard Cost Contingency	523,061
Land / Property Acquisition Costs	37,000
Total Capital Cost	\$ 6,273,260

Project Surplus (Deficit)	\$ -
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Operating Pro-Forma	
Total Operating Revenue	\$ 190,080
Total Operating Expenditures	144,375
Net Operating Income	\$ 45,705

Financing Charge Summary	
Total Financing Charge	\$ 43,993

Operating Net	\$ 1,712
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Notes
 \$222000/ unit
 Based on CMHC updates Oct 2023; \$75,000/unit

Includes architectural, engineer fees and development consultant, etc.
 Property Appraisal, phase 1 & 2 environmental, etc
 Legal fees other than land, project audit, Insurance, etc.
 Interest during construction etc.
 Planning fees for rezoning and predevelopment, site plan approval, building permit fee, etc.
 15% contingency based on soft costs.
 Including construction contract, suite appliances, etc.
 12% Contingency based on construction contract value.
 Includes survey fee and legal fees.

Calculated as Capital Stack - Capital Cost

rents, laundry etc
 0.25 FTE, maintenance, utilities, vacancy etc

Calculated as: Net Operating Income - Total Financing Charge

MINUTES

LAMBTON SENIORS' ADVISORY COMMITTEE

MS Teams Virtual Meeting

December 19, 2023

Committee Representatives	
COL County Council	Councillor Dan Sageman
Municipality of Brooke-Alvinston	Jeannette Douglas
Township of Dawn-Euphemia	Heather Childs
Township of Enniskillen	Mary Lynne McCallum
Municipality of Lambton Shores	Bill Weber
Village of Oil Springs	Cathy Martin
Town of Petrolia	Sherry Hamilton
Town of Plympton-Wyoming	Maggie Eastman
Village of Point Edward	Lois Lafond
City of Sarnia	Jamie Dillon
Township of St. Clair	Avril Helps
Township of Warwick	Jodi Campbell
Navigating Senior Care Lambton	Arlene Patterson

Present: Bill Weber (Chair), Mary Lynn McCallum (Vice-Chair), Sherry Hamilton, Lois Lafond, Jodi Campbell, Jamie Dillon, Avril Helps, Arlene Patterson, Maggie Eastman, Dan Sageman, Anita Trusler (COL staff/recorder)

1. Welcome/Call to Order/Land Acknowledgement

B. Weber called the meeting to order at 9:02 a.m.

B. Weber read the County of Lambton land acknowledgement statement.

Guest Presentation: Andrew Meyer, General Manager, Cultural Services Division

A. Meyer asked to meet with the LSAC in follow-up to the minutes from the October 24th meeting where the County's network of 25 libraries were identified as an asset for outreach and education. A. Meyer provided an update on new kiosks that have been installed in all COL libraries funded through a Tourism grant. The kiosks offer both an interactive display and a brochure rack where community resources can be shared with community members. The kiosks were first launched to promote the Tourism Sarnia-Lambton Blue Coast app, and are currently being used to promote the Local Immigration Partnership Welcome

App. A. Meyer offered that a spring information campaign option is available (April-June 2024) if the LSAC would like to promote services and supports for seniors www.agefriendlyarnialambton.com.

Discussion:

A. Patterson asked if the kiosk could also link to information about the new LSAC. A. Meyer confirmed that more than one website can be linked on the interactive display.

#1 (L. Lafond/J. Dillon): That A. Trusler follow-up with A. Meyer to develop a spring communication plan for Age-Friendly Sarnia-Lambton and the Lambton Seniors' Advisory Committee and provide an update to LSAC at the January meeting.

Carried.

2. Approval of the Agenda/Additions

A. Patterson requested that Advocacy Centre for the Elderly be added as agenda item 5.3 under New Business.

#2 (D. Sageman/L. Lafond): That the agenda for December 19, 2023, be approved as amended.

Carried.

3. Approval of the Minutes from October 24, 2023

#3 (M. McCallum/M. Eastman): That the minutes from October 24, 2023, be approved as presented.

Carried.

4. Business Arising from the Last Meeting

4.1 Update on action items from the October 24th LSAC meeting.

i) New Horizons Collective Impact Grant

A. Trusler updated the committee that the Age-Friendly Sarnia Lambton System Navigation Committee did not submit a New Horizons Collective Impact Grant due to the tight turnaround for grant submission deadlines. The committee continues to explore funding opportunities.

Discussion:

LSAC has new opportunities now that three LSAC members are participating on the Age-Friendly EXPO Planning Committee. J. Dillon suggested that funding needs and opportunities can be shared with system navigation partners who will collaborate on seniors funding initiatives in the future, in partnership with LSAC.

- ii) Executive Lead, Sarnia Lambton Ontario Health Team - Health System Planning Updates

A. Trusler informed the committee that Nadine Neve, Executive Director of the Sarnia-Lambton Ontario Health Team, is confirmed to attend the January LSAC meeting to provide a presentation on Health System Planning and changes to Home and Community Care.

- iii) 2024 Age-Friendly EXPO Planning Committee

J. Dillon attended the first 2024 EXPO Planning Committee meeting on Dec. 5th, and it was a good experience. The committee is assembling a board to assess volunteer needs with more than 100 vendors anticipated. Parking and transportation shuttle arrangements are being coordinated with Gateway Casino. Sponsorship opportunities will be made available. The next EXPO Planning Committee meeting is scheduled for Jan. 5, 2024. J. Dillon will bring a report back to the LSAC at the January meeting. J. Dillon, S. Hamilton, and L. Lafond are all representing LSAC on the EXPO Planning Committee.

4.2 Rural Transportation Planning

B. Weber attended the Nov. 29th County Council meeting to listen to the Huron Shores Area Transit presentation. The presentation slides have been shared on the LSAC Basecamp project platform and a recording of the presentation/meeting can be accessed on the COL [website](#). Future rural transportation planning discussion will take place at County Council in 2024.

New [intercity bus transit](#) announced between Sarnia, Strathroy and London (three trips daily) that will have linkages to Toronto
<https://www.theobserver.ca/news/local-news/new-sarnia-strathroy-london-bus-service-launches-2>

Discussion:

S. Hamilton stated that the Huron Shores Area Transit presentation was excellent, and she has hopes that municipalities south of the 402 and in Eastern Lambton County will explore similar transit planning opportunities.

5. New Business

5.1 2024 LSAC Meeting Schedule (proposed for approval)

- January 23, 2024 (Virtual or at Sarnia, Lambton Shared Service Centre)
- March 26, 2024 (Wyoming, Committee Room 1)
- May 28, 2024 (Wyoming, Committee Room 1)
- July 23, 2024 (Wyoming, Committee Room 1)
- September 24, 2024 (Wyoming, Committee Room 1)
- November 26, 2024 (Wyoming Committee Room 1)

#4 (D. Sageman/J. Dillon): That the proposed 2024 LSAC meeting schedule be approved as presented.

Carried.

5.2 RTOERO Future of Aging Summit (May 15-17, 2024)

S. Hamilton shared that RTOERO will be hosting a Future of Aging Summit in Toronto May 15-17, 2024. More details are available on the [website](#). S. Hamilton brought the event to the attention of the Town of Petrolia but was asked to present it to the LSAC. Registration to attend is \$550 (rates increase to \$650 in January 2024) or there is an option to receive summit slides/handouts after the event for \$150.

#5 (S. Hamilton/J. Dillon): That a request be submitted to the County to consider covering the costs to send a staff member or LSAC representative to the RTOERO Future of Aging Summit.

Carried.

5.3 Advocacy Centre for the Elderly

A. Patterson informed committee members that a study (funded by the Department of Justice) is seeking input from community members to better understand their experiences in navigating and supporting seniors' issues, how they tried to resolve those problems, and the impacts of those problems. They have found there is very little data on serious problems experienced by seniors. ACE Research has been contracted to conduct one on one interviews with community members (paid time for interview). Please email A. Patterson

4

if you are interested in learning more and/or participating.

6. Standing Items

6.1 Committee roundtable

No roundtable updates provided.

7. Next steps/Action Items

Next meeting scheduled for January 23rd, at 9:00 a.m. (virtual MS Teams meeting link and in-person option at Lambton Shared Services Centre, 162 Lochiel Street, Sarnia)

8. Adjournment

B. Weber adjourned the meeting at 9:55 a.m.

	CORPORATE SERVICES DIVISION
REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Olivia Leger, County Solicitor / Clerk
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
SUBJECT:	Procedural By-Law Amendment - Committee of the Whole

BACKGROUND

At its November 29, 2023, meeting, County Council passed the following resolution:

#16: Case/Bradley:

That the Committee A.M. and Committee P.M. structure be replaced with a single Committee of the Whole, on a one-year trial basis beginning in January 2024, with meetings set to start at 9:00 a.m. on the third Wednesday of each month as scheduled.

Carried.

The purpose of this report and the accompanying by-law is to formally implement Council's direction by amending By-Law No. 33 of 2014 (the "Procedural By-Law").

DISCUSSION

To implement Council's direction, the Standing Committees of Council established within the Procedural By-Law need to be amended to reflect the temporary establishment of the Committee of the Whole. Pursuant to Council's direction, the Committee of the Whole will operate on a one (1) year trial basis ending on December 31, 2024 ("Trial Period"), unless otherwise directed by Council.

During the Trial Period, the two (2) Standing Committees of Council, namely Committee A.M. and Committee P.M. will collapse into one (1) Standing Committee of Council, namely Committee of the Whole.

The responsibilities of Committee A.M. and Committee P.M. will become the responsibilities of the Committee of the Whole.

Following the expiry of the Trial Period (i.e. December 31, 2024), Committee A.M. and Committee P.M. will return, unless otherwise directed by Council. Should Committee A.M. and Committee P.M. return, all previous rules and provisions pertaining to same will continue in its operations as if never affected.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

Chief Administrative Officer was consulted on the subject matter of this report.

STRATEGIC PLAN

Not applicable.

CONCLUSION

On a one (1) year trial basis, County Council moved to establish one (1) Standing Committee of Council, namely the Committee of the Whole. Following the expiry of the one (1) year period, the previous two (2) Standing Committees of Council, namely Committee A.M. and Committee P.M. will return, unless otherwise directed by Council. The Procedural By-Law should be amended to formally implement Council's direction.

RECOMMENDATION

That County Council adopt the proposed Amendment to By-Law 33 of 2014, as contained in By-Law 4 of 2024.



SOCIAL SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	HOMELESSNESS PREVENTION AND CHILDREN'S SERVICES
PREPARED BY:	Melissa Fitzpatrick, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
SUBJECT:	Child Care Expansion

BACKGROUND

On February 15, 2023, Council received a report informing them that under the Canada Wide Early Learning and Child Care (“**CWELCC**”) agreement, municipalities are required to create local child care expansion plans that support child care access for low-income children, vulnerable children, children from diverse communities, children with special needs, Francophone and Indigenous children, and rural communities with a focus on improving equity of access. The report identified the priority populations and neighbourhoods in Lambton County which have been identified for child care expansion.

Additionally, County Council received an information report on January 17, 2024, that outlined progress made by staff towards achieving growth targets and efforts undertaken through a Request for Proposal (“**RFP**”) to the public for the supply of community-based licensed child care for children aged zero to five years old. Under the RFP, Lakeside Childcare was a successful proponent for a new child care facility located in the City of Sarnia.

Inadequate capital investment from the Province of Ontario and the Government of Canada have created expansion challenges, including low interest in the RFP. Staff are exploring ways to meet growth targets by leveraging partnerships wherever possible and maximizing opportunities for growth where they exist.

DISCUSSION

The Township of Enniskillen and surrounding communities is one priority neighbourhood identified for child care expansion. This area was identified for priority growth due to the higher percentage of families earning less than \$60,000 annually, compared to other areas of Lambton County. This area has not only been historically underserved, but it also serves as a hub for many small rural communities in Lambton County. The Town of

Petrolia is a growing community with a projected 20% population growth over the next ten years. Current data indicates the population age distribution of zero to four-year-olds is higher in Petrolia than in most other areas of Lambton County, pointing to the fact that many young families are choosing to live there. The current child care access ratio in Petrolia is 16%, and to achieve the provincial target ratio of 37%, an additional 120 spaces are required. This is to be achieved through a combination of new centre-based and home-based licensed spaces. Enniskillen Township and the Town of Petrolia are home to two large long-term care homes, a hospital, a large secondary school with a wide catchment area, and several industrial facilities. There is a wait list of over 300 children in the area.

Council will recall multiple reports from the Long -Term Care Division regarding the creation of a Small House for people living with Dementia on the property of Lambton Meadowview Villa (“**LMV**”) in Petrolia. Planning and design work of the Small House have been underway with development set to begin in 2024. This presents an opportunity to explore the construction of other projects concurrently with the Small House. Co-planning may result in cost savings and opportunities to share costs across program areas related to such things as site studies and architectural services.

Staff are seeking Council approval to retain architectural services to investigate the possibility of building a child care facility, for up to 90 children on the property of LMV. For years, researchers have studied care programs for children and older adults that share the same building or campus, and foster relationships across generations. Research shows that intergenerational shared sites increase the health and well-being of both young and older participants and reduce social isolation. Additionally, some cost savings may be realized for such things as building maintenance, seasonal property care, and administration. If it is deemed feasible to construct a child care facility at LMV, the County of Lambton would retain ownership of the facility, and partner with a non-profit child care operator, who would be selected following appropriate procurement processes.

The capital costs of constructing a new child care facility could be funded using a combination of available federal and provincial capital funds, Children’s Services Reserve Funds, and/or a debenture. The County of Lambton would lease the premises, on a cost recovery basis, to the successful non-profit child care operator. Ongoing operating dollars for the non-profit operator would be approved and funded through annualized Children’s Services funding.

FINANCIAL IMPLICATIONS

There are no financial impacts to the County budget. Expenses associated with engaging architectural services will be funded utilizing 100% Provincial dollars.

CONSULTATIONS

Consultations have taken place with the General Manager of Social Services, the General Manager of Long-Term Care, the Manager of Homelessness Prevention and Children’s Services, the Manager of Procurement and Projects, and the Ministry of Education.

STRATEGIC PLAN

The overall management of the child care and early years’ service system is a legislated program delivered in keeping with the County’s Mission statement to provide an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the department support the Community Development Area of Effort #3 in the County of Lambton’s Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

The CWELCC Agreement has resulted in tremendous change and growth in the children’s services sector. More families want access to licensed child care, waitlists for care have increased, and the need for care far outweighs the number of available child care spaces. Municipalities are responsible for implementing a directed growth strategy to ensure an access rate of 37% is achieved by 2026. While the County of Lambton has made progress towards growth targets, more work and innovation are needed to fully achieve targets by 2026. Exploring a child care build on County-owned land, where facility ownership remains with the County of Lambton and operations are delivered by a non-profit operator, represents creativity and leveraging of resources from all levels of government.

RECOMMENDATION

- (1) That Staff be authorized to procure architectural services to conduct feasibility studies related to building a child care facility located at Lambton Meadowview Villa, in Enniskillen Township; and**

Child Care Expansion (page 4)

February 7, 2024

(2) That Staff report back to Council with the findings from the feasibility studies contemplated in paragraph (1) above, together with Staff's recommended next steps for Council consideration and approval.



SOCIAL SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	HOMELESSNESS PREVENTION AND CHILDREN'S SERVICES
PREPARED BY:	Melissa Fitzpatrick, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	February 7, 2024
SUBJECT:	Approval of Child Care and Early Years' Service System Plan 2024-2028

BACKGROUND

Under the *Child Care and Early Years Act, 2014* (“**CCEYA**”) the County of Lambton as Consolidated Municipal Service Manager (“**CMSM**”), is designated to manage child care and early years services across Lambton County. These services include the planning and funding of licensed child care programs, administering financial assistance for eligible families through fee subsidy and allocating additional resources to families and programs that provide care to children with special needs. Additionally, CMSM's are responsible for the oversight of EarlyON Child and Family Centres and Indigenous-led child care and early years services, and the implementation the new Canada-Wide Early Learning and Child Care (“**CWELCC**”) agreement.

The CCEYA outlines that each service system manager shall have a child care and early years' service plan for its service area. The plan should be reviewed and approved by Council and reflect local priorities as well as align with Provincial interests and policy statements.

DISCUSSION

In the Fall of 2023, Children's Services staff, along with consultant Wraychel Gilmore, began a comprehensive review of the child care and early years' system in Lambton County in order to develop the next five-year Child Care and Early Years' Service System Plan (the "**Plan**").

