



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

**Wednesday, January 15, 2025**  
**Council Chambers, Wyoming**

Page

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

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

2. **Disclosures of Pecuniary Interest**

If any.

3. **INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION**

A) **Correspondence to Receive and File**

5 - 6

a) IDS 02-01-25 A letter from Jennifer Keyes, Director, Development and Hazard Policy Branch, Ministry of Natural Resources dated November 25, 2024 regarding a "Decision on Discussion Paper: Regulating Commercial-Scale Geologic Carbon Storage Projects in Ontario, and Enabling the development of Commercial-Scale Geologic Carbon Storage in Ontario: The Geologic Carbon Storage Act." More details on the decision, the feedback received, and the original discussion paper can be viewed in the decision notice on the Environmental Registry of Ontario: [Discussion Paper: Regulating Commercial-Scale Geologic Carbon Storage Projects in Ontario | Environmental Registry of Ontario](#).

7 - 9

b) PD 02-05-25 A memorandum from Bernie Derible, Deputy Minister and Commissioner of Emergency Management, Emergency Management Ontario, dated December 9, 2024 regarding "Proposed Amendments to Modernize the *Emergency Management and Civil Protection Act*." The proposed amendments are posted on the [Ontario Regulatory Registry and the Environmental Registry of Ontario](#) for review and feedback until January 3, 2025.

- 10 - 11
- c) PD 02-06-25 An email from Robyn Kurtes, Director, Environmental Policy Branch, Ministry of the Environment, Conservation and Parks, dated November 20, 2024 regarding “Brownfields – Proposed Amendments to Reduce Records of Site Condition That Are Not Supporting Brownfields Redevelopment.” To review the proposed amendments in more detail and to provide your feedback, please visit [Environmental Registry of Ontario \(ERO\) #019-9310](#) which is available for public comment until January 10, 2025.

- 12 - 14
- B) Information Reports**
    - a) Information Report dated January 15, 2025 Regarding Upcoming 2025 Public Works Conferences.

**C) Other Business**

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

- 15 - 16
- A) Correspondence to Receive and File**
    - a) EMS 02-09-25 A letter from J. Hall, Chief Administrative Officer/Clerk, The Corporation of the Township of Terrance Bay dated November 19, 2024, regarding a resolution as passed by the Township of Terrace Bay at its September 16, 2024 Council meeting, relating to ambulance shortages and healthcare system issues.

- 17 - 20
- B) Information Reports**
    - a) Information Report dated January 15, 2025 Regarding 2024 Year-End EMS Operational Update.

**C) Other Business**

**5. CULTURAL SERVICES DIVISION**

- 21
- A) Correspondence to Receive and File**
    - a) MGA 02-07-25 A letter from The Honourable Stan Cho, Minister of Tourism, Culture and Gaming dated November 15, 2024 regarding the Oil Museum of Canada being approved to receive a grant of \$20,974 from the Community Museum Operating Grant program for the 2024-25 fiscal year. Such funding assists museums in communities across Ontario with acquiring, conserving, interpreting and exhibiting artifacts of public interest.

- 22
- b) MGA 02-08-25 A letter from The Honourable Stan Cho, Minister of Tourism, Culture and Gaming dated November 13, 2024, regarding the Lambton Heritage Museum being

approved to receive a grant of \$46,758 from the Community Museum Operating Grant program for the 2024-25 fiscal year. Such funding assists museums in communities across Ontario with acquiring, conserving, interpreting and exhibiting artifacts of public interest.

**B) Reports Requiring a Motion**

- 23 - 65 a) Report dated January 15, 2025 Regarding Joint Library Facilities Review - Progress Report.
- 66 - 75 b) Report dated January 15, 2025 Regarding Museums, Gallery and Archives Collection Management October to November 2024.

**C) Other Business**

**6. LONG-TERM CARE DIVISION**

**A) Correspondence to Receive and File**

- 76 - 79 a) LTC 02-02-25 A memorandum from Gillian Steeve, Assistant Deputy Minister, System Planning & Partnerships Division, Sean Court, Assistant Deputy Minister, Ministry of Long-Term Care and Kelly McAslan, Assistant Deputy Minister, Long-Term Care Operations, dated December 5, 2024 regarding "Public consultations on proposed amendments to the *Fixing Long-Term Care Act, 2021*". A detailed summary of the proposed amendments will be available on the [Ontario Regulatory Registry](#) from December 4, 2024, to January 6, 2025.

**B) Information Reports**

- 80 - 84 a) Information Report dated January 15, 2025 Regarding Small House Project Funding Approval.
- 85 - 87 b) Information Report dated January 15, 2025 Regarding Vulnerable Occupancy Annual Fire Drills 2024.

**C) Other Business**

**7. CORPORATE SERVICES DIVISION**

**A) Reports Requiring a Motion**

- 88 - 114 a) Report dated January 15, 2025 Regarding 2025 Services and Fees Schedule.
- 115 - 118 b) Report dated January 15, 2025 Regarding County of Lambton Elected Official Remuneration.
- 119 - 125 c) Report dated January 15, 2025 Regarding Council Attendance at Conferences, Conventions and Seminars Policy.

B) Other Business

8. FINANCE, FACILITIES AND ACQUISITIONS DIVISION

No Agenda Items.

A) Other Business

9. SOCIAL SERVICES DIVISION

A) Correspondence from Member Municipalities

126

- a) HS 02-03-25 A letter from Amy Burkhart, City Clerk, City of Sarnia, dated November 22, 2024 regarding a request from Sarnia City Council for The County of Lambton to immediately consult with Sarnia City Council on the proposed locations for temporary shelters to allow for input before they occur.

B) Information Reports

127 - 130

- a) Information Report dated January 15, 2025 Regarding Child Care Facility Development Update.

131 - 137

- b) Information Report dated January 15, 2025 Regarding Ministry of Municipal Affairs and Housing Encampment Funding.

C) Other Business

10. Office of the CAO

A) Correspondence to Receive and File

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- a) CAO 02-04-25 A letter from Lambton County Warden, Kevin Marriott, dated January 2, 2025 regarding the 2025 Southwestern Integrated Fibre Technology (SWIFT) Board Member Representation. Warden Marriott is seeking Council's support by resolution to endorse his application to the SWIFT Board as a Western Ontario Wardens' Caucus (WOWC) member representative for a two-year term.

11. IN-CAMERA

Recommendation

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

- a) a report seeking instructions from Council regarding personnel matters/negotiations (compensation), pursuant to s. 239(2) (b) and (d) of the *Municipal Act, 2001*.

12. ADJOURNMENT



I&DS 02-01-25



**Ministry of Natural Resources**

Development and Hazard Policy Branch  
Policy Division  
300 Water Street  
Peterborough, ON K9J 3C7

**Ministère des Richesses naturelles**

Direction de la politique d'exploitation des  
ressources et des risques naturels.  
Division de l'élaboration des politiques  
300, rue Water  
Peterborough (Ontario) K9J 3C7

November 25, 2024

Subject: *Decision on Discussion Paper: Regulating Commercial-Scale Geologic Carbon Storage Projects in Ontario, and Proposal on Enabling the Development of Commercial-Scale Geologic Carbon Storage in Ontario: The Geologic Carbon Storage Act*

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Hello,

Over the past two years, the Ministry of Natural Resources has been taking a measured and phased approach to enabling and regulating geologic carbon storage in Ontario. Carbon storage is new to the province, and developing a comprehensive framework to regulate this activity would help ensure that it is done responsibly, with measures in place to safeguard people and the environment.

Geologic carbon storage (further referred to as carbon storage) involves injecting captured carbon dioxide (CO<sub>2</sub>) into deep geological formations for permanent storage. This technology could provide industries in Ontario with a critical tool for managing their emissions and contributing to the achievement of Ontario's emissions reduction targets.

Today, we are writing to notify you that 1) a decision has been made to proceed with the development of a framework for enabling commercial-scale geologic carbon storage (Environmental Registry of Ontario posting # 019-8767), and 2) that a new *Geologic Carbon Storage Act* is being proposed (Environmental Registry of Ontario posting # 019-9299).

These developments represent significant steps towards Phase 3 of Ontario's [approach to enabling and regulating geologic carbon storage](#). Ontario aims to have a framework in place by summer 2025. Initially, the ministry anticipates that commercial-scale projects would be proposed in Southwestern Ontario, where the geology is expected to be the most suitable.

- 1) In the summer of this year, we shared information about the development of a legislative and regulatory framework for commercial-scale geologic carbon storage. This information included a discussion paper that provided an overview of how various components of the framework could function. Based on feedback received, a decision was made to move forward with the development of the framework.

More details on the decision, the feedback received, and the original discussion paper can be viewed in the decision notice on the Environmental Registry of Ontario:

<https://ero.ontario.ca/notice/019-8767>.

- 2) Based on comments received in response to the discussion paper, as well as feedback received in previous phases of framework development, a *Geologic Carbon Storage Act* (the "Act") is being proposed. The proposed Act would enable the regulation of research and evaluation activities, and carbon storage activities associated with the permanent storage of carbon dioxide in underground geologic formations in Ontario.

We encourage you to review, and submit feedback on, the legislative proposal on the [Environmental Registry of Ontario posting # 019-9299](#).

If you would like more information or have any questions, please contact Andrew Ogilvie, Manager of Resources Development Section, at 705-761-5815 or through email: [Resources.Development@ontario.ca](mailto:Resources.Development@ontario.ca).

Sincerely,



Jennifer Keyes  
Director, Development and Hazard Policy Branch

PD 02-05-25

**Treasury Board Secretariat**

Emergency Management Ontario

25 Morton Shulman Avenue  
Toronto ON M3M 0B1

Tel: 416-327-2333  
Fax: 416-327-3790

Secrétariat du conseil du trésor

gestion des situations d'urgence

25, avenue Morton Shulman  
Toronto ON M3M 0B1

Tél. : 416-327-2333  
Télééc. : 416-327-3790



**DATE:** December 9, 2024

**MEMORANDUM TO:** Emergency Management Partners

**FROM:** Bernie Derible  
Deputy Minister and Commissioner of Emergency  
Management  
Emergency Management Ontario

**SUBJECT:** **Proposed Amendments to Modernize the  
*Emergency Management and Civil Protection Act***

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I am pleased to share an update on an important milestone in modernizing emergency management in the province.

On December 9, 2024, the government [introduced Bill 238, the Emergency Management Modernization Act, 2024](#). This bill proposes amendments to modernize the *Emergency Management and Civil Protection Act* (EMCPA).

The EMCPA is Ontario's legislative framework for emergency management. The EMCPA and its regulations have not been comprehensively updated in more than 15 years. With an increasingly complex emergency management landscape, it is more important than ever to ensure that Ontario is safe, practiced and prepared.

**Proposed Amendments to the EMCPA**

If passed, the proposed amendments to the EMCPA would strengthen provincial leadership and co-ordination of emergency management. It would also support enhanced community capacity in emergency management to ensure Ontario is ready for the challenges of today and the future.

Proposed amendments to the EMCPA if passed, would:

- Support a unified understanding of emergency management across Ontario.
- Strengthen provincial leadership and co-ordination by facilitating the role of Emergency Management Ontario as the one window for co-ordinating provincial emergency management activities.

- Strengthen planning and co-ordination with emergency management partners, including by outlining the ability to enter into agreements and liaise with public and private sector partners, including municipalities, Indigenous communities and other governments.
- Support municipal emergency management by enabling regulations to allow flexibility for municipal emergency management programs based on needs and capacity, as well as clarify processes for municipal declarations of emergency and requests for assistance.
- Enable a future emergency management program and plan requirements to be established for designated entities that provide or operate critical infrastructure, subject to further engagement with partners, to support continuity of services and operations.

**Partner and Stakeholder Feedback**

The proposed amendments to the EMCPA are informed by feedback from partners, best practices in emergency management and lessons learned from past emergencies. Over the summer of 2024, Emergency Management Ontario directly engaged over 480 partners and stakeholders through 45 engagements and received 90 written submissions on the [publicly posted discussion guide](#). I would like to express my sincere gratitude for the valuable feedback received.

Emergency Management Ontario is committed to ongoing engagement with our partners and the people of Ontario to ensure we are effectively supporting our collective vision of a safe, practiced and prepared Ontario. The proposed amendments are posted on the [Ontario Regulatory Registry and the Environmental Registry of Ontario](#) for review and feedback.

**Phased Implementation Approach**

If passed, Emergency Management Ontario would continue to engage partners throughout the phased implementation of proposed amendments and to support regulatory development. This would include ongoing support and guidance on what would be needed to implement required emergency management programs and plans.

If you have any questions, please contact the Emergency Management Policy and Governance Branch at [EMOPolicy@ontario.ca](mailto:EMOPolicy@ontario.ca).

Thank you again for your valued partnership as we work together to ensure the safety and wellbeing of communities across Ontario.

Best always,



Bernie Derible  
Deputy Minister and Commissioner of Emergency Management  
Emergency Management Ontario in Treasury Board Secretariat

Cc:

Eric Everett, Assistant Deputy Minister, Emergency Management Strategy, Monitoring and Intelligence Division, Emergency Management Ontario, Treasury Board Secretariat

Heather Levecque, Assistant Deputy Minister, Emergency Management Operations Division, Emergency Management Ontario, Treasury Board Secretariat

Lisa Priest, Assistant Deputy Minister, Emergency Management Preparedness, Programs and Planning Division, Emergency Management Ontario, Treasury Board Secretariat

Michelle Astill, Director, Emergency Management Policy and Governance Branch, Emergency Management Strategy, Monitoring and Intelligence Division, Emergency Management Ontario, Treasury Board Secretariat

**PD 02-06-25**

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**From:** MECP Land Policy (MECP) <[MECP.LandPolicy@ontario.ca](mailto:MECP.LandPolicy@ontario.ca)>

**Sent:** Wednesday, November 20, 2024 2:57 PM

**To:** MECP Land Policy (MECP) <[MECP.LandPolicy@ontario.ca](mailto:MECP.LandPolicy@ontario.ca)>

**Subject:** Brownfields - Proposed amendments to reduce records of site condition that are not supporting brownfields redevelopment

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

Greetings,

Ontario is committed to reducing regulatory burdens across industry sectors to accelerate the development of housing, highways and other critical infrastructure while continuing to protect the environment.

I am reaching out to share that the Ministry of the Environment, Conservation and Parks (MECP) is proposing to amend O. Reg. 153/04: Records of Site Condition ("RSC Regulation") and the Environmental Protection Act (EPA). This is to support building more homes faster by reducing the need for a record of site condition where it is not supporting brownfields redevelopment. These proposed amendments would apply to low-risk sites and would continue to ensure that human health and the environment are protected.

We are now proposing the following amendments and seeking comment through an Environmental Registry of Ontario (ERO) and Regulatory Registry posting:

- Regulatory amendments to the RSC Regulation that would prohibit a record of site condition from being submitted for filing in the Record of Site Condition Registry, if it is not otherwise required by the EPA or RSC Regulation and the RSC was prepared solely on the basis of a phase one environmental site assessment. In this circumstance, no potentially contaminating activities or areas of potential environmental concern have been identified for that property. These RSCs are not necessary to demonstrate that contaminants have been addressed to support brownfields redevelopment. An exception to this prohibition is proposed that would allow a property owner to submit an RSC for filing based on a phase one ESA if it is not as a result of a requirement of another person.

- To further support housing, regulatory amendments are also proposed to expand an existing exemption from the requirement to file an RSC when converting existing commercial or community use buildings (e.g., office buildings) to mixed use containing residential or institutional uses. A restriction on building height of six storeys for this exemption to apply would be removed, while other criteria remain in place.

The posting also describes legislative amendments to the EPA that would, if passed, provide regulation-making authority to prohibit RSCs from being submitted for filing in specified circumstances.

To review the proposed amendments in more detail and to provide your feedback, please visit ERO [#019-9310](#) which is available for public comment until **January 10, 2025**.


Please pass this information along to colleagues, members of your organization, other organizations and anyone else that may be interested.

If you have any questions or would like to discuss this proposal, please contact Sanjay Coelho and Reema Kureishy at Land Use Policy Unit, at [MECP.LandPolicy@ontario.ca](mailto:MECP.LandPolicy@ontario.ca).

Sincerely,

**Original Signed by:**

Robyn Kurtes  
Director, Environmental Policy Branch  
Ministry of the Environment, Conservation and Parks

	<b>INFRASTRUCTURE &amp; DEVELOPMENT SERVICES DIVISION</b>
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>PUBLIC WORKS</b>
<b>PREPARED BY:</b>	<b>Jason Cole, P. Eng., General Manager</b>
<b>REVIEWED BY:</b>	<b>Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>INFORMATION ITEM:</b>	<b>2025 Public Works Conferences</b>

**BACKGROUND**

This report outlines upcoming 2025 conferences related to the Public Works Department program areas that are available for attendance by Lambton County Council. The following industry organizations are hosting in-person conferences, as listed:

- American Public Works Association Snow Conference
- American Public Works Association (APWA 2025 PWX)
- Good Roads Conference
- Solid Waste Association of North America (SWANA) WASTECON 2025 Conference & Exhibition
- Transportation Association of Canada (TAC) 2025 Conference & Exhibition

**DISCUSSION**

**APWA 2025 Snow Conference**

The Snow Conference will be held in Grand Rapids, Michigan from April 6-9, 2025.

- Over 50 education sessions covering the latest best practices and successful practices and case studies;
- An extensive gathering of exhibitors showcasing the latest winter maintenance solutions; and
- Opportunities to network with peers, hone leadership abilities, and learn new job skills.

Fees and accommodations are not yet set for this event. Information on registration and room rates will be available on the [APWA 2025 Snow Conference webpage](#).



**APWA 2025 PWX**

PWX will be held in Chicago, Illinois from August 17-20, 2025.

- Over 125 education sessions providing a first-class multi-modal learning experience designed for professionals of all levels across the entire spectrum for public works.
- An extensive gathering of exhibitors showcasing asset and inventory management, workforce solutions, and sustainability solutions; and
- Opportunities to network with peers, hone leadership abilities, and learn new job skills.

Fees and accommodations are not yet set for this event. Information on registration and room rates will be available on the [APWA 2025 PWX event webpage](#).

**Good Roads Conference & Exhibition**

Good Roads Conference will be held at the Fairmont Royal York in Toronto, Ontario from March 30-April 2, 2025.

- First class speaker roster, study tours, technical briefings and delegation opportunities;
- Networking opportunities including the opening reception, study tours, and social events; and
- Exhibit hall featuring hundreds of products and service providers;

Conference details are available at [goodroads.ca/conference](http://goodroads.ca/conference).

**SWANA RCon Conference & Exhibition**

RCon (formerly WASTECON) will be held in Columbus, Ohio from November 12-15, 2025.

- Focus on advancing the understanding of waste as a resource, and will be the go-to platform for cutting-edge discussions, technologies and practices;
- Technical sessions featuring industry leading solid waste speakers presenting on topics such as food waste, waste technology, and solution-centric leadership experiences;
- Networking opportunities, including the opening reception, technical tours, and social events;
- Exhibit hall featuring hundreds of the industry's best solid waste product and service providers; and
- Nearly 3,000 solid waste professionals under one roof.

Details, fees and accommodations are not yet set for this event. Information on registration fees and room rates will be available at the following link: [swana.org/rcon](http://swana.org/rcon).

**Transportation Association of Canada (TAC) 2025 Conference & Exhibition**

The TAC 2025 Conference will be held at the Quebec City Convention Centre in Quebec City, Quebec from October 5-8, 2025.

- Reputable international and Canadian speakers on trending topics;
- More than 60 technical sessions, panels and workshops on a variety of subjects including the conference theme – Building a Sustainable Transportation Legacy;
- Canada's premier transportation suppliers and services; and
- Transportation infrastructure technical tours.

Additional detailed information can be found at the following link: [www.tacconf.ca](http://www.tacconf.ca).

**FINANCIAL IMPLICATIONS**

Expenses for these events are managed in accordance with County of Lambton Policy C00.03 Council Attendance at Conferences, Conventions, and Seminars, and are included in the 2025 Budget.

**CONSULTATIONS**

Not applicable.

**STRATEGIC PLAN**

This report conforms to Area of Effort #4 Progressive Organizational Culture: Maintaining a progressive organizational culture that supports the County's Vision, Mission, and Areas of Effort by:

- Providing professional development opportunities that support staff and Council roles and responsibilities, encourage individual growth, and build leadership capacity.

**CONCLUSION**

Please contact Laura Bydeley, Executive Assistant (519-845-0809 ext. 5344) or Jason Cole (519-845-0809 ext. 5413) to express interest in attending any of the conferences noted above in order for arrangements to be made. For in-person conferences, it is recommended to book hotel rooms early to ensure a spot at or near the conference hotels.

EMS 02-09-25



**The Corporation of the  
Township of Terrace Bay**

P.O. Box 40, 1 Selkirk Avenue, Terrace Bay, ON, P0T 2W0  
Phone: (807) 825-3315 Fax: (807) 825-9576

November 19, 2024

Minister of Health Sylvia Jones  
[sylvia.jones@ontario.ca](mailto:sylvia.jones@ontario.ca)

Dear Minister Jones,

At the Township of Terrace Bay Regular Council Meeting held on Monday September 16, 2024, the following resolution was put forth by Councillor Chris Dube and was passed.

**Re: Ambulance Shortages and Healthcare System Issues**

**Resolution 266-2024**

**Moved by: Councillor Johnson**

**Seconded by: Councillor Dube**

WHEREAS, the Council of the Corporation of the Township of Terrace Bay is gravely concerned about the ongoing shortages and staffing challenges facing Superior North EMS (SNEMS);

WHEREAS, the provincial funding for ambulance services, currently at 50%, along with the city's 50% contribution, has been falling short, leading to financial strain on municipalities and regional partners, including the City of Thunder Bay;

WHEREAS, the rolling shortages of paramedics and EMS personnel in the region present a significant risk to public safety and healthcare services in northern communities, which are disproportionately affected by the province-wide shortage of paramedics;

WHEREAS, recruitment and retention issues, including insufficient wages and benefits, lack of mental health supports, frequent exposure to traumatic experiences, and inadequate recovery time between work periods, are causing high turnover rates and burnout among EMS workers;

THEREFORE, BE IT RESOLVED THAT, the Honorable Sylvia Jones, Minister of Health, be requested to take immediate action to address the funding shortfalls and structural challenges in the delivery of EMS services in northern communities, including:

1. Increasing provincial funding to support EMS services and reduce the financial burden on municipalities;
2. Implementing incentives such as "learn and stay" grants to encourage paramedics to live and work in northern Ontario;
3. Enhancing support systems for EMS workers, including improved wages, benefits, and mental health resources.



**The Corporation of the  
Township of Terrace Bay**

P.O. Box 40, 1 Selkirk Avenue, Terrace Bay, ON, P0T 2W0

**Phone:** (807) 825-3315 **Fax:** (807) 825-9576

AND THAT, this resolution be forwarded to Minister Sylvia Jones, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities.

Sincerely,

A handwritten signature in black ink, appearing to read "J. Hall", is written above the typed name.

J. Hall  
Chief Administrative Officer/Clerk

**CC:**  
AMO  
All Ontario Municipalities



**PUBLIC HEALTH SERVICES DIVISION**

<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>EMERGENCY MEDICAL SERVICES</b>
<b>PREPARED BY:</b>	<b>Lynn McCreary, Deputy Manager Stephen Turner, Manager</b>
<b>REVIEWED BY:</b>	<b>Kevin Churchill, General Manager Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>INFORMATION ITEM:</b>	<b>2024 Year-End EMS Operational Update</b>

**BACKGROUND**

Lambton Emergency Medical Services (“**EMS**”) responds around the clock to calls for service throughout the county. Lambton EMS is staffed by 88 full-time paramedics who operate ten (10) ambulances on a 24-hour basis and two (2) additional ambulances on a 12-hour basis, covering peak hours of operation between 08:00 a.m. and 10:00 p.m. These staff are supplemented by 62 part-time paramedics who provide support and backfill to maintain this coverage throughout the year. The service responds to approximately 20,000 calls to 9-1-1 each year. The Community Paramedicine program is staffed by an additional 8 full-time equivalent (“**FTE**”) paramedics and the Community Health Integrated Care (“**CHIC**”) program is staffed by 2 FTE paramedics.

At its meeting on January 17, 2024, County Council was provided with end-of-year benchmark reporting for [2023](#).

This report provides benchmark data for Q4 2024 from the Ministry of Health’s Ambulance Dispatch Decision Support (“**ADDS**”) tool and is intended to provide Council with key performance and demand metrics. These benchmarks include call volumes, demand growth, response times, and hospital offload performance.

**DISCUSSION**

**Lambton EMS 911 Call Volume (past 5 years)**

<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>AVG Annual +/-</b>
16,309	18,263	19,152	19,649	19,716	3.46%

**Analysis**—Call volume growth (Codes 1-4) has averaged 3.46 % over the past five years. The past three years have seen call volumes remain relatively the same, with a slight decrease in 2024. At this time, it is unknown why the growth in call volume has slowed but the trend is notable and will be monitored closely by staff.

**Code 3, 4 & 8 Calls by Quarter – (Last calendar year plus current)**

	2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Code 3 - Urgent</b>	1,631	1,847	1,992	2,059	1,863	1,977	1,981	2,935
<b>Code 4 - Emergent</b>	2,894	2,853	3,114	3,006	2,666	2,923	3,312	2,856
<b>Code 8 - Standby</b>	2,699	2,785	3,171	3,164	2,778	2,979	3,099	2,121
<b>Percentage of C3 &amp; C4 calls requiring standby</b>	59.6.%	59.2%	62.1%	62.5%	61.3%	60.8%	58.5%	36.6%

**Analysis** – While call volumes have remained steady, the ratio of Code 8 standbys to the number of calls has markedly decreased. Code 8's are a significant contributor to the overall workload of staff so the reduction in these assignments is a welcome improvement. The decrease in Code 8's is likely attributable to the addition of 12 hours of daily service, which began on June 21, 2024, and the introduction of the updates to the Lambton EMS Deployment Plan. As a result of these measures, there has been less requirement to move ambulances from other stations to provide coverage when an ambulance is tasked on a call.

**Offload Delays – Bluewater Hospital – Sarnia**

	2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Bluewater Health (hhh:mm:ss)</b>	194:52:52	105:25:35	179:25:35	257:40:56	128:43:56	129:59:08	203:52:29	266:51:14
<b>% of call – offload &gt;30 mins.</b>	15.0%	11.2%	14.2%	22.4%	19.6%	19.2%	26.1%	32.5%

**Analysis** – Offload delay times have increased significantly during the last half of 2024. This is likely as a result of human resource challenges at the hospital along with their recent implementation of new computer systems. Lambton EMS continues to work with Bluewater Health (“**BWH**”) to ensure ambulances are offloaded as soon as possible upon arrival at BWH. Staff will continue to monitor these trends and work with BWH to improve offload delay times.

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

	2023				2024			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Average Response Time (mins.)</b>	<b>6:00</b>	<b>5:58</b>	<b>5:46</b>	<b>5:49</b>	<b>5:57</b>	<b>5:48</b>	<b>5:46</b>	<b>6:09</b>
<b>90<sup>th</sup> Percentile Response Time (mins.)</b>	<b>13:04</b>	<b>12:54</b>	<b>13:19</b>	<b>12:43</b>	<b>12:43</b>	<b>12:45</b>	<b>12:20</b>	<b>13:26</b>

**Analysis** –County Council has set the Response Time Performance Plan (“RTPP”) parameters for Emergency Medical Services, and Lambton EMS continues to meet or perform better than the assigned standards. The RTTP is reported annually to the Ministry of Health and Council, separately. While system-wide average and 90<sup>th</sup> percentile response times continue to be within acceptable limits, there is a fair amount of variance between municipalities within the county, as identified in the Lambton EMS Master Plan. A report will be brought to Council in the spring outlining the service’s performance against the Lambton RTTP standard.

Over the past quarter, there has been an increase in response times potentially attributable to increased ambulance downstaffing due to staffing shortages. Staff have recruited an additional 9 part-time paramedics to support backfilling. Further part-time recruitment will be commencing shortly as students graduate from paramedic programs at area colleges.

**Glossary:**

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

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

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

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

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

‘Code 8’ is the movement of an ambulance to provide standby coverage in an area outside of their normal station. Ambulances are relocated frequently, as other ambulances

are assigned to 9-1-1 calls, to help ensure the most balanced coverage across the region, at any given time, with the remaining resources available.

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

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

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

### **FINANCIAL IMPLICATIONS**

Funding for Emergency Medical Services is provided on a 50:50, cost-shared basis between the Ontario Ministry of Health and the County of Lambton.

### **CONSULTATIONS**

Data for this report was obtained from the Lambton EMS Ambulance Call Report Database and the Ministry of Health ADDS database.

### **STRATEGIC PLAN**

EMS operational performance metrics are shared to ensure accountability and to help demonstrate responsive and efficient service provision to meet residents' safety needs in alignment with The County of Lambton's 2024-2027 Strategic Plan in the area of *Community Development, Health, and Wellness*.

### **CONCLUSION**

Lambton EMS continues to provide prompt and professional emergency medical care to those living, working or visiting Lambton County. Improvements in the number of Code 8's have been noted in the fourth quarter of 2024, likely as a result of the addition of 12 hours of daily ambulance coverage and changes to the Lambton EMS Deployment Plan. Increased offload delays and staffing challenges have had a combined negative impact on response times. Lambton EMS will continue to work with union partners to improve staff availability and coverage and BWH to help minimize hospital offload delays. Continued efforts on these issues and ongoing implementation of the EMS Master Plan are anticipated to improve response times and overall system performance.



MGA 02-07-25

**Ministry of Tourism,  
Culture and Gaming**

Minister

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**Ministère du Tourisme, de la  
Culture et des Jeux**

Ministre

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November 15, 2024

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

Dear Mr. Marriott:

**Re: 2024-05-1-2932917890 Community Museum Operating Grant / Pay Equity  
2024-25**

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I am pleased to advise you that your museum has been approved to receive a grant of \$20,974 from the Community Museum Operating Grant program for the 2024-25 fiscal year. You will also receive pay equity funding in the amount of \$1,100.

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

Our government is committed to a strong culture sector. Museums are integral partners in encouraging lifelong learning, building thriving communities and enhancing quality of life. We are pleased to continue supporting community museums.

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

Best regards,

A handwritten signature in black ink that reads "Stan Cho".

The Honourable Stan Cho  
Minister of Tourism, Culture and Gaming

CC: Laurie Webb, [laurie.webb@county-lambton.on.ca](mailto:laurie.webb@county-lambton.on.ca)

MGA 02-08-25

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November 13, 2024

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

Dear Mr. Marriott:

**Re: 2024-05-1-2932910810 Community Museum Operating Grant / Pay Equity  
2024-25**

---

I am pleased to advise you that your museum has been approved to receive a grant of \$46,758 from the Community Museum Operating Grant program for the 2024-25 fiscal year. You will also receive pay equity funding in the amount of \$1,110.