A vital component of the review was a robust community engagement strategy. Building a service system plan that reflects the needs of children, families, and the community was accomplished through community engagement, collaboration, and partnerships. This approach helped to identify the shared goals and priorities of the Plan.

Opportunities to inform the development of the Plan were offered both in-person and virtually, through group, team, and individual sessions, as well as through on-line surveys. The Plan was created in partnership with child care service providers, children service's internal staff, community partner organizations including four local school boards, and Indigenous and Francophone partners. Lambton's Child and Family Network members were instrumental in the development of the Plan through multiple dedicated sessions. All 11 County of Lambton municipalities were offered the opportunity to provide input from their region. Direct engagement with Lambton's families and caregivers through in-person and virtual surveys provided the foundation of the Plan's goals and priorities.

The collective information gathered informed the County of Lambton Child Care and Early Years' Service System Plan 2024-2028 key priorities:

- **Access to Service:** create a child care and early years system that is dependable, inclusive, and accessible.
- **Workforce Retention and Recruitment:** support the attraction, retention and development of a robust early years and child care workforce.
- **Collaborate for System Planning:** a collaborative system that works together through partnerships to plan responsive services.
- **Build Community Capacity:** building capacity in early years and child care professionals, parents, and caregivers to support children's growth and development.

The priorities of the 2024-2028 Plan align with the provincial pillars of access, affordability, inclusion, quality, and data and reporting. The goals and performance indicators of the plan serve to build a more accessible, inclusive, affordable, and high-quality child care and early years system.

FINANCIAL IMPLICATIONS

There are no financial impacts to the County budget as a result of the Plan.

CONSULTATIONS

Consultations have taken place with the Ministry of Education Child Care Advisor, the General Manager of Social Services, the Manager of Homelessness Prevention and Children's Services, various licensed child care operators, parents, and community partners in Lambton County.

STRATEGIC PLAN

The overall management of the child care and early years' service system is a legislated program delivered in keeping with the County's Mission statement to provide an enhanced

quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

The activities of the department support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan, specifically:

- Advocating in a manner that raises the profile of the County and its needs in order to secure improved government supports, funding, grants, and other resources.
- Developing programs and initiatives that address poverty reduction and promote social belonging.
- Planning for and responding to the ever-changing needs of an aging population, homelessness and retaining young people in the community.
- Actively pursuing joint opportunities with community partners that contribute to the well-being of the Lambton Community.

CONCLUSION

The County of Lambton Child Care and Early Years' Service System Plan 2024-2028 will continue to evolve in ways that reflect the needs of children and families to support children's learning and development, and the overall well-being of families. The needs of children and families must be placed at the centre of planning.

By helping parents participate in the workforce, promoting children's learning and development, we are supporting a strong economy along with healthy and vibrant communities. The Plan will be an important guide in shaping service delivery and bringing community partners together to work collaboratively. The Plan is flexible and will allow staff to continue to adapt to everchanging needs, as well as shifts in government priorities.

The County of Lambton will leverage its position as Service Manager to enhance partnerships with other levels of government, sector leads, such as Indigenous knowledge carriers, school boards, and children's special needs and mental health organizations. Early years partners will work together to build services that are accessible, inclusive, affordable, and high-quality that benefit all children and families across Lambton County.

RECOMMENDATION

That Council approve The County of Lambton Child Care and Early Years' Service System Plan 2024-2028.



County of Lambton Child Care and Early Years Service System Plan 2024-2028



A MESSAGE FROM THE WARDEN



Lambton County Council is committed to supporting the highest quality care for children, a healthy community for everyone, and innovative approaches to growing our workforce.

Child care facilities provide a point of connection for all members of a family. Having a positive early years' experience supports a child's development and resiliency for years to come, impacting their future education experiences and social connections to the community.

Having confidence that inclusive and accessible care is available changes how families in our communities can engage in the labour market, training, and education opportunities, while maintaining peace of mind their child is receiving the best experience possible for their own unique needs.

This five-year plan is a commitment to not only the requirements of funding partners, but also to ourselves. It is a commitment to continue our collaborations, innovation, and growth. At the same time, it is a commitment to make sure every child, and every family, feels supported, accepted, and included within our community.

Kevin Marriott
Lambton County Warden

ACKNOWLEDGEMENT OF ANCESTRAL LANDS

We acknowledge that Lambton County 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.

The County of Lambton Children's Services Department acknowledges and appreciates the wisdom, guidance, support and leadership from our Indigenous community partners and elders.

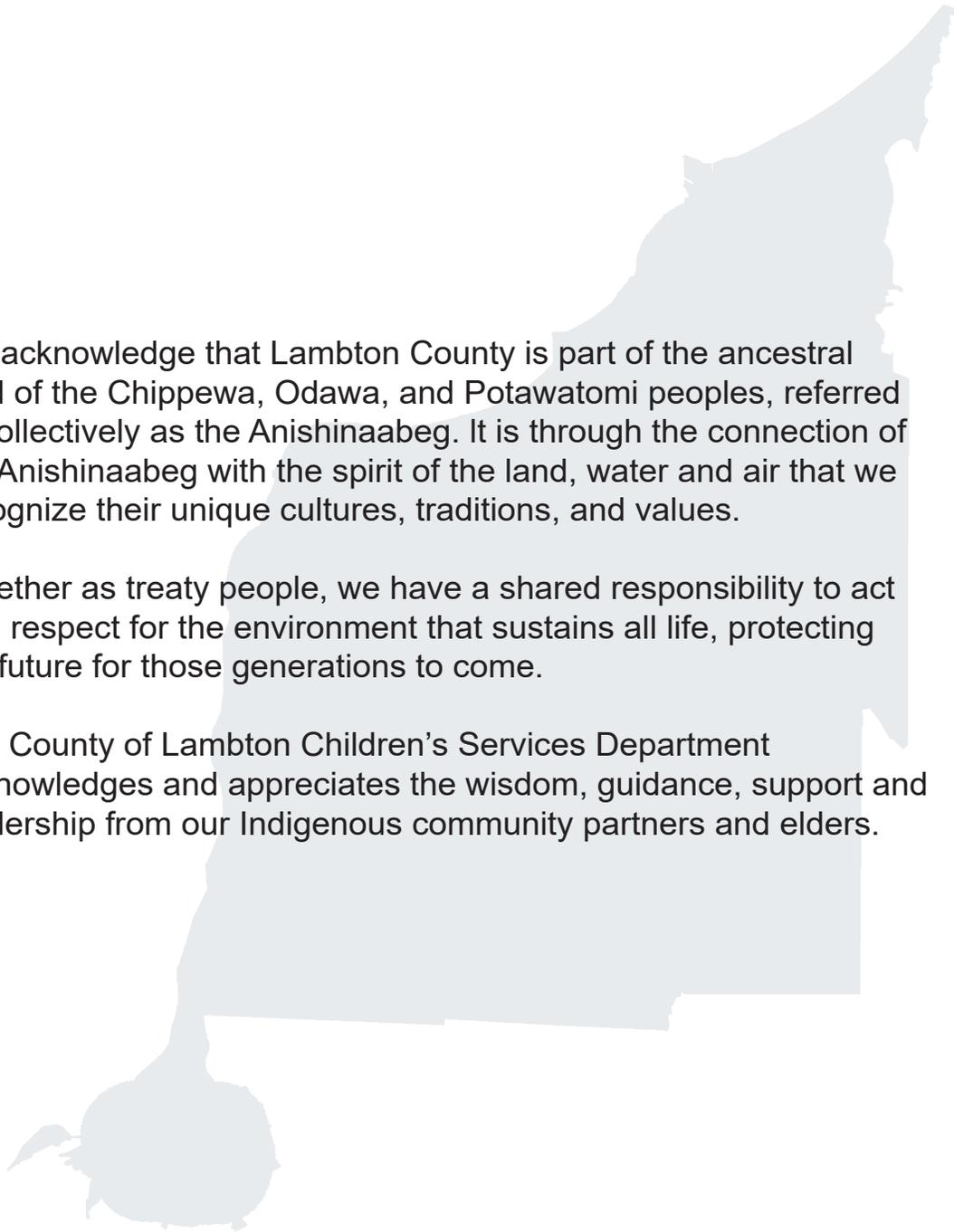


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VISION

The County of Lambton, in collaboration with early years and community partners, commits to a child care and early years system that places children and families at the centre of all decisions. A system where all children and families have access to an inclusive system that supports learning, development, and overall well being.



ACCESS AND INCLUSION

Accessibility involves designing systems to increase access. Being inclusive is about giving equal access and opportunities to all children wherever possible. In the early years sector, this involves reducing and overcoming barriers that might occur, to ensure all children and families have access to a responsive system that meets individual needs.

Ontario's vision for access and inclusion is that more children, of all abilities and socio-economic backgrounds, can actively and meaningfully participate in child care. Planning and collaboration should occur through a lens of access and

inclusion that support the needs of diverse and underserved populations, vulnerable families, children with special needs, low-income families, Francophone, Indigenous, Black, other racialized and newcomer communities.

Fundamentally, all priorities and actions of the service plan shall be guided by the principles of access and inclusion, to ensure that every child and family has what they need to succeed by removing barriers that disadvantage some groups over others. Children should have equitable access to early learning opportunities that support them in realizing their capacity as engaged learners who are competent, capable of complex thinking, curious, and rich in potential.



EXECUTIVE SUMMARY



A PARTNERSHIP WITH LAMBTON COUNTY COMMUNITIES

Lambton County works closely with community partners to offer a wide range of child care and early years programs and services to our **16,940** children aged 0 to 12 years and their families.

All children and families should benefit from a child care and early years system that supports children’s learning and development and families’ overall well being. The County of Lambton, in collaboration with early years and community partners, commits to a child care and early years system that places children and families at the centre of all decisions. A system where all children and families have access to an inclusive system that supports learning, development, and overall well being.

The 2024 to 2028 Child Care and Early Years Service System Plan is an opportunity to continue building a child care and early years system with the community that puts children and families at the centre. The plan provides a common focus and a set of priorities to make sure we continue to support Lambton County’s changing needs as a system. It also establishes services for children based on five pillars: **access, affordability, inclusion, quality, and data and reporting**. These pillars reflect the Province’s mandate to Lambton County and sets the foundation for our priorities and actions over the next four years.

This plan was created through a collaborative process including robust community engagement with various partners and key informants.

PRIORITIES

1. Access to Service

Create a child care and early years system that is dependable, inclusive, and accessible.

2. Workforce, Retention, and Recruitment

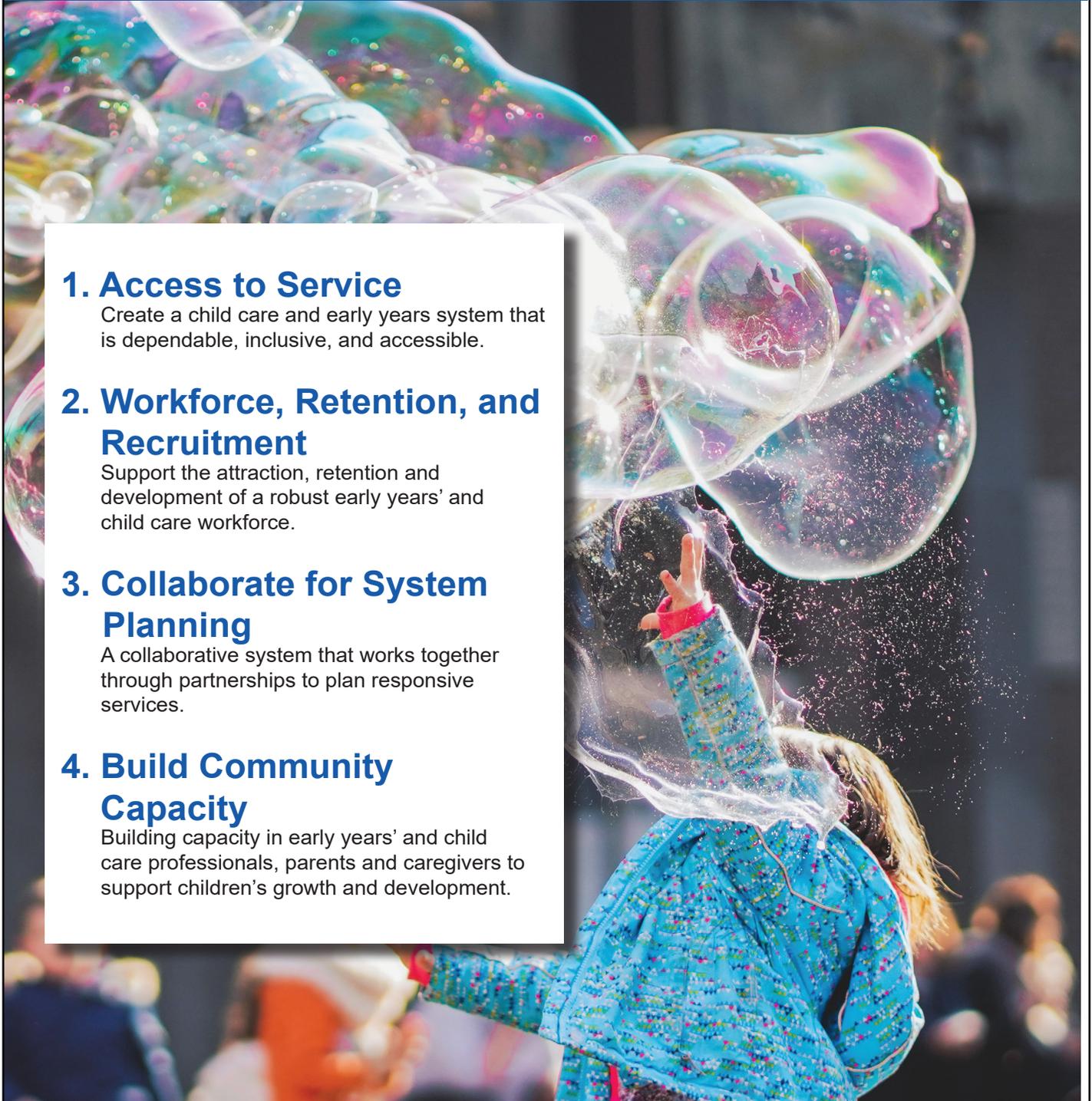
Support the attraction, retention and development of a robust early years' and child care workforce.

3. Collaborate for System Planning

A collaborative system that works together through partnerships to plan responsive services.

4. Build Community Capacity

Building capacity in early years' and child care professionals, parents and caregivers to support children's growth and development.



BACKGROUND AND LANDSCAPE

LAMBTON COUNTY AT A GLANCE

Understanding Lambton County’s children and their families is critical to helping us plan services that meet their needs. This snapshot, using 2021 census data, provides an overview of some of the characteristics used to inform our planning.



County of Lambton is home to **16,940** children aged 0 to 12 years



1,778 Lambton County children aged 0 to 12 years were living in low income households



Since 2016, the greatest percentage increases in population aged 0 to 12 years were in Petrolia (**6.5%**), Lambton Shores (**12.1%**) and Plympton-Wyoming (**12.2%**)



In 2021, the Indigenous population aged 0 to 12 years was **1,210**
* This number includes Indigenous peoples living on First Nations, in urban and rural communities within the County of Lambton



231 children aged 0 to 12 years identify French as their official language of choice



12% of families were single parents with at least one child aged 0 to 12 years



ROLE OF THE CONSOLIDATED SERVICE MANAGER

Under the Child Care and Early Years Act, 2014 (CCEYA) the County of Lambton as a Consolidated Municipal Service Manager (CMSM) is designated to manage child care and early years' services across the County. These services include the planning and funding of licensed child care programs, administering financial assistance for eligible families through fee subsidy, and allocating additional resources to families and programs that provide care to children with special needs. Additionally, CMSMs are responsible for the oversight of EarlyON Child and Family Centres, Indigenous-led child care and early years services, and the implementation the new Canada-Wide Early Learning and Child Care (CWELCC) agreement.