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

Our government is committed to a strong culture sector. Museums are integral partners in encouraging lifelong learning, building thriving communities and enhancing quality of life. We are pleased to continue supporting community museums.


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

Best regards,

A handwritten signature in black ink that reads "Stan Cho".

The Honourable Stan Cho  
Minister of Tourism, Culture and Gaming

CC: Laurie Webb, [laurie.webb@county-lambton.on.ca](mailto:laurie.webb@county-lambton.on.ca)

 <p style="text-align: center;"><b>CULTURAL SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>LIBRARIES</b>
<b>PREPARED BY:</b>	<b>Darlene Coke, Manager</b>
<b>REVIEWED BY:</b>	<b>Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>SUBJECT:</b>	<b>Joint Library Facilities Review – Progress Report</b>

**BACKGROUND**

At a special meeting of Lambton County Council on January 18, 2023, Council approved Lambton County Library’s Joint Library Facilities Review through the following motion:

*#3: Bradley/Dennis: That the recommendations in the report dated January 18, 2023 regarding Lambton County Library Joint Facilities Review be approved and amended to include “That the report be brought to all lower tier municipalities first for their review for a period of no less than 45 days,” so that the motion now reads:*

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

*Carried.*

This report, funded by the Province of Ontario through its Municipal Modernization Program, was the first comprehensive study in many decades that had taken into account all aspects of library service, including usage/activity levels, locations, the condition and size of the buildings, current population and demographic data, and future population projections. The report was authored by Monteith Brown Planning Consultants and MJMA Architecture & Design, with representatives from both firms, along with senior staff, visiting Lambton's libraries and consulting with key municipal staff at ten lower-tier municipalities as well as the Lambton-Kent District School Board, a representative of the Chippewas of Kettle and Stony Point First Nation holding responsibility for library service, and front-line and supervisory library staff.

The report recommended that Lambton County Library:

- Continue to offer 0.7 square feet of library space per capita.
- Create 9,128 additional square feet of library space by 2031 to prepare for future population projections.
- Formally adopt a Library Classification System that aligns with the Administrators of Rural and Public Libraries of Ontario (**ARUPLO**) Guidelines consisting of four types of libraries: Urban, Large, Medium and Small.
- Draft a Facility Standards Policy that defines minimum standards to for design, amenities and upkeep of buildings occupied by Lambton County Library.
- Adopt the Joint Facilities Review and to proceed with evaluating individual library sites against policy directives and enter into discussions with each lower-tier municipality/school board partner (as building owners) to define a path to achieving these directives.

As an outcome of this report and the resulting resolution of Council, the report was brought to lower-tier municipalities for review and in late 2023, Council received and approved a Facility Standards Policy (O04.01) to outline the minimum standards required at each public library. The Facility Standards Policy ensures that the Library can offer accessible services, welcoming spaces, and spaces that are suitably sized and designed for modern library services which include access to technology and meeting spaces.

In 2024, Lambton County Library staff set meetings with key municipal contacts in the ten lower-tier municipalities that host libraries to make site visits to branch libraries. At the on-site meetings, both parties discussed the library's category according to ARUPLO Guidelines, discussed requirements as outlined in the policy, and planned capital improvements and accessibility plans and paths forward to make progress on any identified areas.

Since the reorganization of the Cultural Services Division in 2018, both upper-tier and lower-tier levels of government have been working together to make ongoing improvements to Lambton County Library's spaces in an effort to achieve previous strategic planning objectives and address facility standards, as follows:

- The County renovated the library's main administrative headquarters in Wyoming to support operations across 25 branch locations.
- The County renovated the Sarnia Library Theatre, including new seating, flooring, lighting, projection and sound controls, and improvements to the lobby space. In 2025, the County will complete renovations to the adjacent meeting rooms and remaining lighting improvements for the theatre to support user requirements.
- Through funding from the County Social Services Division and the Province of Ontario, private meeting spaces were constructed in Forest, Corunna, Thedford and Alvinston to support social service integration, and existing library spaces were reorganized to create private meeting space in Watford and Wyoming.
- The City of Sarnia renovated the Sarnia Library to create a single main entrance, add accessible washrooms on the second floor, and replace the HVAC system for the facility.
- Significant interior renovations to improve public spaces were completed at Forest, Petrolia, Alvinston, Corunna and Point Edward Libraries in partnership with lower-tier municipalities (flooring, painting, service desks, shelving, etc.).
- Major capital improvements were completed by lower-tier municipalities at Watford, Thedford, Corunna and Point Edward (roof work, window replacements, HVAC upgrades, etc.) to maintain library facilities.
- Funding from Ontario Health allowed for the addition of a connection cube meeting space at Sarnia Library.
- The City of Sarnia renovated available community hall space at Clearwater Arena to accommodate the relocation of the former Mallroad Library into a 4,000 square foot second floor library space overlooking the ice surface.

While much has been accomplished to modernize Lambton County Library's branch libraries since 2018, the Joint Library Facilities Review has set a path to continue working in partnership with lower-tier municipalities to ensure all libraries support patron accessibility and meet the needs of a present-day library service, while preparing for a future library service that includes access to more technology and the availability of meeting spaces.

This report will focus on the recent evaluation of Lambton County Library's 25 branch libraries that took place in consultation with lower-tier municipal staff, to inform future planning and investments by both the upper-tier and lower-tier levels of government.

### **DISCUSSION**

The first step in evaluating the library branches was identifying each library's classification as either a **Small** (generally serving catchment areas of up to 5,000 population), **Medium** (5,000 to 10,000 population), **Large** (10,000 to 35,000 population) or **Urban** (35,000 or more population) branch, in accordance with ARUPLO Guidelines. This is done by evaluating the catchment area or population served by each library service point. To determine the population catchment area for each library, the County's Geographic Information System (**GIS**) was used to plot each library on a map, and then dividing the

geography of the County into catchments around each library using the road network. Population data from Statistics Canada was used to identify the population within the catchment area of each library.

Based on this analysis, the classifications for each library location are outlined in the attached **Appendix A: Lambton County Library Branches Aligned with ARUPLO Classification System**. Based on the classification assigned to each library, staff evaluated each facility against the best practices outlined in the ARUPLO Guidelines to ensure library spaces are well-positioned to meet local community needs, library service strategies, projected populations, compliance with the *Accessibility for Ontarians with Disabilities Act*, building standards, and other regulations and municipal policies. Each facility was also evaluated based on the appropriate square footage (s.f.) range of library space for each library type within the ARUPLO Guidelines, including general guidelines for **Small** (2,500 to 5,000 net library space square footage), **Medium** (5,000 to 10,000 s.f.), **Large** (10,000 to 35,000 s.f.) and **Urban** (35,000+).

In evaluating each library location against the ARUPLO Guidelines in consultation with lower-tier municipal staff, the discussions with the municipalities revealed the following service planning considerations and areas of focus:

- **Alvinston Library (Small branch):** This library meets the overall size guidelines; however, the layout of the library requires further adjustment by the County to ensure an accessible service desk, an increase in collection size of 1,210 items, and the addition of dedicated space for maker activities. Its general condition is good, and the municipality intends to budget for new flooring when the County budgets to install a new accessible service desk in 2026. The library washrooms do not meet Building Code requirements for barrier-free access. In terms of future growth space, it could be possible to extend the library space at the rear of the property if warranted by growth and should funding opportunities become available.
- **Arkona Library (Small branch):** This library is located within a former classroom space of the community centre, and is undersized by 1,706 to 4,206 square feet. While the community centre has a recently upgraded accessible entrance, the library signage and book return bin is placed in close proximity to the closest entrance to the library, which is not accessible. Signage and the book return bin will be repositioned to align with the accessible entrance. The facility also does not have a barrier-free washroom. The collection should have 2,738 to 8,738 more items, and the library lacks space for maker equipment, a program room suitable for a group of 30, or a study room. The library requires the additional placement of two public computer workstations, although space will not currently allow for these computers. The library also requires an accessible service desk which would cover a larger footprint than the existing service desk. Discussions will continue concerning the possibility to expand into other portions of the building (as proposed in the Joint Library Facilities Review). However, any expansions would impact other community partners using space within the building.

- **Brigden Library (Small branch):** This library, located within Brigden Public School meets the size guidelines of a small library, but it will require some interior configuration changes to add to the collection size and create dedicated maker space and study space. The agreement between the Township, the County and the Lambton-Kent-District School Board is outdated (drafted in 2005) and not all aspects remain current. In 2025, a new letter of understanding can be considered which would formalize the arrangement between the three parties in relation to the delivery of library service.
- **Bright's Grove Library (Medium branch):** In its current form, Bright's Grove Library is undersized by 3,213 to 8,213 square feet and has an inaccessible entrance, service desk, washrooms, and second floor gallery. However, the City of Sarnia has established a reserve to partially fund an expansion to this building that would provide a modern library that would meet ARUPLO Guidelines for a medium library in terms of size and accessibility. The City has completed detailed architectural and engineering drawings and a cost estimate to support the expansion, and is investigating the necessary site servicing work for the project. The City is also working with a committee of council to develop plans for a public fundraising campaign to help fund the project, and the City and County are collaborating on available grant opportunities.
- **Camlachie Library (Small branch):** While Camlachie Library meets the overall size guidelines established by ARUPLO, an interior floor plan re-design is necessary to reallocate space to include the addition of a dedicated maker space, and a study room and program room suitable for a group of 30. The public washroom does not meet Building Code requirements for barrier-free access, and the building's shared lobby can be enhanced to provide better way-finding to the library and museum through improved signage and organization. The exterior of the building also requires improved signage, general maintenance and landscaping improvements.
- **Clearwater Library (Large branch):** As Lambton's newest library space, the interior is tidy and its furnishings are in excellent condition. However, there remain a few items related to accessibility that need to be addressed including an undersized elevator cab that prevents barrier-free access between floors, and the condition of the shared arena parking lot. These are items that have been identified by patrons with mobility challenges and the County's Accessibility Advisory Committee. Clearwater Library's population catchment is over 25,000 people and as a 'large' category library, this building requires an additional 5,988 to 30,988 square feet to meet ARUPLO Guidelines. In the interim, City staff have suggested that the library may use a community room located on the first floor of the arena to hold programs. Use arrangements will need to be formalized.
- **Corunna Library (Medium branch):** The interior public space of this library is tidy and in relatively good condition following a partial renovation in 2018. However, this library is undersized by 2,675 to 7,675 square feet and its current location does

not provide any available space for expansion due to the limited property footprint. This building lacks a barrier-free washroom, and an accessible service desk is required at this library, along with storage space at the desk for courier bins. The municipality has budgeted for capital improvements to the building's exterior in 2025 including painting, façade window replacement, paving of the single-lane driveway and removal of perennial gardens to enhance parking and reduce maintenance.

- **Courtright Library (Small branch):** This library is undersized by 606 to 3,106 square feet and its current footprint is used to the best of its ability. This library does not have a barrier-free washroom, and it requires an accessible service desk along with storage space for courier bins. As an undersized space, it does not have available space for maker activities, dedicated study space or a program space suitable for a group of 30. It also requires an additional computer workstation, but space is not available. The exterior of the building requires some general maintenance.
- **Florence Library (Small branch):** This library is in excellent condition, and experienced a partial renovation (paint, shelving, furnishings, etc.) in 2017 following a fire in the library space. However, it is undersized by 1,347 to 3,847 square feet. The washroom within the library does not meet Building Code requirements for barrier-free access, although there is a barrier-free washroom in the larger centre space that may be available outside of rental periods. An accessible service desk is required at this library, along with storage space at the desk for courier bins. The library requires dedicated space for maker activities, private study space, and space for one additional public computer workstation. While the library itself does not have a program room that would accommodate a group of 30, it is likely that space in the community centre could be booked for classroom / large group activities when required. However, this type of space would not be desirable for government service partner initiatives, such as Service Canada appointments or Employment Ontario appointments with clients as private meeting rooms are required for this type of outreach activity to the community.
- **Forest Library (Small branch):** This library meets the size guidelines as a Small category library; however its interior space would need to be reconfigured to provide dedicated space for maker activities. The recently built private meeting space can also be used as private study space and a small program room. This library does not have a barrier-free washroom, but the service desk is accessible, having been replaced by the County during a renovation project in 2019. The flooring and the furnishings in the public portion of the library are in excellent condition, following a recent renovation. In 2025, the municipality intends to make some improvements to the walkway leading to the library from the parking lot to improve accessibility.
- **Grand Bend Library (Small branch):** Grand Bend Library was not visited during the time of the site tours as it is under ownership of the Lambton-Kent District



School Board. In the fall of 2024, the Municipality of Lambton Shores approached the County to report on the outcome of its Feasibility Study for a new community centre in Grand Bend. The outcome of that report recommended that should the municipality proceed with a new community centre complex in Grand Bend, it consider the library as an anchor tenant. In an effort to be considered for a Community Sport and Recreation Infrastructure Fund grant the Municipality proceeded with concept drawings that included 5,000 square feet of library space in the complex. The Municipality approved a recommendation to apply for the grant funding on December 2, 2024 and Lambton Shores Council reviewed the concept drawings at its meeting on December 17, 2024. A new larger library would be beneficial to Lambton County Library. It would not only allow the library to meet its small category size guideline, but it would also add an additional 1,000 square feet to Lambton's total library space. Lambton's Joint Library Facilities Review from 2023 recommended that Lambton acquire just over 9,000 additional square feet by 2031 to meet forecasted population projections and to ensure 0.7 square feet of library space per capita. Library and lower-tier municipal staff have also met with the school board to discuss the possible departure from the school property, should funding be secured. The school board was supportive of the project overall, as it creates some flexibility for the school as it continues to evaluate its space and make plans to expand its footprint to accommodate rising enrollment. A new community centre within walking distance to the school also creates new opportunities for the student population.

- **Inwood Library (Small branch):** This library is undersized by 1,304 to 3,804 square feet and requires an interior redesign to attempt to redistribute space to better align with ARUPLO Guidelines. The library requires an accessible service desk, along with storage for courier bins.
- **Mooretown Library (Small branch):** This library is located within a small room on the second floor of the Mooretown Sports Complex. The space is grossly undersized by 2,201 to 4,701 square feet as a small category library. It does not have an accessible service desk or adequate storage space, has undersized collections, and requires two additional computer workstations to meet ARUPLO Guidelines. It also does not feature dedicated maker space or study space. Program space could be achieved by using the adjacent second-floor viewing area that overlooks the sports complex's swimming pool. In order to meet the size requirements, discussion centered around the future possibility of expanding the library's footprint to include the entire second floor viewing area space, similar to the approach at Clearwater Library, while allowing for continued access for spectators of the swim area. This concept may be explored in the future and would require an architectural and structural engineering review to determine if it remains a possible solution for the consideration of St. Clair Township Council.
- **Oil Springs Library (Small branch):** This library is undersized by 1,485 to 3,985 square feet and is presently not accessible as the majority of the collection is located on an elevated level that requires travelling up a short flight of stairs. The

Village continues to pursue various grant opportunities that would address the need for a barrier-free path of travel and barrier-free access between floors, such as the addition of an accessible entrance at the rear of the building. The service desk is not accessible and the washroom is not barrier-free. The library is housed in the Village's former community hall and the second story is currently vacant and inaccessible. Should funding opportunities present themselves, the use of an accessible second floor would increase the library's square footage to better align it with ARUPLO Guidelines.