The CCEYA outlines that each service system manager shall have a child care and early years' service plan for its service area. The plan should be reviewed and approved by Council and reflect local priorities as well as align with Provincial interests and policy statements. The child care and early years' service system plan should:

- (a) focus on Ontario's children and families;
- (b) promote the health, safety and well-being of children;
- (c) provide high quality experiences and positive outcomes for children with a provincial framework to guide pedagogy;
- (d) include knowledgeable, self-reflective and qualified professionals and staff, including members of the College of Early Childhood Educators;
- (e) responds to communities' needs by,
 - (i) providing services both for families who receive financial assistance for child care and for families who do not receive such financial assistance,
 - (ii) providing a range of service options to support parents who are part of the workforce, such as options that address varied working hours and arrangements, and
 - (iii) providing centre-based and home-based options for families in relation to the receipt of licensed child care;
- (f) respects equity, inclusiveness and diversity in communities and the particular qualities of,
 - (i) Aboriginal, First Nations, Métis and Inuit communities,
 - (ii) children with disabilities;
 - (iii) Francophone communities, and
 - (iv) urban, rural, remote and northern communities;
- (g) provide for strong and sustainable partnerships among the Province, service system managers and others in the community;
- (h) be co-ordinated with other community and human services;
- (i) be flexible and able to adapt to local circumstances;
- (j) support the social and economic well-being of Ontarians;
- (k) ensure appropriate accountability for public funding;
- (l) support the transition from child care and early years programs and services to school;
- (m) approach pedagogy in child care and early years programs and services in a manner that supports the transition referred to in clause (l);
- (n) address any other aspect prescribed by the regulations.



HIGHLIGHTS FROM 2020 to 2023

ACCOMPLISHMENTS IN SUPPORTING CHILDREN, FAMILIES AND EARLY YEARS PROFESSIONALS

From 2020-2022, when many workplaces and schools switched to remote work due to the pandemic, the child care sector offered emergency child care three times. **1,030** children from **653** families who worked in essential services received emergency child care support.

1,304

Average number of children living in low and moderate income households who receive financial support through child care fee subsidy to attend licensed child care.

482

Children living in low and moderate income households received financial support to participate in recreational programs.

510

Average number of families per month who received support through Child Care Fee Subsidy so parents could go to work or school.

2,329

Average number of parents and caregivers supported through Lambton's EarlyON Child and Family Centres each year.

59 of **60** operators enrolled in the Canada-Wide Early Learning and Child Care program representing **99.6%** of all licensed spaces.

441

Average number of children who received social, emotional, and developmental support through special needs resourcing programs.

Maintained **zero** wait time for families to access fee subsidy when required.

1,849 children were supported with a **25%** reduction in child care fees.

3,849 children accessed EarlyON Child and Families Centres **35,532** times to support their development.

HIGHLIGHTS FROM 2020 to 2023

OUR ACCOMPLISHMENTS IN SUPPORTING CHILDREN, FAMILIES AND EARLY YEARS PROFESSIONALS

481

Average number of child care staff per year who received wage increases through wage grants.

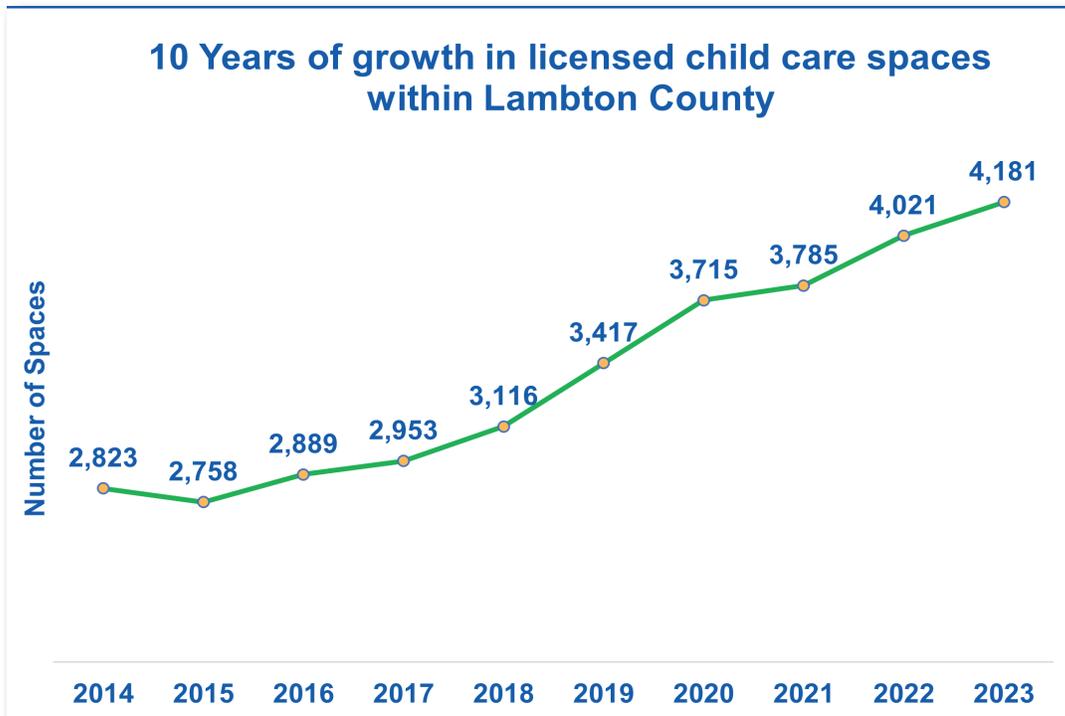
Over **16,000** hours of special needs resourcing support was provided in licensed child care programs.

Before and after school spaces increased by **421** spaces.

686

New licensed child care spaces added.

Licensed Home Child Care spaces increased by **150%**.



HIGHLIGHTS FROM 2020 to 2023

OUR ACCOMPLISHMENTS IN SUPPORTING CHILDREN, FAMILIES AND EARLY YEARS PROFESSIONALS

60

Average number of events offered through the Parent Professional Resource Centre focusing on mentorship, mental health, well being, Indigenous knowledge, equity, diversity, inclusion and belonging.

928

Early Childhood Educators participated **2,657** times in online, virtual, and in person professional learning opportunities.

8.1%

Increase in child care staff within the sector.

575

Individuals participated in various child care recruitment initiatives such as career fairs.

170

High school students attended the Early Childhood Educator career day held at the Sarnia Library.

19

Graduates of the new Lambton College pilot Early Childhood Education one year fast-track program.

The Parent Professional Resource Centre had **1,161** in person visits from early childhood educators, community partners, students and parents from Lambton County.

Launched two new social media sites from 2020 - 2023.

Facebook reach: **126,461**

Instagram reach: **85,633**.



CONSULTATIONS AND COMMUNITY PLANNING

ENGAGING THE COMMUNITY

Community engagement, through collaboration, is the cornerstone of building a service system plan that reflects the needs of both families, children and community partners to achieve long-term sustainable outcomes. Opportunities to inform the development of the plan were offered both in person and virtually through group, team, and individual sessions to direct child care service providers, children’s services internal staff, and community partner organizations.

Lambton Child and Family Network members have been instrumental in the development of the plan through multiple dedicated sessions, as well as providing feedback to the priorities and outcomes. All eleven municipalities within the County of Lambton were given the opportunity to provide input from their regions. Direct engagement with Lambton families through in person and virtual surveys provided the foundation of the plan’s goals and priorities.



SPOTLIGHT

LAMBTON CHILD & FAMILY NETWORK

The Lambton Child & Family Network is a strategic, collaborative, and integrated planning infrastructure which allows members to work together and independently meet the shared vision of the network.



Chaired by the County of Lambton, the Lambton Child & Family Network includes representatives from the following organizations:

- ✦ Child Care Supervisors Network
- ✦ Conseil scolaire Catholique Providence
- ✦ Conseil scolaire Viamonde
- ✦ County of Lambton Social Services
- ✦ EarlyON Centres
- ✦ First Nations Community Members
- ✦ La Ribambelle
- ✦ Lambton County Library
- ✦ Lambton Kent District School Board
- ✦ Lambton Public Health
- ✦ Pathways Health Centre for Children
- ✦ Sarnia-Lambton Children’s Aid Society
- ✦ Sarnia-Lambton Rebound for Youth
- ✦ St. Clair Catholic District School Board
- ✦ St. Clair Child and Youth Services
- ✦ Urban Indigenous partners

With special thanks to the Lambton Child & Family Network for their dedication, time and expertise in the development of this plan.

NON-PROFIT

The non-profit child care sector is a great strength of Lambton County and has a long-standing history of being flexible and willing partners to meet the needs of all children, families, and communities.

Their dedication to providing high quality early years and child care experiences through a skilled and competent workforce has been instrumental in offering an effective and valued child care system while also contributing to growth and expansion over the past ten years.



Licensed non-profit child care organizations are vital to the County of Lambton child care sector and the 2024 to 2028 Child Care and Years Service System Plan.

ENGAGEMENT

Who We Engaged

62 licensed child care operators.

12 children's services organizations.

4 School Boards in Lambton County

Lambton Kent District School Board, St. Clair Catholic District School Board, Conseil scolaire Catholique Providence, and Conseil scolaire Viamonde.

11 Municipalities within the County of Lambton

were invited to participate in engagement opportunities.

Families with Children

The County of Lambton engaged families to better understand their needs, challenges, and opportunities of the current system. The feedback received was used to inform the development of this plan. Activities included:

16 site visits across Lambton County EarlyON centres.

217 parents and caregivers completed a survey.

Engagement Activities

7 engagement meetings and consultation sessions

to understand partners' ideal system, update on the progress of the service plan, and seek feedback on priorities, gaps in the system, and opportunities for collaboration.

4 key informant meetings

with sector leads in children's special needs and mental health, Indigenous families, Francophone families, and Newcomer families to discuss the complexities and needs of children and how we can work together to build a seamless system.



ENGAGEMENT

We asked

What does your ideal child care and early years system include? What is most important to you? ☺

WHAT WE HEARD ABOUT THE CHILD CARE AND EARLY YEARS SYSTEM

We heard from parents, caregivers, county staff, partners, and service providers about their perspective of what is working well in the system as well as what are the needs, gaps, and opportunities to improve service delivery. Feedback demonstrated that families, service providers, and community partners want many of the same features in the system, such as a high quality, accessible, and inclusive system with reduced wait times for services. Through the consultation process, it was evident that all those engaged are committed to serving children and families across Lambton County.

The common themes that emerged through our community engagements helped create a clear direction for the priorities of this plan.



WHAT WE HEARD

We heard

1 Create child care and early years' services that are accessible, inclusive, and dependable

Feedback from parents and caregivers

- Additional child care spaces are required to reduce wait times
- Flexible hours of care are needed to meet diverse scheduling needs of families
- Ensure rural areas of Lambton County have access to licensed child care
- Increased access to Francophone child care

Feedback from staff and service providers

- Targeted growth approaches are necessary to ensure licensed child care spaces are created for underserved neighbourhoods and populations
- Utilize all data analytics and community assessments available to determine service locations
- A service delivery model that is responsive to the changing needs of children and families within the County of Lambton
- Ensure Indigenous and Francophone children and families have access to culturally responsive programs and services

This informed

Priority #1

ACCESS TO SERVICE



WHAT WE HEARD

We heard

This informed

2 Support the attraction and retention of an early years and child care workforce.

Priority #2

**WORKFORCE
RETENTION AND
RECRUITMENT**

Feedback from parents and caregivers

- It is important that Early Childhood Educators are responsive to my child and family needs
- Programs are run by positive and well-trained staff who are dedicated to supporting children of all abilities

Feedback from staff and service providers

- Partnership and collaboration between the County of Lambton and Lambton College is important to build a skilled and competent workforce that delivers high quality child care and early years services
- Continued efforts to elevate and promote the importance of Early Childhood Educators and their critical roles in shaping children and communities
- Workforce retention requires mentorship and innovative approaches to ensure staff feel valued and respected
- Professional development and capacity building is critical to ensure child care staff have the skills and knowledge to all support children



WHAT WE HEARD

We heard

This informed

3 Working together through ongoing collaboration to deliver responsive services that reflect the needs of children and families.

Priority #3

COLLABORATE FOR SYSTEM PLANNING

Feedback from parents and caregivers

- Families have easy access to information and know where to get it
- Regular parent and caregiver engagement to gather input related to challenges and successes with the current early years and child care system
- A responsive and universal child care registry is required to streamline the application and communication process for parents and caregivers
- Continued opportunities for children and families to be connected to the community

Feedback from staff and service providers

- Expanded system capacity through partnerships, resource sharing, and referral pathways so families do not have to repeat their story multiple times
- Formal and informal processes to assist families to navigate and advocate for their child's needs
- Leverage relationships to ensure knowledge sharing and communication as it relates to supporting children with the transition from early years services to school



WHAT WE HEARD

We heard

This informed

4 Building capacity in parents, caregivers, and professionals to support children’s development.

Priority #4
BUILD COMMUNITY CAPACITY

Feedback from parents and caregivers

- Access to information that assists parents with understanding their child’s developmental needs
- Programs that provide and focus on learning activities that parents and children can do together and with their families at home
- Offer a variety of programs that consider unique learning styles

Feedback from staff and service providers

- Continue with the already established mentorship framework to build capacity of staff, ensure knowledge transfer, share experiences, build pedagogical practices, that support a high quality licensed child care system
- Leverage knowledge and expertise from children’s special needs and mental health agencies to ensure child care and early years staff are equipped with the knowledge to understand the needs of all children
- Access to online and e-learning professional development allowing for afterhours and flexible access to learning
- Ensure programs and services are designed to support positive experiences and outcomes for children and families



PRIORITIES

PRIORITIES

The 2024 to 2028 Child Care and Early Years Service System Plan focuses on four key priorities based on feedback from Lambton County staff, community partners, parents, and caregivers.

VISION

Commitment to a child care system that places children and families at the centre of all decisions. A system where all children and families have access to an inclusive system that supports learning, development, and overall well being.



This plan aligns with provincial pillars: access, affordability, inclusion, quality, and data and reporting.

Each pillar is aligned with multiple priorities. As progress is made in all priority areas over the next five years, the County of Lambton child care and early years system will become more accessible, affordable, inclusive, and high-quality.

PROVINCIAL PILLARS	ACCESS	AFFORDABILITY	INCLUSION	QUALITY	DATA & REPORTING
What they mean for Lambton County	573 new child care spaces created in high need areas by December 2026.	Reduce parent fees for children aged 0-5 to achieve \$10/day average fees.	Ensure affordable spaces and access to child care for priority populations, including low income, vulnerable children, Francophone, Indigenous and other diverse communities.	Increase number of registered early years educators and improve wages.	Support successful implementation through data and reporting.

PRIORITY 1: ACCESS TO SERVICE

Why is this important?

Access to high quality licensed child care is fundamental to supporting early childhood development, learning, and well being of children. An accessible and flexible child care system is foundational to meet the changing and diverse needs of children and families.

What do we want to achieve?

Increase the availability of high quality, inclusive, and affordable licensed child care. A targeted growth approach is necessary to ensure licensed child care spaces are created for underserved neighbourhoods and populations that support child care access for low-income children, vulnerable children, children from diverse communities, children with special needs, Francophone, and Indigenous children. Build and expand partnerships to place available resources and services where demand exists.

How will we get there?

GOALS	KEY PERFORMANCE INDICATORS
Increase the availability of high quality, inclusive, and affordable licensed child care spaces	<ul style="list-style-type: none"> • Increase access to the number of available Francophone, Indigenous-Led, rural, and special needs child care spaces • Ensure service delivery practices support child care access for low-income children, vulnerable children, children from diverse communities, children with special needs, Francophone, and Indigenous children. • Expand licensed home child care to meet the need for flexible care options
Build and expand partnerships to place available resources and services where demand exists	<ul style="list-style-type: none"> • Utilize all data analytics and community assessments to determine service locations • Aligning with Provincial guidance, prioritize the growth of a well-established and reliable non-profit licensed child care sector • Leverage agreements with licensed home child care operators, to meet the needs of newcomer families • Enter into partnership agreements with private developers interested in contributing to the growth of licensed child care • Continue support and collaboration with child care operators to ensure participation in Canada wide child care system

ALIGNMENT WITH PROVINCIAL PILLARS:



PRIORITY NEIGHBOURHOODS

Under the Ministry’s Access and Inclusion framework, with a focus on improving equity of access, County of Lambton Children’s Services through neighborhood analysis, created an inventory of existing licensed childcare spaces, child population data, current point in time waitlists, and other demographic data to develop a directed growth strategy.

Children’s Services considered the degree to which new affordable childcare spaces across various neighborhoods will support access to licensed childcare for low-income families, vulnerable communities, children with special needs, Francophone families, Indigenous families, families needing more flexible models of care, including evening, weekend, and overnight care.

The following is a breakdown of the proposed new childcare spaces to be created during 2023-2026:

Directed Growth Priorities	Number of New Spaces
Lambton Shores	82
Petrolia, Oil Springs, Enniskillen	88
Plympton-Wyoming	49
St. Clair Township	90
Indigenous Led Child Care Centre	49
Special Needs Focused Child Care Centre	49
Sarnia, Brights Grove, Point Edward	113
Home Child Care	53
Total	573

PRIORITY 2: WORKFORCE RETENTION AND RECRUITMENT

Why is this important?