- **Petrolia Library (Medium branch):** As a medium category library, Petrolia Library is undersized by 2,675 to 7,675 square feet. In an effort to create more space for programs, County staff approached municipal representatives regarding the potential use of the adjacent Kerr Building to host library programs (during three seasons, as it is not well-suited for winter use). The library's footprint does not provide opportunities to offer dedicated maker space, private study space or private meeting space. The location of the public washroom inside the turret room prevents the room from use as a private meeting space. The washroom is not barrier-free. The physical appearance of the library is excellent and it features a new service desk following a renovation in 2019, however the collection is undersized by about 3,409 items. Lambton County Library will need to explore options to meet this guideline. The Town will be procuring engineering reports in 2025 to plan required work with the air handler within the next five years as a capital project.
- **Point Edward Library (Large branch):** This library offers an accessible power door at two exterior locations; however, as a multi-level library, it does not offer barrier-free access between floors. The library collection and computer workstations are divided amongst three levels of the building, making parts of the building inaccessible. As a large category library, serving a population catchment of 19,687, this library is undersized by 6,211 to 31,211 square feet. The washroom is not barrier-free and the multi-levels make sightlines challenging to maintain. At the end of 2024, the Village purchased new flooring for the library and it is tidy in appearance. With an undersized space, the library also has an undersized collection by 14,207 to 43,000 items, and is lacking dedicated private meeting space, study space, programming space suitable for a group of 30 and maker space. Discussions will need to continue with the municipality for future planning of this site to determine how it might better align with ARUPLO Guidelines in the future.
- **Port Franks Library (Small branch):** This library requires an additional 1,570 to 4,070 square feet to meet ARUPLO Guidelines as a small category library. While the exterior door to the facility has a power equipped accessible door, the door to the library itself is not powered, and must remain propped open. The washroom is also not accessible, and the library does not have an accessible service desk. The library space itself is dated and would benefit from the County painting and branding the space as it has done at other locations. The building also has an

awkward design in that much of the library floor area is taken up by a hallway space leading to two washrooms, and an underutilized office space occasionally occupied by lower-tier municipal staff. The library would benefit from pursuing the recommendations of the architect contained in the Joint Library Facilities Review, removing the wall and expanding the library's footprint to allow it to better align with ARUPLO Guidelines. Currently, the library has an undersized collection of 2,756 to 8,756 items, and does not have dedicated maker space, study space, or a program room that would accommodate a group of 30. Opportunities could be explored to accommodate larger groups in the adjacent community hall, however, arrangements would need to be made in advance with the municipality and user groups and the library would require sufficient staff support for oversight of programs in this separate area of the building. There is also a shortage of public seating and the need for an additional public computer workstation without available space.

- **Port Lambton Library (Small branch):** This library is undersized by 1,752 to 4,252 square feet. It does not have an accessible service desk or barrier-free washroom, and its small footprint makes it impossible to make accessibility improvements. Given the physical space of the library is undersized, so too is its collection, and it requires additional space for study space and dedicated maker space. It also requires two additional computer work stations. The County of Lambton remains in discussion with the Township of St. Clair to consider the possibility of consolidating this library with Sombra Library, but renovating and expanding the footprint of the Sombra Library into the available vacant space at the 3536 St Clair Parkway location.
- **Sarnia (Large branch):** This library meets the required square footage for a large library; however, ongoing interior and exterior reorganizations are required to address previous strategic planning commitments, modernize the space to support service delivery, and ensure ARUPLO Guidelines are met. While a set of doors to the eastern parking lot was made accessible in 2024, the addition of a vestibule, barrier-free doors and security gates are required before the doors can be used as a public entrance from the parking lot at the rear of the facility. The parking lot would also benefit from a barrier-free path of travel to the main front entrance on Christina Street, the re-painting of lines, and an improved ramp to the staff entrance. Interior building deficiencies include needed replacement of worn and damaged flooring, lighting, and ceiling tiles throughout the first and second floor. The elevator that services the employee workspace has remained out of service for more than 25 years, and should be put in service or properly decommissioned. The County needs to invest in new shelving and furnishings throughout the space, and a renovation of the children's space within the library is needed to create an engaging destination for families. This will require coordination with the City, as flooring and lighting improvements would need to take place simultaneously with investments in furnishings, fixtures, equipment and play spaces in the Children's Library. This renovation also has the potential to extend to the outdoor space under the theatre, which has been identified since the *2017 Sarnia Library Space*

*Needs Study* as a flexible program space for Lambton's largest library. In 2025, the County has included capital dollars to address asbestos abatement in the West Room meeting space adjacent to the theatre, as the County of Lambton holds responsibility for improvements to the theatre and the meeting spaces off the theatre lobby as the recipient of revenue from the rental of these spaces. Further abatement activities are needed in other area of the library that fall under the responsibility of the City.

- **Shetland (Small branch):** This library is undersized by 1,622 to 4,122 square feet and does not feature an accessible entrance, service desk, or washroom. The small footprint of the library also eliminates opportunities to make improvements for accessibility. There is no dedicated parking space for this library, nor paved shoulders of the road or laneway to the building, requiring patrons and staff to park on the shoulder of the road. The interior finishes of the space are worn and in need of replacement, and replacement diffuser covers for the damaged lighting fixtures cannot be obtained. Despite pest control measures, preventing access to the building by rodents is a challenge, and the exterior of the building requires regular maintenance to eliminate insect debris and overgrown vegetation. To meet ARUPLO Guidelines, 3,582 to 9,582 more items are required for the collection, and additional space is required for study space, a program room suitable for a group of 30, and dedicated maker space. The library also requires one additional public computer workstation. This library falls far below the County's standards for library service. The County will approach the Township to discuss the poor state of this library and alternative opportunities to meet the needs of residents with respect to library service delivery.
- **Sombra (Small branch):** This library is located in the old Council chambers of the former Sombra Township municipal office. It is currently undersized by 1,120 to 3,620 square feet; however, the County and the Township have been in discussions to consider renovating and expanding this library into available vacant space to fully utilize the building's footprint (as it was previously a shared space with a child care centre). The current library space is not fully accessible, as the public computer area is situated on a raised platform that previously accommodated the council seating, with no barrier-free access between floors. Architectural drawings will be required to re-design the interior space and all aspects of the ARUPLO Guidelines can be incorporated in the expanded footprint, such as a barrier free washroom, accessible service desk, dedicated maker space, study space and accessible programming space to accommodate a group of 30.
- **Theford (Small branch):** This library meets the size requirements of a small library; however, the County will need to reconfigure its internal spaces to increase the collection size and to create dedicated space for maker activities and add a public computer workstation. The service desk is not accessible and the space requires improved storage areas including cabinetry. The County will also work with the Municipality to improve the visibility of the library within the arena complex by considering exterior and interior signage options. The Municipality is also

exploring heating / cooling solutions to address challenges maintaining comfortable temperatures year-round in the library space.

- **Watford Library (Small branch):** This library currently meets the size requirements of a small category library; however, the space requires the County and the Township to work together to develop a redesign of the space to allow for the appropriate collection size, the availability of dedicated study space and maker space, and a public computer workstation. The rear entrance is dedicated as the accessible entrance and a lift is available in the building to allow accessibility. An accessible service desk is needed, along with storage for courier bins. The interior finishes of the space (painting, flooring, etc.) are worn and in need of improvement. The Township recently replaced the roof and windows of the library and has set aside capital dollars in 2025 to replace the furnace. Municipal staff are also currently working with engineers to address foundation concerns in the basement. Once those concerns are addressed and repairs are complete, the Township and library staff can discuss turning their attention to required interior improvements.
- **Wilkesport Library (Small branch):** This library is undersized by 1,638 to 4,138 square feet and does not present an option to reconfigure the space to allow for additional public computer workstation, public seating, dedicated maker space or study space, or a program room suitable for a group of 30. The library does not feature an accessible entrance, an accessible service desk, or an accessible washroom. The walkway to the library entrance is narrow, and its uneven nature creates tripping hazards. The windows and drywall and paint are all in good condition and the Township has allocated funds to complete roof work in its 2025 capital budget.
- **Wyoming Library (Small branch):** This library currently meets the size requirements of a small category library; however, it requires the County to undertake an interior redesign to ensure the availability of dedicated maker space, and a suitable program room that can accommodate a group of 30 by eliminating the unnecessary kitchenette space. The library requires an accessible service desk, along with storage for courier bins, and it does not feature a barrier-free washroom. The absence of a dedicated parking lot, and a busy location with street parking in high demand have created parking challenges for patrons. Its north-facing entrance also creates challenges during the winter months with freeze / thaw cycles causing snow and ice to fall from the roof and create ice and snow hazards at the library entrance. The Town has proposed landscaping improvements that will help to address these issues, as well as the addition of an accessible ramp from the emergency exit on the west side of the building. These improvements are subject to funding availability, with grant opportunities being pursued to support these improvements.

**FINANCIAL IMPLICATIONS**

There will be considerable financial implications over the next decade to continue achieving the recommendations set forth by the Joint Library Facilities Review, for both lower-tier and upper-tier municipalities. The responsibility of any costs would follow the Division of Responsibilities Agreement (1989), which requires the municipality to provide a suitable space for library service and capital improvements and the County of Lambton to furnish the space and provide the materials and staffing. It can be anticipated that substantial capital dollars will be requested every year for the next decade to fulfil the recommendations made in the Council-approved report. As outlined above, two notable projects that could have more immediate timelines include a possible expansion to Bright's Grove Library and a new Grand Bend Library. Staff are working to obtain cost estimates for the various improvements to be funded by the County, and will incorporate these requests as part of annual budget submissions to align with projects as they are implemented.

**CONSULTATIONS**

Lower-tier municipal staff were consulted in the creation of this report, in addition to the library's Facilities Supervisor.

**STRATEGIC PLAN**

The partnership between two levels of local government to deliver library service reflects a guiding principle of the County of Lambton: collaboration and partnerships. An investment in public libraries also results in an enhanced quality of life for residents. Public libraries contribute to the community's economic growth by providing informational and educational resources, technology, training, and spaces to meet and innovate.


**CONCLUSION**

While a number of investments by both levels of local government have been made to public libraries in Lambton County, the library service is at a critical juncture and must continue a range of improvements to its physical spaces to ensure they are fully accessible and responsive to community needs and expectations. Libraries have evolved since the days of simply exchanging books. However, physical limitations at some libraries have made it more challenging for the library to deliver a modern library service that includes suitable space for public programs, technology and the required spaces and electrical capacity to operate the equipment, private meeting spaces to provide government outreach services or the opportunity for people to meet remotely; and adequate display and storage space for collections that have evolved from books to items like telescopes, fishing poles and pickleball paddles. In evaluating each library against the Council-approved Facility Standards Policy (O04.01), the County is better positioned to work with its lower-tier municipal partners to ensure that the Library can offer accessible

services, welcoming spaces, and spaces that are suitably sized and designed for modern library service delivery.

**RECOMMENDATIONS**

- a) **That Lambton County Council direct staff to collaborate with lower-tier municipalities to address the library service planning considerations identified in the Joint Library Facilities Review – Progress Report, and incorporate such requests into future budget cycles for the consideration of Council.**
- b) **That Lambton County Council direct staff to work with lower tier municipalities to pursue potential funding opportunities, grants or sponsorships to further any capital improvements to library spaces or design.**
- c) **That Lambton County Council support, in principle, the relocation of the Grand Bend Library as part of the proposed Grand Bend Community Centre project, pending the outcome of the public consultation process undertaken by the Municipality of Lambton Shores and endorsement by Lambton Shores Council, and the establishment of a satisfactory Service Agreement between the County of Lambton and the Municipality of Lambton Shores.**
- d) **That Lambton County Council direct staff to continue working with the Municipality of Lambton Shores to further develop plans for a new Grand Bend Library, should the Municipality of Lambton Shores proceed with the project.**
- e) **That Lambton County Council direct staff to engage the Township of Dawn-Euphemia in discussions about the current state of Shetland Library and potential options for the future that may include an expansion to the site, the closure of the site, or a new library service point in the Township.**
- f) **That Lambton County Council direct staff to continue to engage the Township of St. Clair in discussions regarding the potential consolidation of Sombra and Port Lambton libraries, and the status of libraries within St. Clair Township.**

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

**PURPOSE**

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

**POLICY**

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

**RESPONSIBILITY**

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

**DEFINITIONS**

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



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

## **REGULATIONS**

### **System Wide Design**

#### **1. General Design**

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

#### **2. Accessibility**

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

#### **3. Environmental Stewardship**

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

#### **4. Equity, Diversity & Inclusion**

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

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

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

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

**5. Safety**

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

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

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

**6. Access**

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

**7. Library Signage**

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

**8. Library Material Drop Boxes**

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

**9. Interior Elements**

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

**10. Technology**

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

**11. Shelving**

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

**12. Washrooms**

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

**13. Intra-Library Lending**

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

**Maintenance and Repairs**

**14. Health and Safety**

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

**15. State of Good Repair**

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

**16. Communication Protocols**

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

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

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

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

**17. Annual Facilities Standards Review Meeting**

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

**18. Capital Projects**

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

## **Design of Urban Libraries**

### **19. Design**

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

### **20. Collections**

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

### **21. Public Services and Programs**

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

### **22. Staff Service Areas**

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

## **Design of Large Libraries**

### **23. Design**

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

**24. Collections**

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

**25. Public Services and Programs**

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

**26. Staff Service Areas**

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

**Design of Medium Libraries****27. Design**

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

**28. Collections**

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

**29. Public Services and Programs**

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

**30. Staff Service Areas**

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

**Design of Small Libraries****31. Design**

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

**32. Collections**

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

**33. Public Services and Programs**

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



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

**34. Staff Service Areas**

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

**ASSOCIATED DOCUMENTS**

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

**POLICY HISTORY**

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

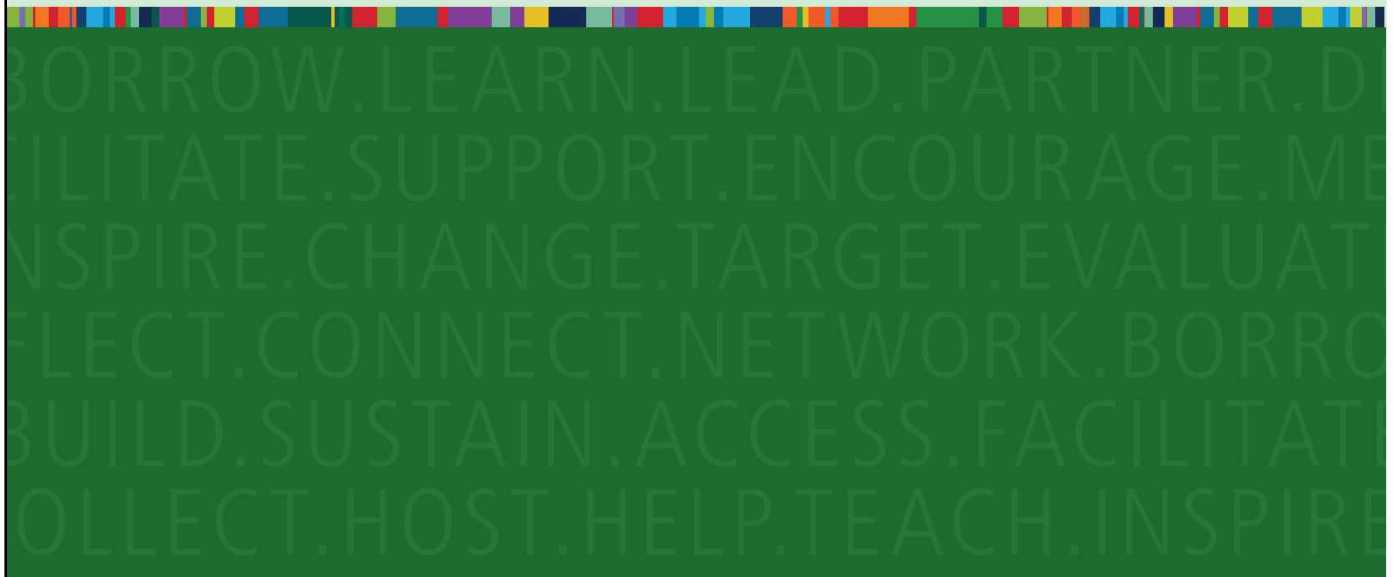


# Guidelines For Rural/Urban Public Library Systems

4<sup>th</sup> edition

**Administrators of Rural and Urban  
Public Libraries of Ontario**

Revised June, 2023



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Oxford County Library, Tillsonburg branch

## 1. Introduction

The Guidelines for Rural/Urban Public Library Systems are a developmental tool for rural/urban and county libraries. The Guidelines are expressed as targets for a library to provide an appropriate level of service for its community. They have been developed by the library administrators of ARUPLO public libraries based on:

- Their considerable collective expertise;
- Comparative data and research regarding other jurisdictions;
- Trends and changes in rural/urban Ontario.

Guidelines are generally regarded as quantifiable and can be benchmarked. They are recommendations as to how things should be done. *Best Practices* represent what is well done by peers and what should be an aspiration by those looking to be a site of excellence.

Municipal libraries must conform to provisions of the *Public Libraries Act*, the *Municipal Act*, *Accessibility for Ontarians with Disabilities Act*, and other relevant legislation and are accountable to the communities they serve. (The term “municipal libraries” herein references interchangeably county, union, and municipal libraries.)

Reports on general efficiency and effectiveness of service delivery are annual requirements for all municipal libraries. However, there is also a need for more specific guidelines and best practices relevant to rural/urban public libraries in Ontario.

These guidelines build on and are supplementary to the [Ontario Public Library Guidelines](#).

### The Intended Use of the Guidelines

ARUPLO Libraries have made the following commitments with respect to the guidelines:

- The guidelines and best practices describe an appropriate level of service for ARUPLO libraries;
- The guidelines and best practices will be used on a regular basis by ARUPLO libraries to evaluate current and plan future library services;
- While the guidelines and best practices will be used in conjunction with other similar products, including the Ontario Public Library Guidelines, they are considered most applicable to the multi-branch rural/urban nature of the ARUPLO library systems.



The work of the Fourth Edition took place during a period of recovery from the COVID-19 pandemic. Significant service changes were made in reaction to the closures and public health restrictions imposed during the pandemic. The extent to which these changes will be retained, adapted, and incorporated in established service delivery models remains to be seen.

The pandemic forced public libraries to pursue innovations, many of which created new ways for existing library clientele and new user populations to access library services, thus breaking down barriers.



## 2. Trends and Changes in Rural/Urban Ontario

The Guidelines for Rural/Urban Public Library Systems identify appropriate service levels that reflect the changing nature of municipalities and public libraries serving rural and rural/urban Ontario. Rural/Urban Ontario refers to those communities that are close to larger urban centres and that have integral service, schooling and shopping relationships with urban areas.

### Rural Sustainability

Changing demographics are placing increasing pressures on the sustainability of rural communities, including the ability to provide an array of services, such as public libraries. The face of rural communities is changing rapidly as a result of increased urbanization across Ontario, an aging and increasingly diverse population, and the impact of technology and remote work and education on rural lifestyles. Rural communities need to find creative ways to sustain themselves and ensure that services can meet growing needs and expectations.

#### Factors affecting rural sustainability include:

1. Rural life is based on much more than agriculture; only a small percentage of rural residents work in agriculture. Much of modern agriculture is industrialized, intensified and automated.
2. Dominant rural employment is small to medium-sized manufacturing and services.
3. The ability to provide high-speed connectivity and communications infrastructure supports rural employment in knowledge-based, cultural, and creative occupations, increasingly through telecommuting and working from home. While highspeed Internet is becoming more readily available in rural areas, issues of affordability remain a serious barrier for low-income residents.
4. Many rural residents commute to a city for work, work from home, or are self-employed. Rural entrepreneurship is on the rise.
5. The influx of ex-urbanites to rural areas in search of more affordable housing and/or desirable lifestyle change is intensifying due to the post-pandemic rise in work-from-home arrangements. New residents to rural areas bring increased diversity and broader service level expectations reminiscent of what they enjoyed in larger urban communities.
6. While many ARUPLO member municipalities are experiencing rapid growth, others are not, with some seeing declining population numbers, thus creating a disparity in availability of growth-related funding.
7. Out-migration continues as young people leave rural areas for post-secondary education and tend not to return due to greater employment opportunities in larger urban centres.
8. Escalating housing costs and lack of affordable supply are impacting rural residents' housing choices.
9. Cottages and seasonal residences are being renovated to become permanent and retirement homes. The growth in work-from-home arrangements has intensified this trend.
10. Part-time and seasonal residents, particularly in high tourist areas, require access to library services and should be accounted for in population calculations, regardless of how Ministries or Census Canada counts these residents.
11. There is increased focus and investment in outdoor and tourism-based economic and social activities (eco-tourism, culinary/agri-tourism, trails systems, outdoor sports amenities).
12. Needs of an older adult population require investment in infrastructure for age-friendly housing, social and recreational services, long-term care, and health services.
13. Lack of public transit options creates car dependency and mobility problems for lower income, student, and other populations experiencing barriers to accessing services.
14. There is a shortage of recreational opportunities for children and teens.
15. There is increasing rates of homelessness, precarious housing, and mental health issues, senior isolation, food insecurities, and the need to support vulnerable populations in rural communities.
16. Traditional rural society was based on social gatherings and relationships, community involvement and volunteerism. Fewer community connections and declining volunteerism are threatening traditional rural social institutions.



**Building a sense of connection to the community for residents is challenging, given that it requires involvement and investment, and it is not always clear how to start or where to go. The social constructs for community participation, including public library service, have to be able to understand, appeal to and fit with residents’ interests and lifestyles.**

**The public library has a role in bridging social capital. As a shared and accessible public space, the library can bring together diverse people, facilitate civic engagement, and help create a stronger community.**

## Libraries’ Role in Rural Sustainability and Community Wellbeing



The library system contributes to municipal strategic initiatives through a strategic plan which:

- Reflects the vision in the municipalities’ planning documents;
- Contains strategies that are complementary to those contained in the municipalities’ strategic plans;
- Positions the library as an integral partner in community development.

The key to rural development and rural sustainability is a more informed, innovative, and inclusive community. The Ontario Public Library Guidelines state “The library has established partnerships with other organizations in the community in order to coordinate resources and actions, thereby jointly improving service to the community (e.g. with schools, literacy programs, chambers of commerce, heritage groups, government offices, and advocate groups).”

**To help address the factors affecting rural sustainability, the library needs to:**

1. Provide all residents with equitable access to quality information through connectivity and a comprehensive range of online resources and databases.
2. Facilitate the delivery of government services, as a local access point in the community providing trained staff, connectivity, and navigational assistance.
3. Locate library facilities in existing village and town clusters or rural service centres in order to maximize opportunities for co-locations and community hub models.
4. Practise community-led librarianship to develop and maintain relationships, understand needs, and share resources. Participate in community organizations and events.
5. Work with community agencies in the delivery of programs and resources that build and strengthen literacies and innovation.
6. Arrange for reciprocal borrowing arrangements with neighbouring city, town, and county library systems in order to serve residents who commute outside of their home community to work.
7. Form partnerships with local schools and post-secondary institutions, including reciprocal borrowing arrangements, to support student success and promote the use of public library services.
8. Provide services to those pursuing education through home schooling, distance education, and on-line learning.
9. Provide the technological tools and a climate of discovery to ensure that rural communities have access to new and emerging technologies and a place to learn, explore and collaborate.
10. Build relationships with local business communities and organizations. Provide access to business information resources and promote library spaces and services to home-based businesses and local entrepreneurs.
11. Facilitate the use of library spaces by community agencies to address the needs of vulnerable populations.
12. Effectively communicate the library’s impact to local government leaders and partners.



Kingston Frontenac Public Library, Sharbot Lake branch



### 3. Definitions

**Guidelines** define a level of service or a preferred manner of delivering a service that can be measured and is adopted as a minimum target appropriate for all ARUPLO libraries. Guidelines are expressed as targets for a library to provide an appropriate level of service for its community. Examples of guidelines include size of library space, open hours per week, and number of items in a collection. It is important to note that what is presented here are guidelines and not standards. Standards are mandatory and imply active monitoring and some form of sanction for not meeting them. Guidelines are discretionary and outline recommended ways to provide service within measurable categories.

Application of these guidelines is important for internal planning purposes and also to serve as a benchmarking tool relative to other systems.

**Best practices** describe an optimal level of service or manner of providing services that may or may not be measurable. In addition, it is acknowledged that unique local circumstances may affect the validity or importance of a best practice and they may not apply to all library systems in every circumstance. Examples of best practices include space and staff allocations for services to special groups.

In earlier editions of the ARUPLO Guidelines, Guidelines and Best Practices were listed separately in the document. In this version they are combined within each guideline section for easier reference.

**\*Both Branch Definitions and Catchment Areas are recognized as problematic, and local circumstances and rationales that fit the community's unique situation can override strict adherence to the guidelines.**

#### Branch Definitions

Many multi-branch systems serving rural areas seek creative ways to provide service to a variety of different communities. Service delivery options may be known locally as deposit stations, satellites, bookmobiles, book lockers, kiosks, among others. Service locations which fall significantly below guidelines may still be referred to locally as "public libraries" or "library branches", in recognition of their long-standing status as such within the community. However, it is neither feasible nor desirable to try to create guidelines for solutions that attempt to address unique and local circumstances. Every library system will have to address its own rationale for the existence, creation, or "grandfathering" of such local solutions. **As a best practice, it is highly recommended that any such options be dealt with in the context of the system's strategic planning process and articulated in a service delivery plan.**

**For purposes of this document, four types of branches have been identified:**

- Small Branches;
- Medium Branches;
- Large Branches;
- Urban Branches.

Each type can be determined by attributes including population size, local economic activity, and seasonal demand. It is up to each system to determine which branches it wishes to classify as small, medium, large or urban based on the strategic role that each branch plays within the system as a whole. Inability to meet one or more of the guidelines does not preclude it from being considered in a certain category if it meets most other guidelines.

Further, libraries may assign particular roles to specific branches, for example: functioning as a resource library to other smaller branches or a broader catchment population; hosting a makerspace or local history collection; or offering space for community partners' outreach programming.





## Catchment Area / Population Served

The catchment area is the area from which users are drawn to a particular library service point. Catchment areas and the population contained therein can be determined by branch library surveys, census data, information from county or municipal offices, Canada Post postal code areas, and the information collected by school boards. Some libraries apportion the catchment population based on percentage of library cards affiliated with each branch, percentage of circulation of physical materials per branch, acknowledging that many borrowers use more than one branch or may use online resources exclusively.

The following are the general guidelines for branch catchment areas/population served:

<p><b>Small branches</b></p> <p>Generally serve catchment areas of <b>up to 5,000 population</b> as determined by each system.</p>	<p><b>Medium branches</b></p> <p>Generally serve catchment areas of <b>5,000-10,000 population</b> as determined by each system.</p>	<p><b>Large branches</b></p> <p>Generally serve catchment areas of <b>10,000-35,000 population</b> as determined by each system.</p>	<p><b>Urban branches</b></p> <p>Generally serve catchment area of <b>35,000 or more population</b> as determined by each system.</p>
--	--	--	--

Local considerations are a critical component of determining catchment area/population served and whether a branch is considered small, medium, large or urban.

### Examples of Local Considerations

- A branch may serve an immediate population of less than 10,000 people, thereby putting it in the medium category, but be considered a large branch by the system because it serves a strategic role such as having a larger collection, hosting system-wide functions such as inter-library loan or providing space for enhanced programming opportunities, Makerspaces, or non-traditional collections.
- Branches located in high tourist areas have an influx of visitors, whose needs must be supported, therefore their numbers need to be considered.
- Branches located in cottage country or popular rural areas may also have seasonal or weekend residents, who are not tourists, who also use the public library.
- Tie-ins between the library and economic development factors, e.g residents of neighbouring municipalities may in fact identify your branch’s community as their “Community of Interest”.
- A multi-branch system may have a mixture of types of branch within its member municipalities, with the strategic roles of each branch articulated in a service delivery model. The catchment area/population served of each branch therefore becomes less relevant against its unique strategic role and the relationships between branches within a “community of communities”.







Huron County Library, Bayfield branch

## 4. Guidelines and Best Practices

### 4.1 Facilities

#### 4.1.1 Guidelines

Library facilities should be developed to meet local community needs, library service strategies, projected populations and compliance with the *Accessibility for Ontarians with Disabilities Act*, building standards, other regulations and municipal policies. The following is a general guideline for the range of size for each library type:

	Small	Medium	Large	Urban
Net library space square footage (s.f.)	2,500 – 5,000	5,000 – 10,000	10,000 – 35,000	35,000+

Branch size is also affected by components such as programs, special collections, and other add-on functions attributed to the branch by the library system, for example an enhanced role as a resource library to other branches or service areas. Space may also be shared space such as library and gallery, or library and arena, or library and system storage/administration. In these cases, net library space is the space allocated for library services including programming spaces in the library, collections, gathering areas, seating, staff areas, and library storage, etc.

Additional non-assignable space is required for public washrooms, utilities, stairwells, elevators, corridors, foyers, custodian, closets, mechanicals, etc., which will vary based on the type of building. This is generally allocated at 27-30% in addition to the above net space required.

**4.1.2 Best Practices**

**Space Allocation by Function**

- User Seating: 5 user spaces per 1,000 capita @ 35 s.f. per user space
- Children’s Area: self-contained area of 20 – 30% of the library’s assignable area
- Teen Area: 10% of the library’s assignable area
- Staff work space: 15% of the library’s assignable area

Generally, the facility should be large enough to provide at least 1 s.f. of assignable space per population served or is projected to serve beyond minimum guidelines (e.g. if the catchment area is or will be 20,000 people, the facility should be 20,000 sq. ft. minimum).

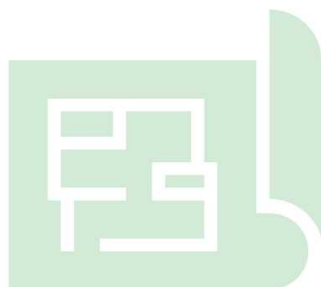
Additionally, this calculation accounts for flexibility of type of space and seating, as well as providing more buffer space between individuals.

**Branch Location**

Members of the public travel no more than 30 minutes in a motorized vehicle under normal driving conditions to access basic library services offered by their municipal library system or by another municipal library system with reciprocal borrowing.

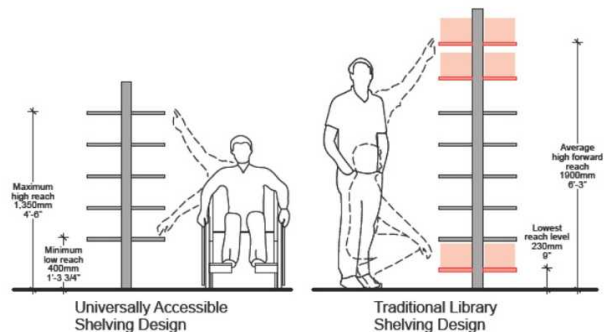
**Flexible spaces**

With the growing need for meeting spaces and creative and collaborative spaces, library spaces should be as flexible as possible to allow for reconfigurations as needed. This should guide the choice of furnishings and equipment (e.g. mobile shelving which can be moved by staff for programming flexibility) as well as space design.