Trained and qualified early years childhood staff are critical to high-quality, responsive, and inclusive child care programs. Early Childhood Educators are trusted and highly skilled professionals equipped to care for children of all abilities. A robust and qualified workforce is foundational to the growth of child care spaces.

What do we want to achieve?

Grow the number of qualified staff in child care and early years to increase access to licensed child care for families. Enhance access to opportunities for the workforce that promote retention including professional development and training.

How will we get there?

GOALS	KEY PERFORMANCE INDICATORS
Grow the number of qualified staff in child care and early years to increase access to licensed child care for families	<ul style="list-style-type: none"> • Leverage partnership with Lambton College to ensure maximum intake size each Fall for the Early Childhood Educator diploma program • Where feasible, work with Lambton College to offer a one-year fast track Early Childhood Educator diploma to those working in the sector but are unqualified • In partnership with all local school boards and guidance counsellors, promote Early Childhood Education as a viable career path • Leverage Employment Ontario partnerships to support the non-profit sector with workforce recruitment efforts • Support and provide resources for ongoing County wide early years and child care career fairs • Utilize the County of Lambton Children’s Services social media pages to promote and advertise career opportunities in the early years sector
Enhance access to opportunities that promote retention including professional development and training	<ul style="list-style-type: none"> • Formalize a senior leadership network to enhance knowledge sharing opportunities for the early years sector • Enhance the early years mentorship framework to build capacity of staff, ensure knowledge transfer, share experiences, build pedagogical practices that support a high quality licensed child care system • Elevate community awareness and promotion of Early Childhood Education as a profession • Provide ongoing professional development and capacity building opportunities to ensure early years staff have the skills and knowledge to support the diverse needs of children and families

ALIGNMENT WITH PROVINCIAL PILLARS:



PRIORITY 3: COLLABORATE FOR SYSTEM PLANNING

Why is this important?

When a system works collaboratively to plan services, it results in community partners who are better informed, partnerships that grow, and services that are more integrated to better support children and families.

What do we want to achieve?

Collaborate to build a more seamless system that is easy for families to navigate. Ongoing engagement with families, caregivers, and service providers is critical to inform a responsive early years system that meets diverse and evolving needs.

How will we get there?

GOALS	KEY PERFORMANCE INDICATORS
Collaborate to build a more seamless system that is easy for families to navigate	<ul style="list-style-type: none"> • Leverage and promote the established “No Wrong Door” referral mechanism to streamline referral pathways so families do not have to repeat their story multiple times • Leverage and promote the SmartStart Hub at Pathways Health Centre for Children which provides a seamless entry point to services for families and connects them with child development agencies and professionals • Collaborate with all local school boards to ensure knowledge sharing and communication as it relates to each child’s developmental needs and individual support plans, to support success with transitioning from early years services to school • Explore options for an effective child care registry that is universal and enhances the communication experience for families • Enhance existing early years website that allows families easy access to information and community resources
Ongoing engagement with families, caregivers, service providers, and community partners is critical to inform a responsive early years’ system that meets diverse and evolving needs	<ul style="list-style-type: none"> • Leverage the expertise of Lambton’s Child and Family Network as a strategic, collaborative, and integrated planning infrastructure to inform the shared vision and direction of early years’ service delivery across Lambton County • Regular parent engagement through surveys and focus groups, to gain input related to challenges and successes in the early years system • Regular engagement with low-income, Francophone, Indigenous, and newcomer families and organizations to ensure early years’ programs are diverse, inclusive, and accessible to all • Establish focused advisory tables with Indigenous and Francophone early years’ service providers

ALIGNMENT WITH PROVINCIAL PILLARS:



PRIORITY 4: BUILD COMMUNITY CAPACITY

Why is this important?

Parents, caregivers, and early years professionals play an important role in supporting child development. Having a skilled and knowledgeable support system results in children who are more successful in school, the workplace, and their communities that supports a strong economy and vibrant future.

What do we want to achieve?

Build capacity of child care and early years professionals so they can support the development of all children and families. Support parents and caregivers to understand and support their child’s developmental needs.

How will we get there?

GOALS	KEY PERFORMANCE INDICATORS
Build capacity of child care and early years professionals so they can support all children and families	<ul style="list-style-type: none"> • Continue with the already established mentorship framework to build capacity of staff, ensure knowledge transfer, share experiences, and build pedagogical practices that support a high quality licensed child care system • Leverage knowledge and expertise from children’s special needs and mental health agencies to ensure child care and early years staff are equipped with the required knowledge to best understand the needs of and serve all children • Increase access to online and e-learning professional development opportunities to enable afterhours and flexible access to learning • Regular quality assurance monitoring to ensure child care programs align with the Provincial pedagogy “How Does Learning Happen”
Support parents and caregivers to understand and support their child’s developmental needs	<ul style="list-style-type: none"> • Enhance the existing early years website to increase access to information that assists parents with understanding their child’s developmental needs • Ensure child care and EarlyON Child and Family Centres provide programming that considers unique learning styles of children and includes activities that are transferrable to home environments

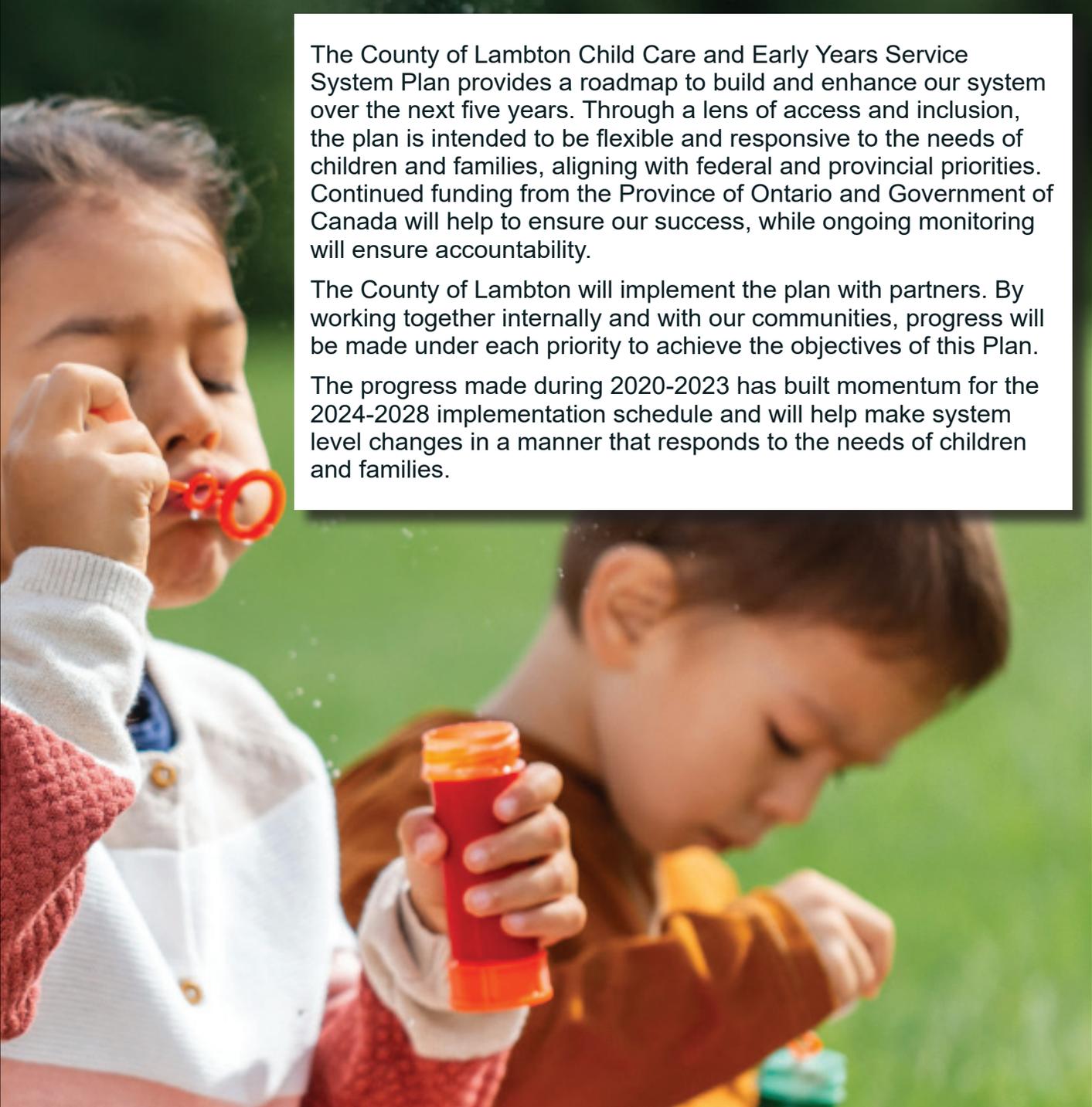


ALIGNMENT WITH PROVINCIAL PILLARS:

ACCESS AFFORDABILITY INCLUSION QUALITY DATA & REPORTING



IMPLEMENTATION PLAN



The County of Lambton Child Care and Early Years Service System Plan provides a roadmap to build and enhance our system over the next five years. Through a lens of access and inclusion, the plan is intended to be flexible and responsive to the needs of children and families, aligning with federal and provincial priorities. Continued funding from the Province of Ontario and Government of Canada will help to ensure our success, while ongoing monitoring will ensure accountability.

The County of Lambton will implement the plan with partners. By working together internally and with our communities, progress will be made under each priority to achieve the objectives of this Plan.

The progress made during 2020-2023 has built momentum for the 2024-2028 implementation schedule and will help make system level changes in a manner that responds to the needs of children and families.

IMPLEMENTATION PLAN

Goals	Quality	Inclusivity	Accessibility	Affordability	Data Reporting	Indicators
	Priorities					
Increase the availability of high-quality, inclusive, and affordable licensed child care spaces across the County of Lambton.	●	●	●	●	●	Increase access to the number of available Francophone, Indigenous-Led, rural communities, and special needs child care spaces.
						Ensure service delivery practices support child care access for low-income children, vulnerable children, children from diverse communities, children with special needs, Francophone, and Indigenous children.
						Expand licensed home child care to meet the need for flexible care options.
Build and expand partnerships to place available resources and services where demand exists across the County of Lambton.			●	●	●	Utilize all data analytics and community assessments to determine service locations.
						Aligning with Provincial guidance, prioritize the growth of a well-established and reliable non-profit licensed child care sector.
						Leverage agreements with licensed home child care operators, to meet the needs of newcomer families.
						Enter into partnership agreements with private developers interested in contributing to the growth of licensed child care.
						Continue support and collaboration of child care operators to ensure participation in Canada wide child care system.
Grow the number of qualified staff in child care and early years to increase access to licensed child care for families.	●		●		●	Leverage partnership with Lambton College to ensure maximum intake size each fall for the Early Childhood Educator diploma program.
						Where feasible, work with Lambton College to offer a one-year fast track Early Childhood Educator diploma to those working in the sector but are under qualified.
						In partnership with all local school boards and guidance counsellors, promote Early Childhood Education as a viable career path.
						Leverage Employment Ontario partnerships to support the non-profit sector with workforce recruitment efforts.
						Support and provide resources for ongoing County wide early years and child care career fairs.
						Utilize the County of Lambton Children's Services social media pages to promote and advertise career opportunities in the early years sector.
Enhance access to opportunities for the workforce that promote retention including professional development and training.	●	●				Formalize a senior leadership network to enhance knowledge sharing opportunities for the early years sector.
						Enhance the early years mentorship framework to build capacity of staff, ensure knowledge transfer, share experiences, build pedagogical practices that support a high quality licensed child care system.
						Elevate community awareness and promotion of Early Childhood Education as a profession.
						Provide ongoing professional development and capacity building opportunities to ensure early years staff have the skillsets and knowledge to support the diverse needs of children and families.

IMPLEMENTATION PLAN

Goals	Priorities				Indicators
	Quality	Inclusivity	Accessibility	Affordability	
Collaborate to build a more seamless system that is easy for families to navigate.					Leverage and promote the established "No Wrong Door" referral mechanism to streamline referrals pathways so families do not have to repeat their story multiple time.
		●	●		Leverage and promote the SmartStart Hub at Pathways Health Centre for Children which provides a seamless entry point to services for families and connects them with child development agencies and professionals.
		●	●	●	Collaborate with all local school boards to ensure knowledge sharing and communication as it relates to each child's developmental needs and individual support plans, to support success with transitioning from early years services to school.
					Enhance existing early years website that allows families easy access to information and community resources.
					Explore options for an effective child care registry that is universal and enhances the communication experience for families.
Ongoing engagement with families, caregivers, service providers, and community partners is critical to inform a responsive early years' system that meets diverse and evolving needs.		●	●		Leverage the expertise of Lambton's Child and Family Network (LCFN) as a strategic, collaborative, and integrated planning infrastructure to inform the shared vision and direction of early years' service delivery across Lambton County.
		●	●	●	Regular parent engagement through survey and focus groups, to gain input related to challenges and successes in the early years system.
					Regular engagement with low-income, Francophone, Indigenous, and newcomer families and organizations to ensure early years' programs are diverse, inclusive, and accessible to all.
					Establish focused advisory tables with Indigenous and Francophone early years' service providers.
Build capacity of child care and early years professionals so they can support all children and families.	●	●	●		Continue with the already established mentorship framework to build capacity of staff, ensure knowledge transfer, share experiences, build pedagogical practices, that support a high quality licensed child care system.
					Leverage knowledge and expertise from children's special needs and mental health agencies to ensure child care and early years staff are equipped with the required knowledge to best understand the needs of and serve all children.
					Increase access to online and e-learning professional development opportunities to enable afterhours and flexible access to learning.
					Regular quality assurance monitoring to ensure child care programs align with the Provincial pedagogy "How Does Learning Happen".
Support parents and caregivers to understand and support their child's developmental needs.		●	●		Enhance the existing early years website to increase access to information that assists parents with understanding their child's developmental needs.
					Ensure child care and EarlyON Child and Family Centres provide programming that considers unique learning styles of children and includes activities that are transferrable to home environments.

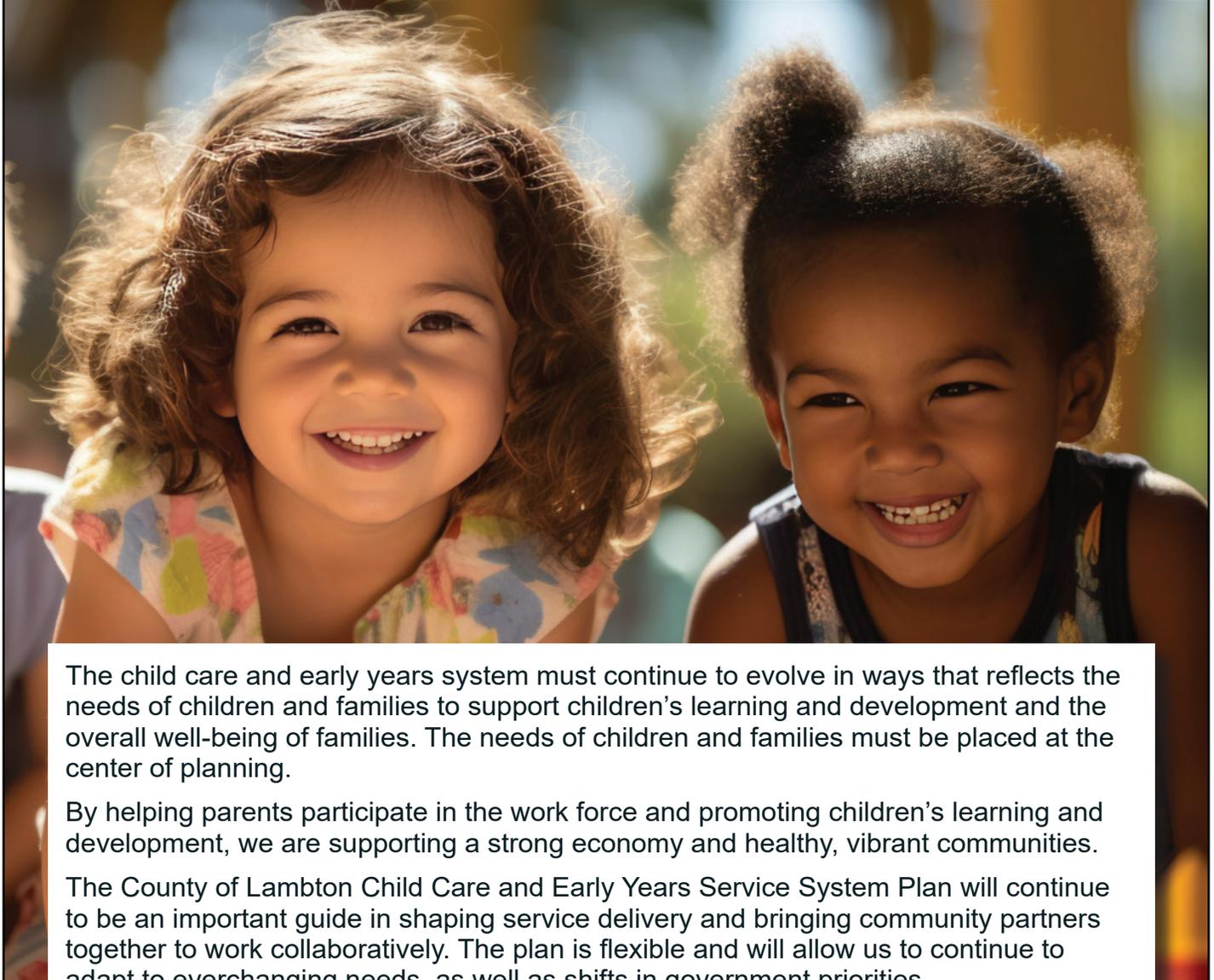
ACCOUNTABILITY METHODS

Reporting on progress is imperative to the success of the plan because it evaluates steps taken towards achieving the goals and objectives. Regular evaluation of advancement under each priority, and monitoring performance throughout the five years are crucial. At the mid-point and at the end of the implementation plan, a progress report will be completed outlining the progress made and the results achieved.

In accordance with the Child Care and Early Years Act, 2014, the 2024-2028 Child Care and Early Years Service System Plan is approved by County of Lambton Council and is made publicly available on the County of Lambton website.



CONCLUSION



The child care and early years system must continue to evolve in ways that reflects the needs of children and families to support children’s learning and development and the overall well-being of families. The needs of children and families must be placed at the center of planning.

By helping parents participate in the work force and promoting children’s learning and development, we are supporting a strong economy and healthy, vibrant communities.

The County of Lambton Child Care and Early Years Service System Plan will continue to be an important guide in shaping service delivery and bringing community partners together to work collaboratively. The plan is flexible and will allow us to continue to adapt to everchanging needs, as well as shifts in government priorities.

The County of Lambton will leverage its position as Service Manager to build partnerships with other levels of government, sector leads, such as Indigenous knowledge carriers, school boards, and children’s special needs and mental health organizations. Early Years’ partners will work together to build services that are accessible, inclusive, affordable, and high-quality that benefit all children and families across Lambton County.

REFERENCES

- **Child Care and Early Years Act, 2014 (CCEYA)**
- **Ontario's Early Years and Child Care Annual Report 2022**
- **2023 Canada-Wide Early Learning and Child Care Guideline (CWELCC)**
- **2024 Ontario Child Care and EarlyON Child and Family Centres Service Management and Funding Guideline**
- **Statistics Canada: 2021 Census Data**



APPENDIX ONE: LAMBTON COUNTY CENSUS DATA

POPULATION

From 2016 to 2021 Lambton County’s population increased from 126,638 to 128,154, reflecting a growth of 1.20%. As indicated in Table 1, the most substantial population growth occurred in Lambton Shores and Plympton–Wyoming. According to the 2016 Census Population Projections it is anticipated that Lambton County’s population will maintain a relatively steady trend over the next two decades.

Geographical Area	Census Data		Population Growth / Decline
	2016	2021	
Ontario	13,448,494	14,223,942	5.77%
Lambton County	126,638	128,154	1.20%
Petrolia	5,742	6,013	4.72%
Plympton–Wyoming	7,795	8,308	6.58%
Point Edward	2,037	1,930	-5.25%
Lambton Shores	10,631	11,876	11.71%
Warwick	3,692	3,641	-1.38%
Sarnia	71,594	72,047	0.63%
St. Clair	14,086	14,659	4.07%
Dawn-Euphemia	1,967	1,968	0.05%
Enniskillen	2,796	2,825	1.04%
Brooke-Alvinston	2,411	2,359	-2.16%
Oil Springs	648	647	-0.15%

Table 1 – Population growth and decline between 2016 and 2021.

POPULATION - (0-12 YEARS)

Between 2016 and 2021 Lambton County’s population aged 0 to 12 years increased from 16,385 to 16,653, reflecting an increase of 1.64%. Plympton - Wyoming and Lambton Shores experienced the highest population growth.

Geographical Area	Census Data (0-12)		Population Growth / Decline
	2016	2021	
Ontario	2,207,970	2,251,795	1.98%
Lambton County	16,385	16,653	1.64%
Petrolia	880	908	3.18%
Plympton–Wyoming	1,152	1,293	12.24%
Point Edward	201	178	-11.44%
Lambton Shores	1,127	1,263	12.07%
Warwick	604	607	0.50%
Sarnia	9,252	9,075	-1.91%
St. Clair	2,028	2,125	4.78%
Dawn-Euphemia	323	323	0.00%
Enniskillen	358	411	14.80%
Brooke-Alvinston	369	373	1.08%
Oil Springs	91	97	6.59%

Table 2 – 0 to 12 Years population growth and decline between 2016 and 2021.

APPENDIX ONE: LAMBTON COUNTY CENSUS DATA

FAMILY INCOME BY FAMILY CHARACTERISTICS

Couples With Children

Number of Families: 13,385
 Average Family Size: 4.0
 Average Family Income: \$90,000

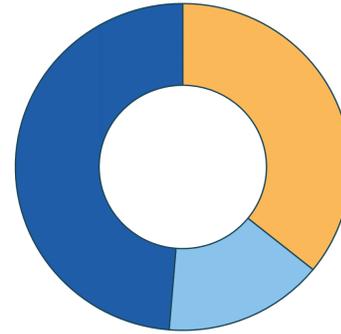
Single Parent Family

Number of Families: 5,790
 Average Family Size: 2.7
 Average Family Income: \$68,700

Families Without Children

Number of Families: 18,200
 Average Family Size: 2.0
 Average Family Income: \$81,000

- Couple With Children
- Single Parent Family
- Families Without Children



**In 2020, the median total income of households in Lambton was \$83,000, a 18.53% increase from 2015.*

OCCUPATIONS

Occupation	%
All occupations	
Sales and service	24.85%
Trades, transport, and equipment operators	21.82%
Business, finance, and administration	12.38%
Education, law and government services	10.49%
Health	9.49%
Natural and applied sciences	6.97%
Manufacturing and utilities	6.36%
Natural resources, and agriculture	5.32%
Art, culture, recreation, and sport	1.66%
Legislative and senior management	0.70%

Table 5.0. Residents' occupation in Lambton County.

EDUCATION

Educational Attainment	%
Educational Attainment	
No certificate, diploma, or degree	6.7%
Secondary school diploma or equivalency certificate	23.3%
Postsecondary certificate or diploma	55.0%
Bachelor's degree	11.6%
Master's degree	2.8%
Doctorate	0.6%

Table 4.0 Showing Education attainment of the residents in Lambton County.



Children's Services Department
162 Lochiel Street
Sarnia, ON N7T 7W5

Phone: 519-344-2062

Website: https://www.lambtononline.ca/en/resident-services/children_s-services.aspx

MINUTES
COMMITTEE of the WHOLE
(Infrastructure & Development Services/Public Health Services – Emergency Medical Services/Cultural Services/Long-Term Care/Corporate Services/Finance, Facilities and Court Services/Social Services)

January 17, 2024

A meeting was held at the County Building at 9:00 a.m. on the above date.

Present

Warden Kevin Marriott. Members: J. Agar, G. Atkinson, D. Boushy, M. Bradley, A. Broad, T. Case, D Cook, D. Ferguson, B Hand, B. Loosley, C. McRoberts, S. Miller, D. Sageman, I. Veen, B. White. Various staff were present including the following General Managers: Mr. J. Cole, General Manager, Infrastructure and Development Services, Mr. A. Taylor, General Manager, Public Health Services, Mr. A. Meyer, General Manager, Cultural Services, Ms. Jane Joris, General Manager, Long-Term Care, Mr. L. Palarchio, General Manager, Finance, Facilities and Court Services, Ms. Valerie Colasanti, General Manager, Social Services, Ms. O. Leger, Solicitor/Clerk and Mr. S. Thiffeault, Chief Administrative Officer.

Absent

Councillor Dennis.

Councillor Bradley joined the meeting at 9:25 am.

Disclosure of Pecuniary Interest

Councillor Loosley declared a pecuniary interest on Motion #6 regarding appointments to the Emergency Services Committee as well as Motion #13 of Information Reports pertaining to the Emergency Medical Services Department, as his son is employed as a paramedic for Emergency Medical Services for The Corporation of the County of Lambton.

APPOINTMENTS

Nominations

Nominate a Chair of the Committee of the Whole

#1: Case/Boushy: That Warden Marriott be nominated as the Chair of the Committee of the Whole for a one-year term.

Carried.

Nominate a Vice Chair of the Committee of the Whole

#2: Agar/Boushy: That Councillor Atkinson be nominated for Vice Chair of the Committee of the Whole for a one-year term.

Carried.

Audit Committee

#3: Loosley/Ferguson: That Warden Marriott, Deputy Warden White as well as Councillors Atkinson, Cook, Miller and Loosley be appointed to the Audit Committee for a one-year term.

Carried.

County of Lambton Agricultural Advisory Committee

#4: Case/Atkinson: That Councillor Broad be appointed to the County of Lambton Agricultural Advisory Committee for a one-year term.

Carried.

Woodlands Hearings Board

#5: Hand/McRoberts: That Councillor Ferguson along with the Warden and Deputy Warden be appointed to the Woodlands Hearings Board for a one-year term.

Carried.

Emergency Services Committee

#6: Case/Veen: That the following Councillors be appointed to the Emergency Services Committee:

Jeff Agar
Dan Sageman
Steve Miller
Brian White

Todd Case
Bev Hand
Chrissy McRoberts
Kevin Marriott

Carried.

County of Lambton Accessibility Advisory Committee

#7: Case/Hand: That Councillor Cook be appointed to the County of Lambton Accessibility Advisory Committee for a one-year term.

Carried.

Committee of the Whole – January 17, 2024 (page 3)

INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

Information Report

Information Report dated January 17, 2024 Regarding Emergency Management Coordinator Activities

#8: Veen/Miller: That the Information Report dated January 17, 2024 regarding Emergency Management Coordinator Activities be received and filed.

Carried.

Reports Requiring a Motion

Report dated January 17, 2024 Regarding County of Lambton Agricultural Advisory Committee Revitalization

#9: Ferguson/Case:

a) That a Sub-Committee be struck to review the CLAAC draft Terms of Reference together with the member composition of CLAAC, and report back to the April 17, 2024, Committee of the Whole meeting with its recommendations thereon.

b) That the following Councillors be appointed to the Sub-Committee:

Al Broad
Gary Atkinson
Doug Cook
Dave Ferguson

Carried.

#10: Case/Ferguson: That Warden Marriott be appointed to the Sub-Committee.

Carried.

#11: Ferguson/Cook: That the report dated January 17, 2024 regarding County of Lambton Agricultural Advisory Committee (CLAAC) Revitalization be tabled until the April 17, 2024 Committee of the Whole meeting.

Carried.

Report dated January 17, 2024 Regarding Updates to Emergency Response Plan and Program By-Laws

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

Carried.

PUBLIC HEALTH SERVICES DIVISION – Emergency Medical Services

Information Reports

#13: Miller/Sage: That the following Information Reports from the Public Health Services Division be received and filed:

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

Carried.

CULTURAL SERVICES DIVISION

Correspondence to Receive and File

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

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

#14: Boushy/Cook: That correspondence LHM 02-07-24 and OMC 02-08-24 be received and filed.

Carried.

Information Reports

#15: Hand/Sage: That the following Information Reports from the Cultural Services Division be received and filed:

- a) Information Report dated January 17, 2024 Regarding Cultural Services Division 2023 Annual Report.
- b) Information Report dated January 17, 2024 Regarding 2024 Exhibition Schedules.

- c) Information Report dated January 17, 2024 Regarding Enhanced Online Access to Museum Collections.

Carried.

Reports Requiring a Motion

Report dated January 17, 2024 Regarding Consolidation of Sombra and Port Lambton Libraries

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

Carried.

Report dated January 17, 2024 Regarding Judith & Norman Alix Art Gallery Hours of Operation

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

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

Carried.

Committee of the Whole – January 17, 2024 (page 6)

Report dated January 17, 2024 Regarding Museums & Archives Collections Management, October & November 2023

#18: Broad/Loosley: That the Museums, Gallery and Archives Collections Management October & November 2023 Report be accepted, and items recommended for acceptance be approved for inclusion in the respective permanent collections and items recommended for deaccession be removed from the permanent collections.

Carried.

LONG-TERM CARE DIVISION

Information Report

Information Report dated January 17, 2024 Regarding Adult Day Program Enhanced Funding

#19: Miller/Hand: That the Information Report dated January 17, 2024 regarding Adult Day Program Enhanced Funding be received and filed.

Carried.

CORPORATE SERVICES DIVISION

Correspondence to Receive and File

CS 02-05-24 An email from Melanie Hudson, Acting Clerk, Township of Asphodel-Norwood dated December 22, 2023 advising that at its regular meeting of Council held December 12, 2023, the Council of the Township of Asphodel-Norwood passed the following resolution regarding rising municipal insurance costs:

WHEREAS Ontario Municipalities are experiencing higher insurance rates at each renewal with limited access to insurance providers willing to quote on municipal insurance needs;

AND WHEREAS the Township of Asphodel-Norwood's annual insurance premiums have increased from \$150,280 to \$299,729 from 2020 to 2024, representing an accumulated increase of 99.5% over this period;

AND WHEREAS these annual increases are unsustainable and divert funds from critical municipal services as one of the most significant constraints in limiting yearly tax levy increases;

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

AND FURTHER BE IT RESOLVED that this Resolution be forwarded to the Association of Municipalities of Ontario (AMO), the Minister of Finance, the Minister of Municipal Affairs and Housing, and all Ontario Municipalities for support.

CS 02-06-24 An email from Jaclyn Grossi, Deputy Town Clerk, The Corporation of the Town of Aurora dated December 19, 2023 regarding Community Safety and Inciteful Speech which was considered by the Council of the Town of Aurora at its meeting held on December 12, 2023, and in this regard, Council adopted the following motion:

Whereas there has been an escalation in terrorist activity and unrest around the world that has triggered homeland rallies and advocacy that supports inciteful actions, which are causing uncertainty and unsafe feelings in our own country; and

Whereas inciteful speech is knowingly being utilized to create division, manipulation and spread misinformation, which could be defined as violent extremist propaganda and encouraging violent crimes; and

Whereas any loss of innocent civilian life is unacceptable and tragic; and

Whereas other local municipal councils and residents in Aurora have expressed concerns of uncertainty and safety who are asking for peace, protection and security; and

Whereas law exists to help maintain public safety, security, peace and order in society, and in Canada, where the responsibility for criminal justice is shared between the Federal, Provincial and territorial governments; and

Whereas it is important to protect our general freedoms of speech, while respecting the principles to protect and respect human rights, whether in person or in a free, open and secure internet, and to ensure transparency and accountability;

1. Now Therefore Be It Hereby Resolved That the Town of Aurora acknowledges that residents in the community have expressed feelings of uncertainty and safety concerns, due to the recent global unrest, and condemns all acts of terror and violence resulting in loss of life or injury; and
2. Be It Further Resolved That the Town of Aurora call on all levels of government to acknowledge this uncertainty and safety concerns in Canada and look to strengthening their available tools to deny inciteful speech that encourages violent extremists the ability to publicly manipulate, advocate, and incite violence or physical harm to another human being, whether it be online or in person; and

Committee of the Whole – January 17, 2024 (page 8)

3. Be It Further Resolved That Council encourages our community and diverse local leaders of faith to bring the community together to promote peace, healing and understanding during this difficult time; and
4. Be It Further Resolved That a copy of this resolution be provided to both the Federal and Provincial government and all municipalities in Ontario.

#20: Cook/Ferguson: That correspondence CS 02-05-24 and CS 02-06-24 be received and filed.

Carried.

Reports Requiring a Motion

Report dated January 17, 2024 Regarding Deputy Clerk Appointment

#21: Broad/Loosley:

- a) That Ryan Beauchamp be appointed Deputy Clerk of The Corporation of the County of Lambton, effective February 7, 2024.
- b) That an appropriate By-Law effecting the above-noted appointment be presented to County Council for its consideration.