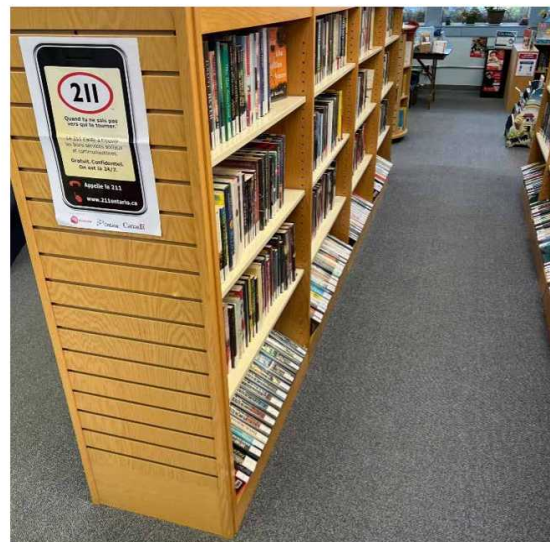


**Universal Accessibility**

Branch libraries should strive to be as accessible as possible, not only to meet the requirements of the the *Accessibility for Ontarians with Disabilities Act*, but in the spirit of providing welcoming space for everyone, such as families with strollers, individuals with low vision, mobility issues, etc. The following diagram demonstrates enhanced accessibility in shelving design.



Libraries can also address ease of access with sloped lower shelves as illustrated in the following photo.



Shelving should be no more than 60 inches high and have electrical wiring on end caps for enhanced wayfinding/ installation of OPACs.



## 4.2 Hours of operation

### 4.2.1 Guidelines

Public libraries operate in a 24/7 environment. The hours of operation for a system, including virtual hours, have to begin to approximate a 24/7 model to meet public expectations. Improved 24/7 service can be accomplished through virtual library services, online resources, and outdoor access to Wi-Fi at library locations.

The single greatest barrier to library use as reported in community needs assessments is open hours of operation. Staffed library hours of operation must be available in order for a library to provide an enhanced mandate of government services provision, information and technology assistance, literacy-based programming, and community gathering place. Library hours should be allocated to meet community needs. Minimum hours of operation by library type for a staffed “bricks and mortar” library are as follows:

	Small	Medium	Large	Urban
Hours of operation per week	20-25 over 4 days per week	25-45 over 5 days per week	45-65 over 6-7 days per week	65 + over 7 days per week

### 4.2.2 Best Practices

The library will consider creative ways of increasing hours (for example, after-hours enabled access using self-serve technology) for people whose needs cannot be served during traditional open hours.

## 4.3 Staff

### 4.3.1 Guidelines

With increasing public expectations, technology-based services and operations, and the rapid pace of change in library services, all library staff positions require formal library education and training. The guidelines indicate both the minimum number of staff and their professional qualifications. These guidelines are based on the organizational, communication and operational challenges of staffing a multi-branch system and ensuring a professional team is in place to deliver and manage all functional requirements of a library system providing a full range of library services. In addition to meeting public service needs, consideration must be given to staff safety concerns such as working alone and the need to provide off-desk administrative time.

#### Definitions:

Professional librarians are defined as having a Master’s degree in library/ information science from an accredited university.

Library technicians are defined as having a diploma in library techniques from a community college.

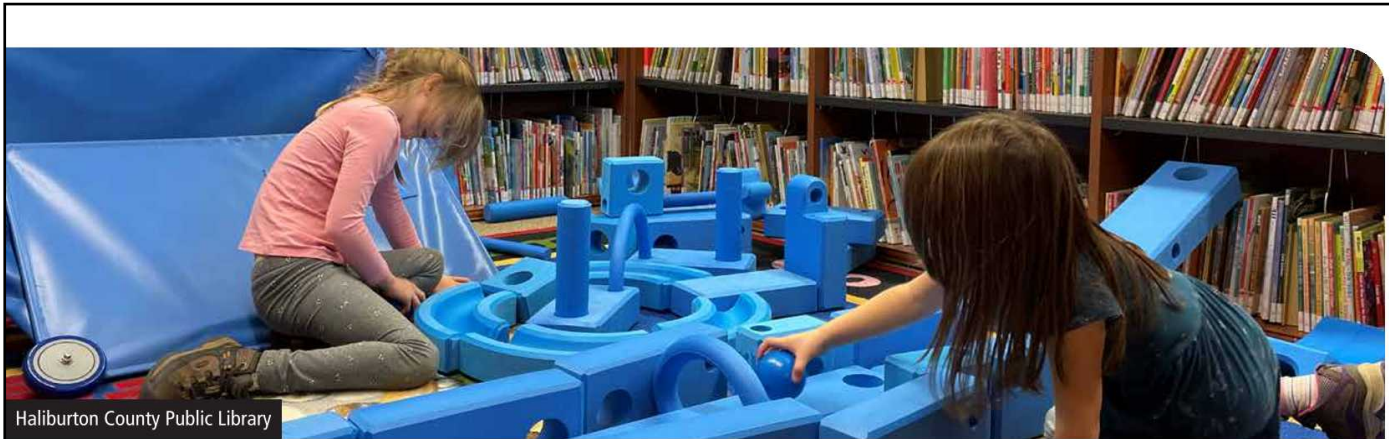
The EXCEL Certificate in Managing a Small Public Library is an online program for library workers without formal library training who wish to acquire core skills in all areas of public library service. It is administered by the Ontario Library Service.

The Advancing Public Library Leadership (APLL) Institute is a combination of in-person and virtual sessions for library CEOs, managers, and aspiring leaders who wish to expand their organizational leadership capacity. It is administered by the Ontario Library Service.

FTE = Full-time equivalent. (35 hours per week)

Each library system has professional librarians that are used on a system-wide basis. This helps ensure that branches receive equitable access to resources, reduces duplication, and relieves workspace pressures by centralizing some functions.





	Small	Medium	Large	Urban
Staff complement (FTE)	1 – 2.5	2.5 – 5	5 – 17.5	17.5 +
Qualifications of Branch Supervisor	Library competency, e.g. post-secondary plus EXCEL, Library Techniques	Professional Librarian and APLL or other public administration certification	Professional Librarian and APLL or other public administration certification	Professional Librarian and APLL or other public administration certification
Qualifications of other staff		Paraprofessional qualifications relevant to the requirements of the position	2 additional professional librarians or a combination of additional professional librarians and/or appropriate paraprofessionals, relevant to the requirements of the positions	2 additional professional librarians or a combination of additional professional librarians and/or appropriate paraprofessionals, relevant to the requirements of the positions

**4.3.2 Best Practices**

Given the complexities of managing multi-branch library systems, it is recommended that the CEO hold an MLIS degree or equivalent, and in addition to that, further training such as APLL and/or other public administration certification is highly valued.

In accordance with the service levels of each category of branch, administrative time should be included in the staffing FTE, to allow for the completion of duties not able to be accomplished while providing direct public service during branch open hours. As an example, for every 20 hours scheduled on-desk, up to an additional 20% (or 4 hours) is allotted for branch administrative duties.

The library encourages and provides opportunities for continuing education and training for its staff and makes provision for this in its policy, its long-range plan, and in its professional development budget to an amount not less than 1% of the total staff budget (e.g. by providing any of in-house training programs, financial or other support for staff to enroll in the EXCEL Certificate, APLL, and to attend library conferences and other training programs and events). Staff wages for training are not included in the professional development budget. Cross functional, system-wide training is recommended for all staff.



## 4.4 Collections

### 4.4.1 Guidelines



An appropriate collection is a broad and diverse variety of materials offering equitable access to ideas and information. Each library’s collection practices remain responsive to specific community needs.

Collection materials include a variety of physical, print and digital formats, and system-wide electronic resources. Resources are shared among branches:

- Every library system has a delivery system in place to move items from one location to another.
- Every library system has Collection Exchange procedures to refresh branch collections for browsing. This may consist of regular exchanges, or floating or rotating collections.

#### Collection size:

Many libraries are decreasing the size of their physical collections. Reasons for this include but are not limited to:

- growing use of and demand for digital resources;
- downward trends in use of print and A/V collections;
- publishing trends including rising costs of print materials;
- need to repurpose collection space for other library functions;
- replacement of shelving to comply with accessibility standards resulting in decreased capacity.

In spite of these trends, physical or print publications will continue to be an important component for ARUPLO communities.

Alternate collections (e.g. Library of Things) are not included in this Guideline given their larger space requirements and the common practice of storing such items centrally. However, each branch and central location should be prepared to store, promote, and grow their Library of Things with content and collections specific to their local communities’ needs and interests. As a growing trend in library services, these needs should be monitored locally and be included within Strategic Planning.

The guidelines refer to the number of Print and A/V items located at each branch.

Small	Medium	Large	Urban
6,000 – 12,000	12,000 – 24,000	24,000 – 50,000	50,000 +



Region of Waterloo Library, Elmira branch





Elgin County Library, Dutton branch

#### 4.4.2 Best Practices

- **Adult/Children mix of Print and A/V:** In general, two-thirds of a branch library collection consists of adult material with one-third consisting of children’s and young adult material.
- **Online and Alternate Collections:** A minimum of 25% of the acquisitions budget is spent on non-print formats including E-Collections, online databases and multi-media.
- **Acquisitions:** Each branch has an up-to-date collection, with a minimum of 50% of the materials purchased or published within the last five years.
- **Shared or Consortial Collections:** In order to provide the best possible access to digital resources, libraries participate in shared or consortial E-Collections.
- **Resource Sharing:** Library users receive requested items identified as available within another branch in the library system within 3 – 5 working days.

### 4.5 User Seating

#### 4.5.1 Guidelines

User seating should be flexible and interchangeable to meet community needs. This includes seating for reading and independent work as well as collaborative activities, and seating for computer use, both library workstations and seating for Wi-Fi-enabled use of patrons’ devices. Seating for separate meeting/conference rooms is not included in this guideline.

A general rule of thumb for barrier-free seating is that all libraries should provide some barrier-free seating of at least two units up to 80 seats, and 3% of the seating capacity with over 80 seats.

The guideline for the number of seats, including computer seating, is an intentionally broad range, in recognition of the fact that specific branches will have different roles and service levels within their library system. In general, a branch may offer:

- fewer user seats if the branch encourages shorter visits for browsing; with a greater proportion of floor space required for collections;
- additional seats if the branch offers spaces for long-term uses such as individual and group study.

Number of seats, including computer seating:

Small	Medium	Large	Urban
12 – 30	30 – 60	60 – 200	200+





## 4.6 Technology

### 4.6.1 Guidelines

Every library system should provide:

- access to an Integrated Library System which includes a public access catalogue of library holdings;
- an Internet presence that provides access to Web-based information sources (e.g. information about the library, library catalogue, virtual reference services, government and municipal information, community information, links to other library collections, on-line databases, etc.), and trained staff to assist the public in the effective use of these information sources;
- an active social media presence;
- access to emerging technologies and maker technology;
- digital literacy education programs to develop staff's and the public's digital competencies.

Each library branch should provide:

- the very best Internet service that is available;
- in-branch access to workstation hardware appropriate to that branch's needs;

- indoor and outdoor Wi-Fi for public use;
- access to training in how to use the electronic resources, technology, and alternate resources offered by the library;
- the ability for the user to duplicate (copy, print, etc.) from the Internet or online content or images;
- appropriate technical infrastructure to support the full range of staff operations;
- access to reliable telephone service (e.g. cellular or landline).

### 4.6.2 Best Practices

As a minimum threshold, each branch should have three public access workstations or a combination of PAC workstation and device stations.

The number of public access computers/device stations required will depend on each branch community's level of access to computer technology and Internet service, and the prevalence of patrons' use of their own devices in the branch.

## 5. Summary of Guidelines by Branch Type

	Small Minimum Range		Medium Minimum Range		Large Minimum Range		Urban Minimum Range
Net library space	2500 s.f.	5,000 s.f.	5,000 s.f.	10,000 s.f.	10,000 s.f.	35,000 s.f.	35,000 s.f.
Hours of operation per week	20	25	25	45	45	65	65+
Number of days per week	4	4	5	5	6	7	7+
Staff Complement	1 FTE	2.5 FTE	2.5 FTE	5 FTE	5 FTE	17.5 FTE	17.5+ FTE
Qualification of Branch Supervisor	Library competency, e.g. post-secondary plus EXCEL, library techniques.		Professional librarian and APLL or other public administration certification		Professional librarian and APLL or other public administration certification		Professional librarian and APLL or other public administration certification
Qualification of Other Staff			Paraprofessional qualifications relevant to the requirements of the position		2 additional professional librarians or a combination of additional professional librarians and/or appropriate paraprofessionals, relevant to the requirements of the positions		2 additional professional librarians or a combination of additional professional librarians and/or appropriate paraprofessionals, relevant to the requirements of the positions
Number of items in physical collection	6,000	12,000	12,000	24,000	24,000	50,000	50,000
User seating	12	30	30	60	60	200	200
Computers	3		3		3		



## Appendix A • Sample of Branch Space Guidelines

### Branch Space Guidelines

1. This spreadsheet can be used for planning purposes for new or renovated branch libraries and adjusted to meet local needs.

Component	Small		Medium		Large		Urban	
	Minimum Range		Minimum Range		Minimum Range		Minimum Range	
<b>Collections</b>								
Collections @ 7 vol/s.f. (.14 per vol.)	840	1,680	1,680	3,360	3,360	7,000	7,000	
Local history		100	100	200	200	400	400	
<b>Public Service Areas</b>								
User seating* @ 35 s.f. ea.	420	1,050	1,050	2,100	2,100	7,000	7,000	
Public computers* @ 35 s.f.	105	105	105	105	105	105	105	
Program Room(s)		450	450	750	750	1,500	2,000	
Meeting Room(s)				200	200	400	400	
Study Room(s)		100	100	200	200	400	400	
Maker Space(s)		100	150	300	300	500	500	
<b>Staff Service Areas</b>								
Service/circulation desk(s)	175	250	250	350	350	500	500	
Work room	200	300	300	500	500	800	800	
Storage	100	150	150	200	200	300	300	
Branch Manager's office			150	150	150	150	150	
Other Professional offices						100	200	
Staff lunchroom and lockers	100	100	100	200	200	350	350	
Staff washroom (barrier-free)	150	150	150	150	150	150	150	

Areas highlighted refer directly to ARUPLO Guidelines.

\* Program rooms and meeting rooms can be variously configured with dividing walls, and should include kitchenette facilities and their own storage areas for furniture and A/V equipment.

Components total	2,090	4,535	4,735	8,765	8,765	19,655	20,255	
"Per-capita approach, for comparison (net)"	2,500	5,000	5,000	10,000	10,000	35,000	35,000	

Both the Components Approach and Per Capita Approach would require 27 - 30% additional space for non-assignable use.

## Reference Sheet for Branch Space Guidelines

	Small		Medium		Large		Urban
	Minimum Range		Minimum Range		Minimum Range		Minimum Range
Number of items in physical collection	6,000	12,000	12,000	24,000	24,000	50,000	50,000
User seating	12	30	30	60	60	200	200
Computer seating	3	3	3	3	3	3	3

### Branch Space Guidelines

**Libraries should consider their specific needs when developing or assessing the requirements for each branch library.** The space requirements (unit sizes) used are the consultants' and architect's recommendations based on experience and barrier-free access. They were originally taken from the book, *Making the Case for Your Library Building Project*, published by the Southern Ontario Library Service in 2010, [https://resources.olservice.ca/ld.php?content\\_id=34842770](https://resources.olservice.ca/ld.php?content_id=34842770) and subsequently updated to reflect current library trends and barrier-free requirements and goals.