Carried.

Report dated January 17, 2024 Regarding 2024 Services and Fees Schedule

#22: Sageman/McRoberts:

- a) That the revised services fees and charges schedule set out in Schedule "A" attached hereto be approved and implemented effective February 7, 2024.
- b) That an appropriate By-Law be presented to County Council to implement the revised services fees and charges.

Carried.

SOCIAL SERVICES DIVISION

Correspondence to Receive and File

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

Whereas the Ontario government has acknowledged an affordable housing and housing supply crisis, communicating a targeted approach to build 1.5 million homes by 2031; and

Whereas nearly one-third of Ontario households rent, rather than own, according to the most recent 2021 Census of Population; and

Whereas the Ontario government has reported that Ontario broke ground on nearly 15,000 purpose-built rentals in 2022, a 7.5 percent increase from 2021 and the highest number on record, with continued growth into 2023; and

Whereas the Residential Tenancies Act, 2006, provides for the maximum a landlord can increase most tenants rent during a year without the approval of the Landlord and Tenant Board; and

Whereas the Ontario government recently strengthened protections for tenants with the intention of preserving affordability, by holding the rent increase guideline for 2024 to 2.5 percent, well below the average inflation rate of 5.9 percent; and

Whereas the rental increase guideline protection does not apply to rental units occupied for the first time after November 15, 2018, leaving an increasing number of tenants susceptible to disproportionate and unsustainable rental increases compared to those benefiting from legislated increase protection;

Now Therefore Be It Resolved that the Council of the Town of Aylmer requests provincial consideration for amendments to the Residential Tenancies Act, 2006, to ensure that all tenants benefit from protections intended to preserve affordability.

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

Whereas the homelessness crisis is taking a devastating toll on families and communities, undermining a healthy and prosperous Ontario, and that Council accepts that the responsibility to address these challenges rests with community stakeholders, partners, and residents as well as regional, federal, and provincial governments and agencies; and

Whereas the Town of Aurora recognizes the challenges of mental health, addictions, and homelessness, which are complex issues that have a significant and detrimental impact on the residents of the Town of Aurora and surrounding areas within Ontario; and

Whereas addressing and responding to these issues has placed extreme stress on all levels of regional, municipal, and non-municipal programs and services, including various not-for-profit organizations and provincially funded health services within the Town of Aurora and surrounding areas;

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

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

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

- a. Commit to ending homelessness in Ontario; and
- b. Work with the Association of Municipalities of Ontario (AMO) and a broad range of community, health, and economic partners to develop, resource, and implement an action plan to achieve this goal; and
- c. Provide a long-term financial commitment to assist in the creation of more affordable and supportive housing for people in need, in York Region, including people with substance use disorders; and d. Increase investments in evidence informed substance use prevention and mental health promotion initiatives that provide foundational support for the health, safety and well-being of individuals, families, and neighbourhoods, beginning from early childhood; and

4. Be It Further Resolved That a copy of this motion be sent to the Premier of Ontario; the Minister of Municipal Affairs and Housing; the Minister of Children, Community and Social Services; the Minister of Health; the Minister of the Solicitor General; the Minister of Finance; the Chief Medical Officer of Health; Town of Aurora local MPs and MPPs; the Association of Municipalities of Ontario; and all Ontario municipalities.

SS 02-09-24 An email from Catalina Blumenberg, Clerk, The Corporation of the County of Prince Edward, dated November 17, 2023 advising the Council of the County of Prince Edward passed the following motion:

WHEREAS on November 23, 2021 Prince Edward County was certified as a 'Living Wage' Employer at the "support" level, through the Ontario Living Wage Network;

AND WHEREAS the Ontario livable wage for Hastings & Prince Edward, in 2022 was determined to be \$19.05, which is \$3.55 more than the Provincial minimum wage rate of \$15.50; and this rate is paid to all staff including students in 2023;

AND WHEREAS our residents on programs such as Ontario Works, receive targeted fixed monthly incomes of \$733, and ODSP recipients receive \$1,376;

AND WHEREAS the current Ontario minimum wage rate, a person working 37.5 hours per week will earn approximately \$2,500 monthly (before tax);

AND WHEREAS in accordance with the 2023 Vital Signs Report, up to 3,500 residents (10.1% to 13.5%) are living on low income (less than \$36,000 a year after taxes) and PEC's median income lags behind Ontario by \$7,500/year;

Committee of the Whole – January 17, 2024 (page 11)

AND WHEREAS the median rent for one bedroom in Prince Edward County in accordance with the County Housing Plan for 2023 \$1,513 a month;

AND WHEREAS rent is considered affordable, when it is no more than 30% of gross annual income and the number of people receiving government benefits has increased to a level above the provincial average in Prince Edward County. Extrapolated, a full 30% of County residents are deemed to be low-income and unable to afford either market real estate or rental housing prices;

AND WHEREAS as of March 31, 2023, there are 1,089 households on the Prince Edward - Lennox and Addington Social Services wait list for subsidized housing in Prince Edward County;

AND WHEREAS, in accordance with the County Food Collective, Food bank use is up 26% in Prince Edward County and as many as 6,000 residents experience food insecurity over a year's time;

AND WHEREAS on July 25, 2023 Council expressed support for a more generous Canada Child Benefit targeting low-income families struggling with food insecurity and urged Federal government expedite its 2021 election promise to roll-out Canada's first national school food policy, and endorsed the Coalition for Healthy School Food mission to work with partners across Canada to advocate for a universal cost-shared healthy Canada-wide school food program on September 26, 2023;

AND WHEREAS the 2017 Business Retention and Expansion (BR+E) study/survey identified the general affordable workforce housing as a primary obstacle in our workforce attraction;

AND WHEREAS the collected data of housing and poverty statistics, and continuing to examine their pending economic vulnerability as a result is important in establishing a livable income;

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

THAT this resolution be sent to The Right Honourable Justin Trudeau, Prime Minister of Canada, The Honourable Doug Ford, Premier of Ontario, The Honourable Michael Parsa, M.P.P., Minister of Children, Community and Social Services, Ryan Williams, Bay of Quinte M.P.P., Todd Smith, Bay of Quinte M.P.P, Marit Stiles, Leader of the Official Opposition of Ontario and Pierre Poilievre Leader of the Official Opposition of Canada requesting a response on this matter within 30 days of receipt; and

Committee of the Whole – January 17, 2024 (page 12)

THAT this resolution be shared with all 444 municipalities in Ontario, The Federation of Canadian Municipalities (FCM), The Association of Municipalities Ontario (AMO), and The Eastern Ontario Wardens' Caucus (EOWC).

#23: Boushy/Atkinson: That correspondence SS 02-01-2024, SS 02-04-2024 and SS 02-09-24 and be received and filed.

Carried.

Information Reports

#24: Broad/White: That the following Information Reports from the Social Services Division be received and filed:

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

Carried.

OTHER BUSINESS

Invitation to MPP Sarnia-Lambton to Attend a Lambton County Council Meeting

#25: Case/Bradley: That a further letter be sent to Bob Bailey, MPP Sarnia-Lambton, extending an additional invitation to attend a Lambton County Council meeting for a question and answer period.

Carried.

CAO

Report Requiring a Motion

Report dated January 17, 2024 Regarding May 2024 Committee of the Whole Meeting

#26: Broad/Sage: That the May 15, 2024, Committee of the Whole meeting be held at the Western Sarnia-Lambton Research Park, 1086 Modeland Rd, Sarnia, Ontario.

Carried.

Committee of the Whole – January 17, 2024 (page 13)

IN-CAMERA

#27: Case/Miller: That the Chair declare the Committee go in-camera to receive a report and provide instructions, regarding labour relations specifically regarding collective bargaining with CUPE Local 2557, pursuant to ss. 239(2)(d) of *the Municipal Act, 2001*.

#28: (Motion to be dealt with in-camera).

Carried.

Adjournment

#29: White/Veen: That the Chair declare the meeting adjourned with the next meeting to be held on Wednesday, February 21, 2024 at 9:00 a.m. at the County Building, Wyoming, Ontario.

Carried.

Time: 9:40 a.m.

Kevin Marriott
Chair

Olivia Leger
Clerk

Committee A.M. – August 16, 2023 (page 1)

Report dated August 16, 2023 Regarding Rural/Inter-Community Transit

#4: Sageman/Case:

- a) That provided the funding stipulated in paragraph b) below is secured, that the County of Lambton engage a third-party consultant to carry out a Demand and Feasibility Study on the need for, and options for, a rural/inter-community transit system.
- b) That the County be authorized to expend up to \$150,000 (including H.S.T.) to engage the third-party consultant for the purposes stated in paragraph (a) above, provided that the County first secure no less than \$50,000 in funding through external, third-party funding sources.
- c) That Staff return to Council in February 2024 with an update on items (a) and (b) above.

Carried.

Lambton County Council (Open Session) September 6, 2023 (page 1)

Committee Minutes

Mr. I. Veen presented the Committee A.M. minutes dated August 16, 2023.

#13: Bradley/Case:

- a) That motion #4 of the Committee A.M. minutes dated August 16, 2023, regarding Rural/Inter-Community Transit be tabled until Council's regularly scheduled meeting on November 29, 2023, so that staff can in the meantime consult with all local Lambton municipalities on the need and support for a rural/inter-community transit system and report back to Council on the results thereof.
- b) That County Council invite Huron Shores Area Transit to attend County Council to speak to its current service offerings.

Carried.

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
PREPARED BY:	Jason Cole, P. Eng., General Manager Lorri Kerrigan, Social Planner
REVIEWED BY:	Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	August 16, 2023
SUBJECT:	Rural/Inter-Community Transit

BACKGROUND

At the June 7, 2023, meeting of Lambton County Council, the following motion was made:

#14: Case/Bradley: That a report be brought to Council to reconsider a County-wide regional transit system that was proposed as a pilot program in previous years.

Carried.

Rural transit was last considered by Lambton County Council through a series of reports prepared for Committee A.M. and Committee P.M. meetings held on June 14, 2016, November 16, 2016, and August 17, 2017. The associated reports from those meetings are attached.

Based on the investigation and community outreach at that time, Council was advised that there was little community interest in pursuing a rural transportation program, the information was received and no further direction regarding this matter was provided.

DISCUSSION

The County of Lambton is not currently engaged in direct operation or management of any transit systems servicing geographic areas in the County of Lambton. ¹

Existing Services

In 2016, a pilot project, funded by the County of Lambton through the Community Homeless Prevention Initiative (CHPI) funding, provided no cost transportation to some of

¹ It should be noted that the division of responsibility provisions in the Municipal Act, 2001, do not assign "transportation systems" to the County of Lambton. Those are thus assigned to our local municipalities, per the operation of ss. 11(1)-(4) and the associated table of the legislation.

the community's most vulnerable residents to help them achieve housing stability. This was a joint initiative between the North Lambton Community Health Centre (NLCHC), Canadian Red Cross (CRC) and Lambton Elderly Outreach, with the CRC taking the lead. CRC built the program on their model of no cost transportation to health-related appointments and food bank delivery. The project offered door to door transportation with fixed route scheduling to promote housing stability. While CHPI funding is no longer available, this program still exists with a limited budget.

At the present time there are two inter-community/rural transportation programs funded by the Ontario Community Transportation Grant Program operating in the County of Lambton. Huron Shores Area Transit connects Sarnia, Forest, Kettle & Stony Point First Nation, Grand Bend, Bayfield, Dashwood, Exeter, Hensall, Zurich, Huron Park, Parkhill, Ailsa Craig, Goderich, Strathroy and London with four routes. The second inter-community transit program connects Sarnia, Strathroy, Mount Bridges, Komoka and London. These both operate as fixed route, scheduled services.

Additional transportation services are provided by Lambton Elderly Outreach (LEO) and the CRC. Both organizations provide affordable transportation to older adults and individuals with disabilities to attend social activities, medical appointments, and shopping.

The Canadian Cancer Society and Lambton County Developmental Services also provide transportation assistance for their respective client base.

Funding

There are no known provincial funding intake opportunities to support rural/inter-community transportation projects available at this time.

The two above-mentioned local transit projects in Lambton County are funded through the provincial Community Transportation Grant Program. These projects recently received renewed funding commitments for the 2023 to 2025 period in the amounts of \$1,065,946 toward the Huron Shores Area Transit and \$821,215 toward the Sarnia/Strathroy-Caradoc/London intercommunity transit services.

The Provincial Gas Tax Program is also targeted to provide a long-term, sustainable source of funding for municipal local public transit systems. It is structured as an incremental funding program, and not intended to supplement municipal contributions. The Gas Tax Program does not currently support pilot or start-up transit projects.

Federal funding opportunities exist through the Rural Transit Solutions Fund, which has two streams - planning and capital projects. The planning stream ended in 2021, however, in a recent information session, the possibility of opening the planning stream application process was discussed. Under the capital stream, up to \$3 million is available to help cover the costs of a new or expanded transit system or up to \$5 million to support zero-emission transit solutions on an approved application basis.

Although user fares provide potential revenue to offset program expenses, shortfalls in capital and operational costs are generally reconciled through municipal levy for rural/intercommunity transportation services.

Other Municipalities

Rural/inter-community transportation solutions are being offered with a diverse set of service levels, targets, and delivery mechanisms in municipalities, where present. Some of the considerations associated with these projects are:

- Fixed routes versus point-to-point service
- Internal, outsourced, or partnered/shared service providers
- Traditional or innovative models (e.g. ridesharing transit partnerships)
- Daily, seasonal, and last-minute scheduling accommodations for target users

A Demand and Feasibility Study is an important part of the process to establish servicing scope and assist to obtain funding for a Lambton transportation system, should Council opt to further study the need and feasibility of such service in Lambton County. To determine the feasibility of implementing a transit program in Lambton, a full needs assessment would be required to identify gaps in existing service, estimate the number of potential riders, project the extent to which the service would be used and identify travel patterns to help inform routes, frequency and timing. The study would have to be comprehensive and include multiple methods of input including physical and online surveys, community consultations, focus groups and key informant interviews.

Qualified transportation consultants are required to assess community need and make recommendations on the most appropriate transit system for the County of Lambton, particularly given that there are already a number of transportation services in the County operated by third parties. This activity will require adequate staffing and resourcing. For reference on the potential cost involved, Bruce County recently received a grant of \$50,000 from the federal Rural Transit Solutions Fund to hire a consulting firm to conduct a Demand and Feasibility Study. The municipality contributed an additional \$100,000 of their own funds to the project.

As was stated in the past, transit provides access to jobs, education, services, medical appointments, shopping and recreational activities which are all key elements in social determinants of health. There are currently a number of third-party service providers in the field. However, there is no Division within the County of Lambton with the responsibility to deliver public transportation systems or transit. Coordination with existing third-party transit services is key, so not to duplicate efforts and services. Moreover, soliciting the interest of local municipalities, whom have jurisdiction over these services, on their willingness to participate in a rural/inter-community transit option in Lambton is key.

FINANCIAL IMPLICATIONS

Rural/inter-community transportation is not included in the 2023 approved County of Lambton Budget.

A cost of \$150,000 is appropriate to pursue a Demand and Feasibility Study to carry out a review of a rural/inter-community transportation program in Lambton County. Although there is currently no funding sources, there may be renewed funding available through the federal Rural Transit Solutions Fund to support/offset this cost in the future.

Overall rural/inter-community transportation program costs vary widely across Ontario. Budgetary impacts for implementation will be heavily dependent on the scope and desired outcomes of the project.

CONSULTATIONS

Western Warden's Caucus, Huron Shores Area Transit Project, City of Sarnia, Age Friendly Sarnia, various municipal transportation leads, and County of Lambton Divisional staff were consulted as part of the preparation of this report.

STRATEGIC PLAN

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

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

CONCLUSION

There is a wide regime of methods and service levels for rural transportation being implemented or considered by upper and single-tier municipalities in Ontario. Although there are two local municipalities participating in rural/inter-community transit projects within Lambton and a number of third-party agencies also providing transportation services, the County does not currently provide this service. Limited funding opportunities are currently available to support rural/inter-community transit solutions.

A Demand and Feasibility Study, including community consultation, should be considered as a first step to pursuing an inter-community transit program. This will help determine potential user needs, sustainability/resourcing, and socio-economic benefits. Funding for this work will need to be assigned in addition to the approved 2023 County of Lambton Budget. Sustainable long-term funding, and potentially additional staff resources, will be required for implementation and can be identified as project scope and outcomes are determined.

RECOMMENDATIONS

- a) That provided the funding stipulated in paragraph b) below is secured, that the County of Lambton engage a third-party consultant to carry out a Demand and Feasibility Study on the need for, and options for, a rural/inter-community transit system.**
- b) That the County be authorized to expend up to \$150,000 (including H.S.T.) to engage the third-party consultant for the purposes stated in paragraph (a) above, provided that the County first secure no less than \$50,000 in funding through external, third-party funding sources.**
- c) That Staff return to Council in February 2024 with an update on items (a) and (b) above.**

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	SOCIAL PLANNING AND CHILDREN'S SERVICES
PREPARED BY:	Lorri Kerrigan, Social Planner Doug Ball, Manager
REVIEWED BY:	Margaret Roushorne, General Manager Ronald G. Van Horne, Chief Administrative Officer
MEETING DATE:	August 17, 2017
INFORMATION ITEM:	Rural Transportation Project - Update

BACKGROUND

At the January 20, 2016 Committee A.M. meeting staff was directed to explore the possibility of implementing a rural transportation initiative utilizing school buses in rural Lambton with the following motion:

#13: Gillis/Bradley:

- a) That staff examine the potential to partner with local school boards and service providers for the development of a rural transit system based on the Muskoka Extended Transit pilot project.*
- b) That in reporting back to Committee A.M. on rural transit opportunities, staff identify potential grants, logistics, feasibility, ridership, AODA requirements and impacts to the ongoing Community Homelessness Prevention Initiative (CHPI).*

Carried.

At the June 14, 2016 Committee A.M. meeting staff provided the requested report and were directed to draft terms of reference for a working group to further the exploration of a rural transit initiative with the following motion:

#15: Bradley/Arnold: That a report be brought to Council outlining terms of reference for a working group to assume responsibility for furthering this Muskoka Extended Transit Model initiative.

Carried.

At the November 16, 2016 Committee A.M. meeting staff provided the requested report and were further directed to establish a rural transportation working group to determine the project scope for possible engagement of a consultant to complete a full needs assessment and development of an implementation plan for a rural transit system model with the following motion:

#12: Bruziewicz/Broad:

- a) *That Lambton County Council approve the Terms of Reference for the Rural Transportation Working Group to consider the project scope for a rural transportation program, to provide input into the development of a Request for Proposal to secure a consultant to complete a needs assessment and develop a local transportation model including an implementation plan.*
- b) *That a further report be prepared for Lambton County Council consideration regarding the anticipated costs associated with engaging a consultant to do the requisite work.*

Carried.

DISCUSSION

On May 15, 2017 staff held a community meeting of members and potential members of the Rural Transportation Working Group including stakeholders in the community to discuss the project. A total of 10 individuals out of 30 invited attended the meeting. To ensure community expertise and input is gathered the group determined that an online survey (attached) should be developed and sent to experts and other community stakeholders. The information provided from the surveys would be utilized to further inform the work and decision making of the group.

On June 22, 2017 the survey along with emailed invitations to participate in the survey were sent to 28 individuals. As of July 27, 2017 no completed surveys had been received. The engagement of community members in this process to this point has been challenging and staff is exploring other means of gathering information to inform the work.

Staff will be attending a transit information meeting being organized by the Grand Bend Chamber of Commerce on August 9, 2017. This meeting is about establishing a local transit system for Lambton Shores, Bluewater, South Huron and North Middlesex and will include a presentation on the Norfolk/South Coast Shuttle. Information will be gathered and possible linkages with the rural transportation project considered.

FINANCIAL IMPLICATIONS

None at this time.

CONSULTATIONS

Consultations were held with members of the Rural Transportation Working Group, staff from Erie St. Clair Local Health Integration Network, Canadian Red Cross, Lambton Elderly Outreach, Wight Bus Line, Hull Bus Line, First Student Sarnia, Langs Bus Line, and the General Manager Social Services.

STRATEGIC PLAN

The provision of a rural transit program supports the goal of providing an enhanced quality of life through the provision of responsive and efficient services as indicated in the County of Lambton Mission Statement.

CONCLUSION

The completion of a rural transportation needs assessment and development of a comprehensive rural transportation plan requires considerable expertise in the area of transportation planning and community and stakeholder engagement. The working group is moving toward the development of the project scope and outlining the resources needed to secure a consultant to undertake the necessary planning should this be the determined direction. A final report will be brought to Committee this fall for consideration.

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	SOCIAL PLANNING AND CHILDREN'S SERVICES
PREPARED BY:	Lorri Kerrigan, Social Planner Doug Ball, Manager
REVIEWED BY:	Margaret Roushorne, General Manager Ronald G. Van Horne, Chief Administrative Officer
MEETING DATE:	June 14, 2016
INFORMATION ITEM:	Rural Transit - Muskoka Extended Transit Model

BACKGROUND

At the January 20, 2016 Committee A.M. meeting staff was directed to explore the possibilities of implementing a rural transportation initiative utilizing school buses in rural Lambton with the following motion:

Rural Transit Opportunities Using School Buses

#13: Gillis/Bradley:

- a) That staff examine the potential to partner with local school boards and service providers for the development of a rural transit system based on the Muskoka Extended Transit pilot project.*
- b) That in reporting back to Committee A.M. on rural transit opportunities, staff identify potential grants, logistics, feasibility, ridership, AODA requirements and impacts to the ongoing Community Homelessness Prevention Initiative (CHPI).*

Carried.

Everyone, regardless of where they live, needs some form of mobility in order to access their basic needs. In rural areas, distances are long and services are spread out, which means that reliable motorized transportation is essential for health and well-being. However for some residents, vehicle ownership is not an option leading to *transportation disadvantage* or the inability to travel when and where needed without difficulty. The following provides the requested report on the potential for a rural transit system in Lambton based on a Muskoka model which utilizes school buses.

DISCUSSION**Muskoka Extended Transit**

The Muskoka Extended Transit (MET) is an 18 month pilot project funded through a \$100,000 grant provided by the Ontario Ministry of Transportation (MTO) Community Transportation Pilot Grant Program (CT Program). The provincial CT Program explores the effectiveness of different models of coordinating community transportation as a means to address transportation challenges. Community transportation is a way of providing transportation to a community that extends beyond public transit services. Coordinating the range of services available within a community can be a solution to providing more transportation options to more people, improving services and optimizing existing services within current budgets.

The MET launched in January 2016 and funding runs to March 2017. The goal of the MET is to help people living in rural areas access urban communities for services, programs and personal reasons. There is no income test or mandate to attend specific programming for individuals to access transportation. Individuals may travel for any reason including attending appointments, banking, shopping, accessing programs and services and visiting with friends. The program is administered by the District Municipality of Muskoka through the Community and Social Services Department.

MET has seven fixed routes which operate throughout the Muskoka region using school buses to transport people as detailed in the attached MET Routes and Overview (Appendix 1). Five routes operate one day per week and two routes operate two days per week. On each route, the first MET bus stop is located close to a school and the school bus begins taking on passengers around 9:00-9:15 am. There are several stops along each of the routes, arriving at the final stop between 10:00 and 10:45 am. Passengers have approximately 3½ hours to attend appointments, conduct their banking, or any other business or activity. Return trips start between 1:00 and 1:45 pm. Bus drivers must be back at the schools in time to pick up students for their end of the day trip home and are unable to wait for passengers.

Passengers, organizations and community agencies are able to pre-purchase passes. The fare is \$3.00 one way and \$5.00 for a return trip, with lesser fees charged for teens and children. The MET is only provided when school buses are running, meaning that there is no service if buses are cancelled due to inclement weather, on weekends, during school holidays or during the summer months.

A baseline survey of riders was completed with the launch of the initiative and ongoing surveys and tracking of fares using re-usable tickets is used to reassess needs and identify gaps. Community agency appointments and programs are coordinated around MET routes. Initial take-up has been slow and free ridership is being offered in May and June 2016 to raise awareness of the service. In order to be sustainable, the goal is to generate 50% of the required revenue from re-usable tickets (15 rides per day) with 50% funding to be provided by the District of Muskoka and community agencies.

The initial \$100,000 MET program budget incorporated the following components.

Professional and Consulting Fees	
• Marketing, Community Engagement, Evaluation Plan Development	\$2,500
• Survey and Project Evaluation	\$5,000
Equipment, Supplies and Materials	
• Contract local school bus operators - 320 days of service at \$150 per day for driver, vehicle, gas	\$48,000
• Re-usable tickets	\$2,000
Public Outreach and Communication Materials and Activities	
• Project Coordinator for scheduling of inter-agency programs and Execute Marketing and Community Engagement activities	\$22,500
• Advertising and Community Engagement tools	\$20,000

Meeting with Lambton School Bus Operators

A meeting with representatives from all four Lambton school bus operators and School Transportation Service administrators from Chatham-Kent Lambton Administrative School Services (CKLASS) was held April 8, 2016. It was acknowledged that a program similar to the MET would need to operate separately as Student Transportation Services, which has agreements with all four bus operators, deals only with the transportation of students to and from school. The four school bus operators in attendance were interested in the possibility of delivering a program similar to MET.

Initial discussions demonstrate that school bus operators would contemplate operating the Lambton rural routes as charters scheduled around school start and dismissal times. The school bus operators indicated quotes for the provision of services could not be provided until the routes are established. Charter fees would incorporate the flat rate, hourly rate and kilometer rate with the fee dependent on the route distance. The bus companies utilize scheduling software to maximize the use of their fleets and it was felt that route scheduling for a rural transportation initiative could be accommodated.

One area of concern identified in the Lambton context is the approach taken by Student Transportation Services to utilize buses for dual routes which involves transporting high school students and then completing a second run to transport elementary students. While efficient for the bus lines, this approach significantly reduces the amount of time available in between morning and afternoon runs subsequently limiting the time that would be available for residents when they reach their desired destination. The operators indicated they would be willing to operate before and after school bus times if that worked better for riders.

Current Lambton Transportation Services

Sarnia Care-a-Van provides transportation within the City of Sarnia and Lambton Developmental Services provide transportation throughout the County for individuals using their services. Other agencies such as the Canadian Cancer Society also provide transportation assistance for their specific client base. While this report does not reference these agencies specifically, it is acknowledged that any transportation planning must include these important partners to avoid duplication and to meet the needs of as many people as possible.

Canadian Red Cross (CRC) and Lambton Elderly Outreach (LEO) provide door to door rides for seniors or adults who have a disability to attend medical and therapeutic appointments, social activities and perform other daily tasks such as shopping. Advance booking is required and there is coordination between the agencies to better utilize service. Volunteer drivers are available through either agency for those individuals who are able to get into and out of a vehicle without assistance. LEO operates vans for individuals requiring assistance or that use mobility devices such as walkers, wheelchairs or scooters. There is a set fee charged by CRC and a per kilometer charge for service provided through LEO.

Staff contacted through Red Cross and Lambton Elderly Outreach indicated they felt there is a need for a more universal rural transit program but acknowledged that there should be a needs assessment conducted to determine potential ridership before proceeding. Neither agency tracks the number of requests that they are unable to accommodate because the reason for the ride falls outside their specific mandates. In the past year, a total of 136 requests were unable to be accommodated by the agencies as the request was for transport outside the County, there was ineligibility or the lack of room on a scheduled run.

Logistics and Feasibility

In order to determine the feasibility of implementing a similar model in Lambton, a full needs assessment would be required to be undertaken to identify gaps in existing service, estimate the number of potential riders, project the extent to which they would use the service if offered and identify travel patterns/needs to help inform possible routing, frequency and timing. In order to be comprehensive, multiple methods of information gathering should be employed to increase the number of respondents such as physical and online surveys, community consultations including focus groups and interviews and a survey of community partners.

One important aspect of the Muskoka model is the coordination of community services around the window of opportunity that is available for riders once they reach their destination. Consultation and coordinated planning would be required to determine the ability and willingness of local service agencies to provide service for riders during these windows.

A business case would be required to be developed based on the findings of the needs assessment and community service agency consultation, identifying the parameters for

the service, project budget, funding/subsidy possibilities and cost for the rider. It would be essential to integrate existing transportation service providers across the County in the resulting model to ensure a fully coordinated and cost effective approach is taken.

A lead agency would be required to be identified for the coordination and delivery of any resulting rural transit system. The lead agency would be responsible to work in close alignment with the school bus operators, key transportation stakeholders and riders within the County of Lambton.

AODA Requirements

The traditional school bus does not comply with the Accessibility for Ontarians with Disabilities Act (AODA) at this time. Students with mobility limitations are transported with vans that can carry up to 10 people. The cost of using these vans for a rural transportation system would be higher than using a regular school bus. It should be noted that the District of Muskoka returned to their Council and received approval for an additional \$10,000 in funding to address AODA issues during the life of the pilot.

Potential Funding

The MET pilot program received \$100,000 through the 100% provincially funded Ministry of Transportation Community Transportation Pilot Grant Program. Applications for this grant are currently closed. In order to be considered sustainable, the MET has targeted a 50% revenue goal from tickets and 50% funding from the District of Muskoka and community agencies. This recognizes that it takes time for a rural transit initiative to gain acceptance and ridership and also acknowledges the need for subsidies to ensure affordability in rural areas which reduces transportation disadvantage.

Potential funding options for a County of Lambton rural transit program may include the Ontario Trillium Foundation, United Way, municipal governments, tourism, business, and local and provincial Foundations. The Erie St. Clair Local Health Integration Network (ESC-LHIN) completed a health transportation service study in 2013 which resulted in a number of recommendations for the main service providers, Canadian Red Cross and Lambton Elderly Outreach. While many of the recommendations have been or are being implemented there may be an opportunity to partner with the LHIN to conduct the needs assessment to promote continued integration, reduction in service gaps and improved health outcomes.

CHPI Transportation Pilot

The Consolidated Homelessness Prevention Initiative Transportation Pilot (CHPI) is a two year project which provides no cost transportation to some of our most vulnerable residents in Lambton County which helps them achieve housing stability. This is a joint initiative between the North Lambton Community Health Centre (NLCHC), Canadian Red

Cross and Lambton Elderly Outreach with the CRC taking the lead. Red Cross is building on its current model of no cost transportation for health related appointments and food bank delivery. The pilot offers door to door transport with fixed route scheduling to promote housing stability which will increase the number served. Those found to be ineligible will be referred to LEO. The intake and scheduling is completed in concert with North Lambton Community Health Centre.

A total of \$215,000 in funding has been provided for 2016 which enabled the purchase of an accessible van and minivan and covers vehicle operating costs and staffing for a referral coordinator, intake coordinator and scheduler (2.6 FTE). Agreements are in place. Agencies are completing purchases and recruitment and finalizing the referral, intake and scheduling procedures. The initiative will launch soon and there will be an evaluation component to assess whether targeted outcomes are achieved and to consider the impact for individuals using the services.

Ideally, the implementation of a MET type approach in Lambton would not adversely impact current transportation service providers or the CHPI pilot. These are very early days and specific outcomes are expected to be achieved in order to assess the impact of the CHPI pilot on riders and the transportation service continuum. One of the objectives of the provincial program upon which the MET was developed is to *'create networks of coordinated community transportation service that leverages existing services and pools resources to provide more rides, to more people, and to more destinations'*. The CHPI pilot is intended to do just that with a targeted population and offers the potential for significant learning and evaluative data for any future expansion.

FINANCIAL IMPLICATIONS

None at this time.

CONSULTATIONS

Consultations were held with staff from Chatham Kent Lambton Student Transportation Services, Erie St.Clair Local Health Integration Network, District of Muskoka, The Town of Petrolia, Lambton County Developmental Services, Canadian Red Cross, Lambton Elderly Outreach, Wight Bus Line, Hull Bus Line, First Student Sarnia, Langs Bus Line, General Manager Infrastructure and Development and the General Manager Social Services.

STRATEGIC PLAN

The provision of a rural transit program supports the goal of providing an enhanced quality of life through the provision of responsive and efficient services as indicated in the County of Lambton Mission Statement.

CONCLUSION

It would be possible to consider an expansion to the existing transportation service network in Lambton based on the Muskoka Extended Transit model. Should County Council direct staff to pursue additional rural transit opportunities, there is agreement that a needs assessment would be required to identify gaps and opportunities in existing transportation services, potential ridership, and desired travel pathways. The needs assessment would be used to inform program design, routes and frequency, funding options and budgets projections. It would be essential to ensure that any resulting program design is fully coordinated for existing and new transportation service agencies and that existing transportation resources are leveraged to meet the goal of providing more rides, to more people, to more destinations.