Area	Unit Sizes (s.f.)	Notes
Collections	0.14	Blended collections. Accessible shelving.
User seating	35	Blended seating, assuming a mix of lounge and desk. Some might need 40 s.f. for barrier free.
Program Room	15 per user	Minimum to accommodate a class of 30 students. May also include kitchenette and storage.
Group study room	165	1 table and 6 chairs
Additional spaces	Unit Sizes (s.f.)	Also to consider Library Café, Friends' book shop, literacy centre, maker spaces, etc.
Staff service/circ	175 per staff	Emerging trend for a smaller service desk, roaming staff, self check-out stations.
Workrooms	100	Assumes some tech and support services provided by admin offices elsewhere. Includes private offices as required.
Staff lunchroom	35 per staff	Branch libraries may have several part-time staff, need to plan for not just FTE.
Non-assignable spaces	27%	Corridors, foyer, waiting areas, public washrooms, including universal. Loading areas, garbage, recycling, custodian, storage, closets. Wall thicknesses, building services, chases, mechanical. Assumes single storey building, FADS standards.





Wellington County Library, Hillsburgh branch

## Appendix A • Additional Resources

Planning documents are available to assist with ensuring public libraries meet their local needs. Some examples of these documents follow, in no particular importance or order. Documents retrieved April 2023.

Ontario Public Library Guidelines Monitoring and Accreditation Council. *Ontario Public Library Guidelines*. Updated annually. <https://ontariopubliclibraryguidelines.ca/>

Southern Ontario Library Service. *Making the Case for Your Library Building Project*. 2010. [https://resources.olservice.ca/ld.php?content\\_id=34842770](https://resources.olservice.ca/ld.php?content_id=34842770)

City of Brantford, *2010 Facility Accessibility Design Standards*. <https://www.brantford.ca/en/business-and-development/resources/Documents/Facility-Accessibility-Design-Standards-FADS.pdf>

Province of Manitoba. *Municipal and Regional Public Library Standards and Guidelines*. [https://www.gov.mb.ca/chc/pls/docs/librarystandsguidelines\\_e\\_web.pdf](https://www.gov.mb.ca/chc/pls/docs/librarystandsguidelines_e_web.pdf)

Alberta Government. *Best Practices for Public Libraries in Alberta*. 2018. <https://open.alberta.ca/publications/9780778592891-2018>

Wisconsin Department of Public Instruction. *Wisconsin Public Library Standards, 6th ed.* 2018. [https://dpi.wi.gov/sites/default/files/imce/libraries/Publib/Planning/Wisconsin\\_Public\\_Library\\_Standards\\_6th\\_edition\\_2018\\_FINAL.pdf](https://dpi.wi.gov/sites/default/files/imce/libraries/Publib/Planning/Wisconsin_Public_Library_Standards_6th_edition_2018_FINAL.pdf)

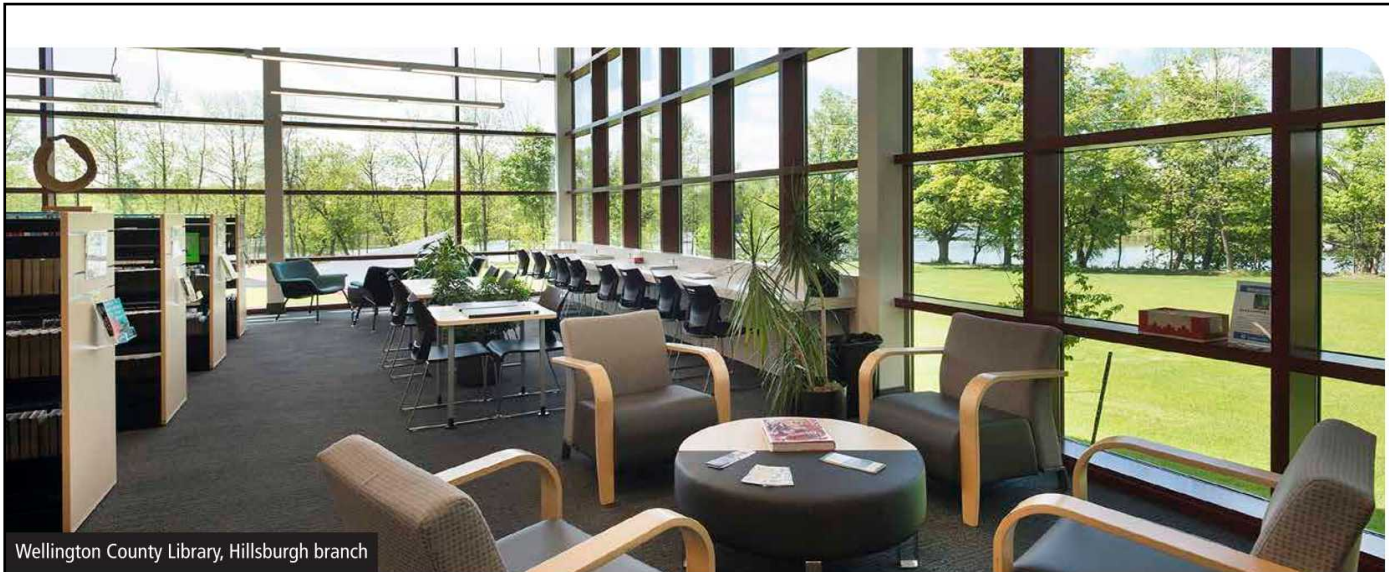
Australian Public Library Alliance. *Standards and Guidelines for Australian Public Libraries*. 2021. <https://read.alia.org.au/apla-alia-standards-and-guidelines-australian-public-libraries-may-2021>

People Places: a guide for planning public library buildings. State Library of New South Wales, 2022. [sl.nsw.gov.au/public-library-services/people-places](http://sl.nsw.gov.au/public-library-services/people-places)

Dahlgren, Anders C. *Public Library Space Needs: A Planning Outline*. 2009. <https://dpi.wi.gov/pld/boards-directors/space-needs>

Vinjamuri, David. *Library Space Planning: A PLA Guide*. Public Library Association, 2019. <https://www.alastore.ala.org/content/library-space-planning-pla-guide%E2%80%9494eeditions-pdf-e-book>





Wellington County Library, Hillsburgh branch

## Acknowledgments

This document was developed by the [Administrators of Rural and Urban Public Libraries of Ontario](#) (ARUPLO), representing twenty public library systems consisting of rural and urban branch libraries serving hundreds of communities with a population of over 1.5 million people.

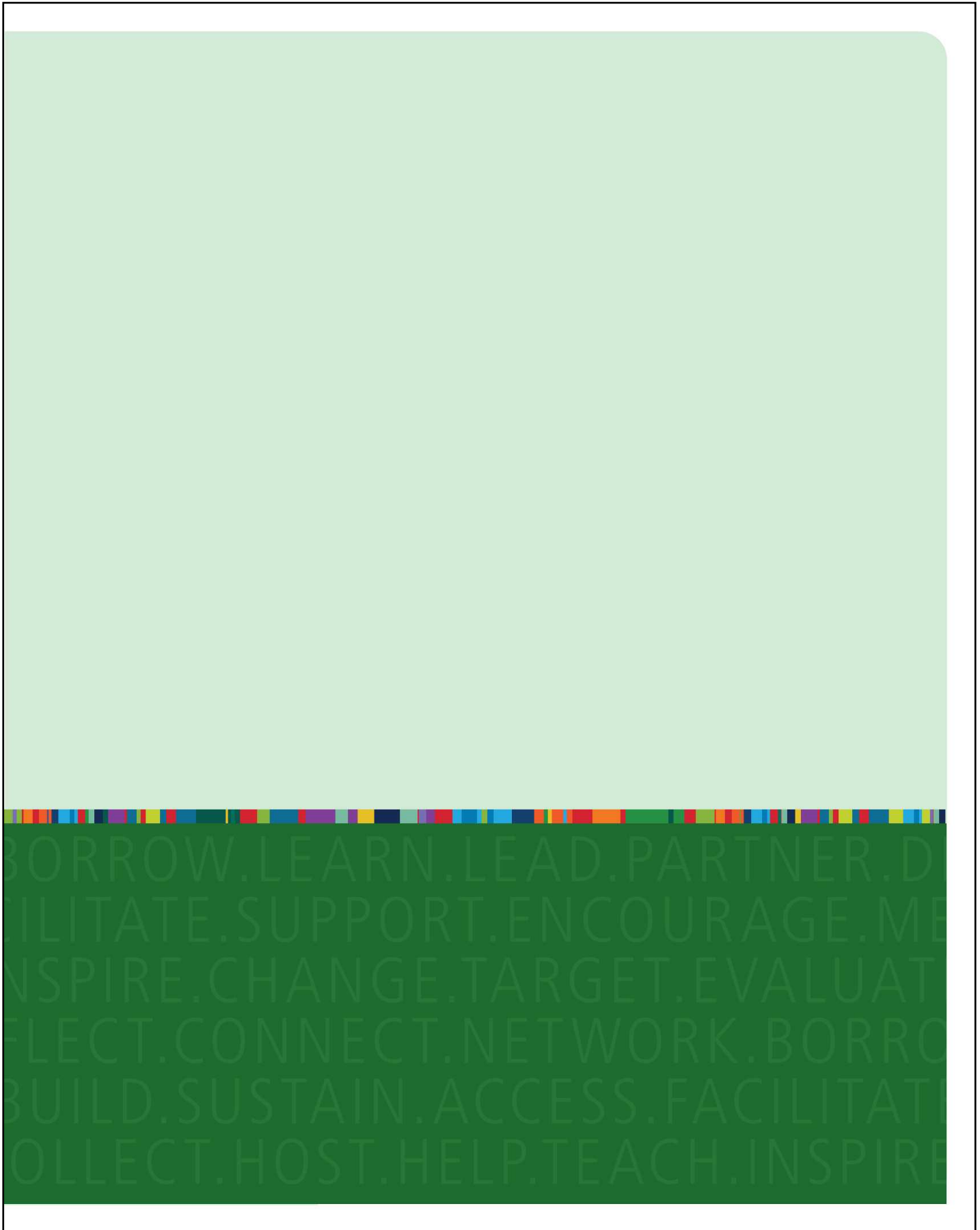
Representatives of these public library systems completed a survey of how they have used the ARUPLO Guidelines in the past and participated in an all-day workshop to develop this fourth edition.

The Steering Committee consisted of Brian Masschaele (Elgin County Library), Tania Sharpe (Chatham-Kent Public Library) and Sabrina Saunders (Blue Mountains Public Library). Beth Ross and Lisa Miettinen were the consultants, assisted by Jason Morgan, President and Senior Architect, Allan Avis Architects.



**“Wellington County prides itself on its beautiful library spaces. The ARUPLO guidelines have proven to be a key resource to us whether we are renovating an existing building or building a new one.”**

**Wellington County Library Board**



 <p style="text-align: center;"><b>CULTURAL SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>MUSEUMS, GALLERY AND ARCHIVES</b>
<b>PREPARED BY:</b>	<b>Laurie Webb, Manager</b>
<b>REVIEWED BY:</b>	<b>Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>SUBJECT:</b>	<b>Museums, Gallery and Archives Collections Management October to November, 2024</b>

**BACKGROUND**

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

As the governing body of the Museums, Gallery and Archives, Committee must review all artifact and art donations offered to these facilities and approve their acceptance into the permanent collection, after consideration of the recommendations of the Manager, Museums, Gallery & Archives.

**DISCUSSION**

**Recommended for Acceptance**

Attached are items recommended for acceptance that have been offered for donation to Lambton Heritage Museum, Oil Museum of Canada, Judith & Norman Alix Art Gallery, and Lambton County Archives in the months of October to November 2024.

*Attachment A – Museums and Archives Donations*

*Attachment B – Judith & Norman Alix Art Gallery Donations*

**Recommended for Refusal**

Many items are offered to the Museums, Gallery and Archives for donation. Items are reviewed for fit within the collecting mandate at each respective site to determine whether they are already represented in the collection and if the condition of the object is

Museums, Gallery and Archives Collection Management  
 October to November, 2024 (page 2)

January 15, 2025

acceptable prior to acceptance into the permanent collection. The list below outlines objects that were offered for donation in the months of October to November 2024 and are recommended for refusal.

<b>Institution</b>	<b>Details</b>	<b>Reason for Refusal</b>	<b>Donor</b>
Lambton County Archives	Non-local history books	No local provenance.	Brian Collier
Lambton Heritage Museum	Drop-Leaf Desk	Duplicate of item already in collection. Referred to Moore Museum or Sombra Museum.	Bruce Thompson
Lambton Heritage Museum	Variety of antique clocks	No local provenance. Referred to Moore Museum.	John Thompson
Lambton Heritage Museum	Collections of Canadian Collectors (1970s) books	No local provenance.	Name not given
Lambton Heritage Museum	Whirligig with three birds by Lee Campbell of Inwood, Museum of Dufferin	Transportation concerns and lack of quality in the artifact.	Museum of Dufferin
Lambton Heritage Museum	Dresser, bed frame, countertop	No local provenance.	Walker House Museum
Lambton Heritage Museum	Wicker baby carriage from Uttoxeter	Duplicate of items already in collection and family that is already represented. Referred to Plympton-Wyoming Museum.	Sheila Hardman
Judith & Norman Alix Art Gallery	J.S. Hallam: "Ingonish Harbour – Cape Breton", TBD, oil on board	33 works similar works already in the collection.	Judy Craig

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Judith & Norman Alix Art Gallery	Nine works of art by several artists including Jeffery Rafuse, Mary Abma, Ariel Lyons, David Vasquez and Sue Galos	Pieces offered do not sufficiently align with mandate.	Tony Barrand
Oil Museum of Canada	Photos, artwork, trunk, diplomas	Duplicate items and outside museum collection mandate. Referred to Elgin County Museum.	Sandra Core

**Recommended for Deaccession**

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

<b>Institution</b>	<b>Accession Number</b>	<b>Object</b>	<b>Rationale</b>
Lambton Heritage Museum	1994.020.036 a – e	WWI spoon set (5)	Received new donation with full set of same spoons in better condition.
Lambton Heritage Museum	1989.022.009	Never-Dri Fly Coil packaging	Duplicates. A sufficient number have been accessioned to the collection.
Lambton Heritage Museum	1991.009.054 c, d, e, f, g, h	Blue ointment containers	Duplicates. A sufficient number have been accessioned to the collection.
Lambton Heritage Museum	1991.009.052 b, c, d	Cardboard pill boxes	Duplicates. A sufficient number have been



			accessioned to the collection.
Lambton Heritage Museum	1991.009.050 c – m	Cardboard pill boxes	Duplicates. A sufficient number have been accessioned to the collection.
Lambton Heritage Museum	1983.010.036 a – b	Cardboard pill boxes	Duplicates. A sufficient number have been accessioned to the collection.

**FINANCIAL IMPLICATIONS**

The cost associated with the acceptance of items into the permanent collection and commitment to ongoing stewardship of material culture is incorporated into the annual operating budgets of each location.

**CONSULTATIONS**

This report involved consultation with collections and curatorial staff of the Museums, Gallery and Archives department.

**STRATEGIC PLAN**

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

**CONCLUSION**

Artifact donations to the Museums, Gallery and Archives demonstrate ongoing public support of the facilities by the community and a keen interest in preserving the history of Lambton County through our various facilities. Ongoing review of the collection and removal of items not relevant to the collection mandate, in poor condition, or duplicates follow good collection management practices, ensure the collection is reflective of the community at large, and provide space for ongoing artifact accessions.