The completion of a rural transportation needs assessment and development of a comprehensive rural transportation plan would require considerable expertise in the area of transportation planning and community and stakeholder engagement. A working group would need to be struck to develop the project scope and outline the resources needed to secure a consultant to undertake the necessary planning.

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	SOCIAL PLANNING AND CHILDREN'S SERVICES
PREPARED BY:	Lorri Kerrigan, Social Planner Doug Ball, Manager
REVIEWED BY:	Margaret Roushorne, General Manager Ronald G. Van Horne, Chief Administrative Officer
MEETING DATE:	November 16, 2016
SUBJECT:	Rural Transportation Working Group - Terms of Reference

BACKGROUND

At the January 20, 2016 Committee A.M. meeting staff was directed to explore the possibility of implementing a rural transportation initiative utilizing school buses in rural Lambton with the following motion:

#13: Gillis/Bradley:

a) That staff examine the potential to partner with local school boards and service providers for the development of a rural transit system based on the Muskoka Extended Transit pilot project.

b) That in reporting back to Committee A.M. on rural transit opportunities, staff identify potential grants, logistics, feasibility, ridership, AODA requirements and impacts to the ongoing Community Homelessness Prevention Initiative (CHPI).

Carried.

At the June 14, 2016 Committee A.M. meeting staff provided the requested report and were directed to draft terms of reference for a working group to further the exploration of a rural transit initiative with the following motion:

#15: Bradley/Arnold: That a report be brought to Council outlining terms of reference for a working group to assume responsibility for furthering this Muskoka Extended Transit Model initiative.

Carried.

DISCUSSION

Traditional terms of reference for a working group identifies the background and overall purpose of the group and outlines parameters regarding timelines, authority, membership, meeting frequency, approval processes, goals and objectives. The following terms of reference were drafted utilizing this traditional outline.

County of Lambton Rural Transportation Working Group Terms of Reference (TOR)**Purpose**

The Rural Transportation Working Group was formed at the direction of Lambton County Council at its regular meeting on July 6, 2016 to further a rural transportation initiative similar in scope to the Muskoka Extended Transit (MET) Model. The Rural Transportation Working Group will be responsible for the following:

1. Develop the project scope to create a Request for Proposal (RFP) to secure a consultant with expertise in the area of transportation planning and community and stakeholder engagement to conduct a needs assessment and develop a comprehensive rural transportation plan.
2. Identify resources needed to secure a consultant to undertake the necessary planning and report back to Lambton County Council on projected cost.
3. Hire a consultant to conduct the needs assessment and develop a rural transportation model.
4. Make recommendations to Lambton County Council regarding a rural transportation model including identification of resources.
5. Develop an implementation plan for the transportation model.

Background

At the January 20, 2016 Lambton County Council meeting, staff were directed to examine the potential to partner with local school boards and community service providers for the development of a rural transportation system based on the Muskoka Extended Transit (MET) pilot project. This report was presented to County Council at the July 6, 2016 meeting (Appendix 1) and staff were directed to develop a report outlining the Terms of Reference for a working group to further develop the Rural Transportation Initiative.

Authority

Through the Chair, the Rural Transportation Working Group has the responsibility to provide advice to Lambton County Council and advise staff on matters related to the work of the working group.

Timelines

Timeframe	Task
3-4 Months	Define the scope of the project to inform the Request for Proposal (RFP) and identify resources needed. Seek Lambton County Council approval of the funds required to proceed with issuing the RFP.
4-6 Months	Work with County Procurement Manager to award the RFP
4-6 Months	Needs Assessment Conducted
4-6 Months	Develop a potential model for Lambton County and an implementation plan to recommend to Lambton County Council

Working Group Structure

The Working Group membership shall include representatives from the community from the following sectors and be co-chaired by a senior elected official and a representative from the municipal transit sector.

	Membership	Considerations
1.	Elected Official	Council may wish to appoint more than one elected official
2.	School Bus Operators	Four school bus operators in the County of Lambton
3.	Erie St. Clair LHIN	
4.	Lambton Elderly Outreach (LEO)	
5.	Red Cross	
6.	Sarnia Transit	
7.	Lambton College	
8.	First Nations	
9.	Sarnia Care - A - Van	
10.	Canadian Cancer Society	
11.	United Way	
12.	People with Experience	
13.	Lambton County Developmental Services (LCDS)	
14.	Interested Citizens	

The Working Group will also be supported by staff from Social Planning and Children's Services, Infrastructure and Development and Housing Services.

Meeting Frequency

The Working Group will meet monthly until the project scope and resources are developed. Once a consultant is hired, the meeting schedule will be determined by the Working Group based on the progression of the project.

Approval Process

The Approval Process shall be by consensus. Where consensus cannot be reached, a vote will be taken and decisions will be made based on 50% + 1 vote. Where there is not quorum at a meeting no vote can occur. A quorum shall be met when 60 percent of the membership is in attendance

Goals/Deliverables

1. Identify and develop the project scope to create a Request for Proposal to hire a consultant.
2. Identify the resources needed.
3. Secure a consultant via the RFP process.
4. Prepare a report that includes an assessment of the rural transportation needs, outlines a comprehensive rural transportation plan and identifies resources required for implementation.
5. Make recommendations to Lambton County Council regarding next steps for the Rural Transportation project which will include an Implementation Plan.

FINANCIAL IMPLICATIONS

None at this time.

CONSULTATIONS

Consultations were held with staff from Chatham Kent Lambton Student Transportation Services, Erie St.Clair Local Health Integration Network, District of Muskoka, The Town of Petrolia, Lambton County Developmental Services, Canadian Red Cross, Lambton Elderly Outreach, Wight Bus Line, Hull Bus Line, First Student Sarnia, Langs Bus Line, General Manager, Infrastructure &Development and General Manager, Social Services.

STRATEGIC PLAN

The provision of a rural transportation program supports the goal of providing an enhanced quality of life through the provision of responsive and efficient services as indicated in the County of Lambton Mission Statement.

CONCLUSION

The completion of a rural transportation needs assessment and development of a comprehensive rural transportation plan would require considerable expertise in the area of transportation planning and community and stakeholder engagement. A working group needs to be struck to develop the project scope and outline the resources needed to secure a consultant to undertake the work. The Terms of Reference for a Rural Transportation Working Group have been outlined in this report.

Should staff receive direction to establish the Rural Transportation Working Group, a future report would be prepared for Lambton County Council's consideration related to the costs associated with the Request for Proposal to engage the consultant.

RECOMMENDATIONS

- a) **That Lambton County Council approve the Terms of Reference for the Rural Transportation Working Group to consider the project scope for a rural transportation program, to provide input into the development of a Request for Proposal to secure a consultant to complete a needs assessment and develop a local transportation model including an implementation plan.**
- b) **That a further report be prepared for Lambton County Council consideration regarding the anticipated costs associated with engaging a consultant to do the requisite work.**

Lambton County Council (Open Session) November 29, 2023 (page 1)

Items Tabled from a Previous Meeting

Information Report dated November 29, 2023 Regarding Rural Transportation Follow-Up

#15: Bradley/White: That the Information Report dated November 29, 2023, regarding Rural Transportation Follow-Up, be tabled until February 7, 2024, so that it can be considered alongside the report to be brought by County staff on that same day, regarding the Huron Shores Area Transit presentation made to County Council on November 29, 2023.

Carried.

	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
PREPARED BY:	Jason Cole, P. Eng., General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 29, 2023
INFORMATION ITEM:	Rural/Inter-Community Transit Follow-up

BACKGROUND

At the September 6, 2023, meeting of Lambton County Council, the following motion was made:

#13: Bradley/Case:

- a) *That motion #4 of the Committee A.M. minutes dated August 16, 2023, regarding Rural/Inter-Community Transit be tabled until Council's regularly scheduled meeting on November 29, 2023, so that staff can in the meantime consult with all local Lambton municipalities on the need and support for a rural/inter-community transit system and report back to Council on the results thereof.*

Carried.

This report provides an update to County Council on staff consultations with all local Lambton municipalities.

DISCUSSION

On September 15, 2023, the County staff circulated a brief survey soliciting input regarding rural and inter-community transit to the eleven local municipal partners in Lambton County. At this time, ten of the eleven municipalities have responded to the survey. Sarnia City Council has requested that City staff seek public input on rural transit prior to responding. At the time of writing this report, it is expected that City staff will present to City Council with recommendations at their scheduled meeting on December 11, 2023.

A summary of the responses to the survey is attached to this report. The survey asked whether there is a need within the applicable community for a rural transit system and how

local municipalities would be willing to support such a program if implemented. Responses were mixed, with a majority of municipalities indicating support for such a program. However, a Demand and Feasibility Study would be required to further engage with the County's local municipalities, interest groups and the public to determine appropriate program targets and scope of a rural transit system within the County.

FINANCIAL IMPLICATIONS

Rural/inter-community transportation is not included in the 2023 approved County of Lambton Budget.

A cost of \$150,000 is appropriate to pursue a Demand and Feasibility Study to carry out a review of a rural/inter-community transportation program in Lambton County. Although there is currently no funding source, there may be renewed funding available through the federal Rural Transit Solutions Fund to support/offset this cost in the future.

Overall rural/inter-community transportation program costs vary widely across Ontario. Budgetary impacts for implementation will be heavily dependent on the scope and desired outcomes of the project.

CONSULTATIONS

A survey was distributed to local municipal partners to facilitate the request by County Council.

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:

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

CONCLUSION

A survey regarding rural transit was circulated to all local municipalities in Lambton County. Responses regarding the need for rural transit were mixed, however, the majority of municipalities indicated that they would support such a program.

Rural/Inter-Community Transit Follow-up (page 3)

November 29, 2023

A Demand and Feasibility Study is needed to further engage local municipalities, interest groups and the public to determine appropriate program targets and scope of a rural transit system in Lambton County.

Although there are no identified funding sources at this time, grants toward such a study may become available through the Rural Transit Solutions Fund – Planning and Design Projects stream in the future.

County of Lambton Rural Transit Municipal Survey Results

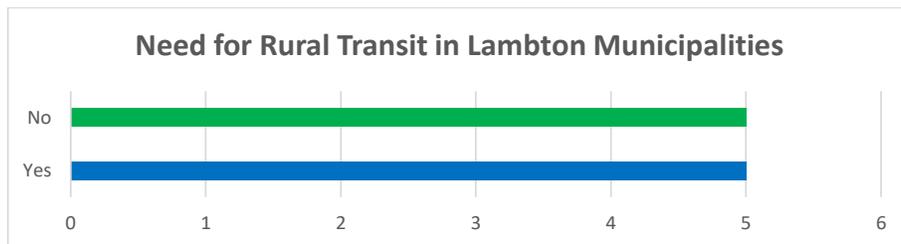
October 2023

Respondents:

Village of Point Edward
Town of Petrolia
Enniskillen
Municipality of Lambton Shores
Village of Oil Springs
Town of Plympton-Wyoming
Warwick
Township of St. Clair
Brooke-Alvinston
Dawn-Euphemia Township

Is there a need in your Municipality for Rural Transit?

50% of respondents indicated that there is a need for Rural Transit in their municipality.



If Respondents answered "YES":

How do you know that there is a need for a Rural Transit Program in your Municipality?

Please identify any outreach or studies that have been carried out in your Municipality demonstrating the need for Rural Transit.

- When I started work at Petrolia in 2013, our Town Council was considering a regional public transportation system. Council believed there was enough demand to at least look into this initiative. The demand would be greater now (2023) and Petrolia is expected to grow 20-40% over the next 5 to 10 years. I am not aware of any studies. I support the recommendation by County staff to conduct a transportation demand survey/study.
- We did a study and implemented a program through the CT grant.
- Through strategic planning exercises and public outreach, the community has expressed their desire for improved public transit. Currently the Town is home to

Page 1 | 3

numerous at-risk individuals without access to Transportation. Some transportation services exist through local community organization such as Lambton Elderly Outreach, but support does not exist for the majority of individuals.

- Councilors report informal requests for residents requesting rural transit. However, no formal studies or outreach has been completed to date.
- Delegations to Council requesting this for seniors. Preliminary discussions have been undertaken with Four Counties Transportation out of West Elgin.

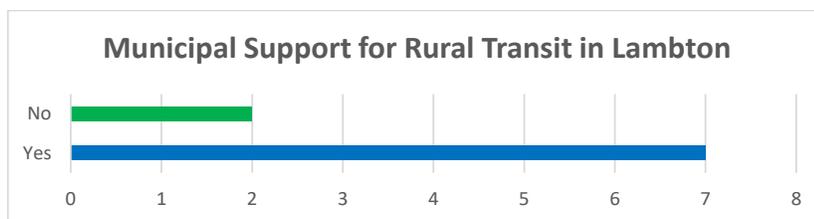
If Respondents answered “NO”:

How do you know that there is not a need for a Rural Transit Program in your Municipality? Please identify any outreach or studies that have been carried out in your Municipality demonstrating that there is not a need for Rural Transit.

- There have been no studies completed but we have had no concerns brought forward to the office asking for this service. There is some limited use of Sarnia Transit by Village residents. At times there is larger use of Sarnia Transit to bring people to the waterfront.
- We have had discussions on this subject and are not aware of any segment of the population that would support a transit system.
- We are not hearing of any residents requesting this service from our Village.
- If there was an "unknown" tab, I would have selected it, but absent of that I can say that we have not been approached by members of the public for a rural transit program.
- The municipality has never received a request for any kind of transit. So I am not aware of a need.

Would your Municipality support a Rural Transit Program?

70% of respondents indicated they would support a Rural Transit program.



In what way(s) would your municipality be willing to support a Rural Transit Program?

- We would be willing to help provide the information to the public to increase awareness of the service. We would also be willing to work with other communities to determine a path forward.
- I think the residents of Petrolia would support a rural transit program. Any financial support from the Town of Petrolia would have to be approved by our Town Council.
- The support would be conditional on the existence of a defined transportation need that could be satisfied by a transit system.
- Education, cooperation and if necessary, a council resolution for support.
- Given the expressed desire of the community, the Town would consider contributing financially to a regional rural transit system.
- Advertising, providing stop locations and information. Budget allocations would need to be considered by Council with a receipt of a proposal and evaluated based on cost and potential service benefit.
- At this time, I think we would have some committed seniors interested in a transit program. I have not heard of many students or workers requesting one. I can't comment on funds at the time but perhaps we could contribute "in kind" with a depot or similar arrangement.
- I am not sure if our Council would support it or not. They have not in the past but can't be sure about the future.

Please provide additional comments regarding Rural Transit.

- This is a great initiative. The obvious path forward would be fair compensate Sarnia Transit for expanded service through the County as the City has the transit infrastructure, personnel, and processes. Good luck.
- Council felt that this might be a good idea. They just don't think it is feasible to support for our residents. Don't feel that the residents would use. Council felt Lambton Elderly Outreach is available. Most residents rely on family or friends for their transportation needs to medical appointments.
- Thank you for taking the initiative to look into Rural Transit. A regional approach is needed to ensure the success of the program and the County is well placed foster such a program.
- Again, without an "unknown" button on the previous screen I would have to default to "no" as there has been no discussion of same at Council. There has been consideration in the Township for a public system that would transport people to and from Sarnia, but there has not been discussion of an inter-Township program.

WHEREAS the Province of Ontario has agreed to assume responsibility for the Gardiner Expressway and the Don Valley Parkway from the City of Toronto, which will be uploaded to the Province of Ontario;

WHEREAS like the City of Toronto, The Corporation of the County of Lambton and all municipalities in the Province of Ontario are experiencing significant financial and budgetary pressures including those related to infrastructure development, maintenance and repairs, and are seeking reasonable solutions to address the same while balancing their financial books;

WHEREAS the uploading of municipal highway infrastructure to the Province of Ontario or, alternatively, appropriately increasing the Ontario Community Infrastructure Fund to Ontario municipalities will assist municipalities in addressing such financial challenges;

THEREFORE, BE IT RESOLVED:

- (a) That the Province of Ontario: (i) upload from local municipalities the responsibility of and costs associated with the continued construction, operation, and maintenance of major municipally-owned highways throughout the Province of Ontario to the Ontario Ministry of Transportation; or (ii) alternatively, if uploading is not the preferred option of the Province and/or local municipality, to appropriately increase the Ontario Community Infrastructure Fund to municipalities so as to fairly and equitably allocate resources to Ontario municipalities.
- (b) That a copy of this resolution be circulated to all municipalities in Ontario; the Association of Municipalities of Ontario; Sarnia-Lambton MPP, Bob Bailey; the Ontario Minister of Transportation, the Hon. Prabmeet Singh Sarkaria; and the Premier of Ontario, the Hon. Doug Ford.