**RECOMMENDATION**

**That the Museums, Gallery and Archives Collections Management October to November, 2024 Report be accepted, and items recommended for acceptance to, or**

Museums, Gallery and Archives Collection Management  
October to November, 2024 (page 5)

January 15, 2025

**deaccession from, the collection be approved for inclusion in or removal from, the respective permanent collections.**

## Museums and Archives Donations October 2024

Institution	Council Report Information	Contact	City
Lambton County Archives	1985 map of the St. Clair River produced by U.S. Department of Commerce.	Kip Cuthbert	Sarnia
Lambton County Archives	Archival material, audio CDs, and news clippings pertaining to local concert bands, including Percy Cox and Howard Cable.	Norm Sutherland	Petrolia
Lambton County Archives	Book, Neelands History Ancient and Modern 1225-1931.	Peter Neelands	Victoria
Lambton County Archives	Cabinet Card of R. Taylor's Threshing outfit 1909, Panoramic of Oakdale Women's Association 1937.	Dorothy Graham	Croton
Lambton County Archives	Photograph of Point Edward Football Team, 1930.	Georgina Foster-Haig	London
Lambton County Archives	Photographs of plaques of Oil Springs Senior Club, binder detailing past members and presidents.	Norm Sitzes	Wallaceburg
Lambton County Archives	Two Edys Mills Women's Institute scrapbooks.	Kathryn MacKenzie	Petrolia
Lambton County Archives	War letter and 3 albums of frontline photos from 'Red' Clements.	Terry Clements	Sarnia
Lambton Heritage Museum	Hat and skirt from Tab's uniform, c. 1960s.	Julie Pretty	Sarnia
Lambton Heritage Museum	Keychains and a badge from the Mooretown Silver Stick tournament.	William Riley	Sarnia
Lambton Heritage Museum	Sarnia Sting memorabilia including hat, jacket, rally towel, and pucks; Pat Stapelton signed Team Canada puck; four Silver Stick badges.	Steve McGrail	Wyoming
Lambton Heritage Museum	Walking cane belonging to Norman James Alexander Macdonald-Lockhart.	Shirley Lockhart	St. Catherines
Oil Museum of Canada	Black and white photos of the official opening of National Steel Drum Limited in Petrolia November 1, 1954.	Gene Ann Dunlop	Petrolia

<b>Institution</b>	<b>Council Report Information</b>	<b>Contact</b>	<b>City</b>
Oil Museum of Canada	Child's book, "The Story Book of Oil" by Maud and Miska Petersham	Darlene Coke	Wyoming
Oil Museum of Canada	Passport of International Driller, Robert Isaac Perkins 1921	Lloyd Simpson	Grosse Point

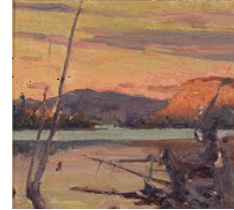
**Museums and Archives Donations  
November 2024**

<b>Institution</b>	<b>Council Report Information</b>	<b>Contact</b>	<b>City</b>
Lambton County Archives	Box of local photos pertaining to churches and families in Lambton. Mostly identified.	Brian Collier	Camlachie
Lambton County Archives	Cabinet Card photograph of Bessie and Russel Mansfield	Terry Bright	Wyoming
Lambton County Archives	Family materials of Gerald Herbert including 1930/40s Plympton Township tax and road information, event leaflets, and one school photo.	Art Herbert	Wyoming
Lambton County Archives	Photographs of Dr. R.L Norris's family and material pertaining to Barbara (Norris) Tatone.	Oswald Tatone	Dundas
Lambton Heritage Museum	Medical bag and office sign of R.L. Norris, Wyoming doctor (1935 - 1975).	Oswald Tatone	Dundas
Lambton Heritage Museum	Photographs of plowing match champion D.M.Campbell.	Donna Jean Van Bilsen	Glencoe
Lambton Heritage Museum	Quilt from the Trinity Anglican Church Ladies Guild, made in 1931.	Teresa Morris	Sarnia
Oil Museum of Canada	Polysphere Magazines from the 1990s	Ron Brown	Town of Plympton-Wyoming

**October-November 2024 Acquisition Report**

**Object Summary**

1. John William Beatty, 1869 - 1941  
 painting  
 Smoke Lake, date unknown  
 oil on board  
 17.1 × 17.8 cm (6 3/4 × 7 in.)  
 32.7 × 33.3 cm (12 7/8 × 13 1/8 in.) (frame size)  
 Gift of Judy (Biehn) and Arthur Craig in memory of Dr. J. Telford Biehn  
 024.004.001  
 (no location specified)



2. Maud Lewis, Canadian, 1903 - 1970  
 painting  
 Untitled, c. 1964  
 oil on board  
 32.4 × 34.9 cm (12 3/4 × 13 3/4 in.)  
 43.2 × 45.7 cm (17 × 18 in.) (frame size)  
 Gift of Judy (Biehn) and Arthur Craig in memory of Dr. J. Telford Biehn  
 024.004.002  
 (no location specified)



3. Carl Fellman Schaefer, 1903 - 1995  
 painting  
 Fields, Waterloo County, 1953  
 watercolour on paper  
 28.6 × 38.7 cm (11 1/4 × 15 1/4 in.)  
 52.4 × 62.5 cm (20 5/8 × 24 5/8 in.) (frame size)  
 Gift of Judy (Biehn) and Arthur Craig in memory of Dr. J. Telford Biehn  
 024.004.003  
 (no location specified)



4. Eric Riordan, Canadian, 1906 - 1948  
 painting  
 Near St. Sauveur, date unknown  
 oil on board  
 30.5 × 40.6 cm (12 × 16 in.)  
 45.7 × 55.9 cm (18 × 22 in.) (frame size)  
 Gift of Judy (Biehn) and Arthur Craig in memory of Dr. J. Telford Biehn  
 024.004.004  
 (no location specified)



5. David Moore, b. 1951  
 painting  
 Embrace Artwalk, 2010  
 acrylic on paper  
 73.7 × 63.5 cm (29 × 25 in.)  
 97.2 × 87 cm (38 1/4 × 34 1/4 in.) (frame size)  
 Gift of Tony Barrand and Patricia Mancini  
 024.005.001



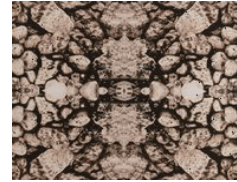
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**Object Summary**

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(no location specified)

- 6. John Stephen Livick  
Series of 50 photographs  
photographs on Arches paper  
Gift of anonymous donor



LTC 02-02-25

**Ministry of Long-Term  
Care**

Assistant Deputy  
Minister  
System Planning &  
Partnerships Division

6th Floor, 400 University  
Avenue  
Toronto ON M5G 1S5

Tel.: 437-388-4709

**Ministère des Soins de  
longue durée**

Sous-ministre adjointe  
Division de la  
planification relative au  
système et  
des partenariats

400, avenue University,  
6e étage Toronto ON  
M5G 1S5

Tél. : 437-388-4709



December 5, 2024

**MEMORANDUM TO:**

Long-Term Care Licensees

**FROM:**

Gillian Steeve, Assistant Deputy Minister  
System Planning & Partnerships Division

Sean Court, Assistant Deputy Minister  
Long-Term Care Policy Division

Kelly McAslan, Assistant Deputy Minister  
Long-term Care Operations

**RE:**

Public consultations on proposed amendments to the *Fixing  
Long-Term Care Act, 2021*

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We are pleased to provide you with information regarding a new suite of proposed amendments to the [Fixing Long-Term Care Act, 2021](#) (FLTCA).

Yesterday, the Minister of Long-Term Care introduced the *Support for Seniors and Caregivers Act, 2024* in the Ontario Legislature. If passed, this act would amend the



FLTCA in order to enhance the quality of life and care for seniors in Ontario by advancing priorities in three key areas:

- Improving dementia care and supports,
- Supporting seniors, their families and caregivers, and
- Protecting seniors and enhancing social connections.

Key features of the proposed amendments to the FLTCA would, if passed, enhance the health, well-being, and safety of Ontario's diverse older population by:

- Requiring all LTC homes to have an organized program of dementia care and services, similar to other required organized programs (e.g., nursing and personal support; Palliative care; Dietary services and hydration). This would improve consistent access to dementia care across LTC homes and enable MLTC to inspect LTC homes against requirements for a dementia program. **If passed, the amendment(s) would come into force on a day to be named by proclamation of the Lieutenant Governor.**
- Strengthening the existing requirements under the FLTCA for LTC homes to recognize and respect, at a minimum, the cultural, linguistic, religious and spiritual needs of residents. These changes would result in improved recognition and respect for the experiences, histories, beliefs and needs of seniors living in LTC homes. **If passed, the amendment(s) would come into force on a day to be named by proclamation of the Lieutenant Governor.**
- Establishing the authority for the Director to request information about long-term care placement and admissions from the placement co-ordinator under the FLTCA. This would support evidence-based local and system level planning and policy development by MLTC. **If passed, the amendment(s) would come into force upon the bill receiving Royal Assent.**
- Providing authority to the Lieutenant Governor in Council to make regulations governing information to be made available in English and/or French in LTC homes. This change would authorize making regulations to improve access to information in French for long-term care applicants, residents, and their families/caregivers. **If passed, the amendment(s) would come into force upon the bill receiving Royal Assent.**
- Introducing a new offence for specific individuals who abuse or neglect a long-term care home resident. This would enable the prosecution of specific individuals who directly commit abuse and/or neglect of residents to hold them accountable. **If passed, the amendment(s) come into force upon the bill receiving Royal Assent.**
- Enhancing MLTC's ability to conduct inspections of LTC homes and investigate and prosecute offences under the FLTCA through:

- A new inspection power to require a licensee to conduct examinations or tests and receive a third-party expert assessment on complex and technical matters.
- A new production order authority and search and seizure warrant for the purpose of investigating offences under the FLTCA.
- Harmonizing the maximum fine amounts applicable that a court can impose on the conviction of an officer or director for both for-profit and non-profit LTC homes.
- The creation of a new general offence that would make it an offence for an LTC home licensee that fails to comply with any provision of the FLTCA or its regulations.
- Establishing a 4-year limitation period to prosecute an offence under the FLTCA.

**If passed, the amendment(s) would come into force upon the bill receiving Royal Assent.**

- Re-naming the “Medical Director” role in LTC homes to “Clinical Director” and enable Nurse Practitioners to fulfill the role (in addition to physicians currently). This change would increase flexibility for LTC homes to alleviate staffing pressures and ensure the provision of continuous, high-quality care for residents.

**If passed, the amendment(s) would come into force on a day to be named by proclamation of the Lieutenant Governor.**

Text of the proposed amendments will be available on the [Ontario Regulatory Registry](#) from **December 4, 2024 to January 6, 2025**. You and your team members are invited to review and submit feedback on the proposed amendments.

In addition to the online Regulatory Registry posting, the ministry is continuing to consult with key stakeholders, including through long-term care tables and direct conversations with partners.

Note that regulatory changes associated with these legislative amendments may be required and information on any such changes would be posted to the Regulatory Registry for public consultation at the appropriate time.

These changes are part of a broader plan being implemented by the Ontario government to better support seniors and those who care for them, by improving and expanding supports for seniors living in long-term care, retirement homes and in the community. For more information about this broader plan, please see the information released by the province: [Ontario Supporting Seniors and Their Caregivers | Ontario Newsroom](#)

Also part of this plan are legislative proposals being put forward for seniors living in retirement homes. More information about these changes can be found here: [Proposed](#)

[Support for Seniors and Caregivers Act, 2024: Proposals to amend the Retirement Homes Act, 2010 \(RHA\)](#)

We would like to extend our sincere appreciation for your ongoing partnership and engagement and for working so closely with the ministry to deliver improvements for Ontarians in long-term care. Your collaboration and partnership enable the advancement of our shared vision: that every resident experiences the best possible quality of life, supported by safe, high-quality care.

Sincerely,

Gillian Steeve  
Assistant Deputy Minister  
System Planning and Partnerships

Sean Court  
Assistant Deputy Minister  
Long-Term Care Policy Division

Kelly McAslan  
Assistant Deputy Minister  
Long-Term Care Operations

- c:     Melissa Thomson, Deputy Minister, Ministry of Long-Term Care (MLTC) and  
          Ministry for Seniors and Accessibility (MSAA)  
          Deborah Richardson, Deputy Minister, Ministry of Health  
          James Stewart, Assistant Deputy Minister, Long-Term Care Capital, Ministry of  
          Long-Term Care  
          Matthew Anderson, President and Chief Executive Officer, Ontario Health  
          Cynthia Martineau, Chief Executive Officer, Ontario Health atHome  
          Lisa Levin, Chief Executive Officer, AdvantAge Ontario  
          Donna Duncan, Chief Executive Officer, Ontario Long Term Care Association  
          Samantha Peck, Executive Director, Family Councils Ontario  
          Dee Tripp, Executive Director, Ontario Association of Residents' Councils  
          Dr. Sandy Shamon, President, Ontario Long Term Care Clinicians  
          Robin Jones, Association of Municipalities of Ontario  
          Michael Sherar, President and CEO, Public Health Ontario

 <p style="text-align: center;"><b>LONG-TERM CARE DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>LAMBTON MEADOWVIEW VILLA</b>
<b>PREPARED BY:</b>	<b>Michael Gorgey, General Manager</b>
<b>REVIEWED BY:</b>	<b>Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>INFORMATION ITEM:</b>	<b>Small House Project Funding Approval</b>

**BACKGROUND**

Lambton County Council, at its meeting October 2, 2024, endorsed the following motion regarding the Small House financial estimate update:

*#12: Ferguson/Loosley:*

*a) That the Small House Addition Project for Lambton Meadowview Villa (the “Project”) at a revised estimated cost of \$12.22M be approved and authorized.*

*b) That the Project be funded as follows:*

- \$2.5M from LTC Reserves;*
- \$8.72M from debt (recoverable);*
- \$0.6M from provincial grants; and*
- that Staff be authorized to draw and/or commit the Corporation to the stated debt, as noted above.*

*c) That Staff continue to update Council, through the Committee of the Whole on the status of this project.*

*Carried.*

On November 1, 2024, Staff received correspondence from the Minister of Long-Term Care announcing approval of funding to develop the Small House project under the [Long-Term Care Home Capital Development Funding Policy, 2022.](#)

**DISCUSSION**

The Long-Term Care Home Capital Development Funding Policy, 2022 outlines the terms and conditions for Ontario's funding of long-term care ("**LTC**") development and redevelopment projects. The funding policy contains several funding components including:

**Construction Funding Subsidy ("CFS"):** Eligible operators of long-term care homes are entitled to receive a CFS as a per diem payment for each day of operation of an eligible bed built under a Development Agreement. The subsidy is paid monthly by the Ministry for 25 years, provided the operator meets the requirements outlined in the policy and agreement. The base CFS per diem for this project is \$20.78, based on our market segment, with an additional \$1.50 due to its small size to account for cost differentials in smaller homes.

**Construction Funding Subsidy Top-Up:** An operator eligible to receive the base CFS per diem shall also be entitled to receive an increased (additional) CFS per diem amount ("**CFS top-up**") of up to \$35 for each eligible bed, regardless of the geographic market segment. An operator is eligible to receive the CFS top-up, if and only if the operator receives its first written Ministry approval to start construction of the project (or any construction work on any phase of the project) dated between April 1, 2022 and November 30, 2024 (extension granted).

**Grants:** The Ministry provides a **Development Grant** to support eligible project costs for long-term care home construction, with a maximum funding amount per bed based on the project's market segment. Eligible costs include direct construction expenses (excluding items such as furniture, equipment, and professional fees), reasonable land acquisition costs substantiated by appraisals, development charges under the *Development Charges Act, 1997*, and required signage costs, all specified in the Development Agreement. The estimated development grant for this project is \$350,952.

Additionally, non-profit operators entering into a Development Agreement may receive a one-time **Planning Grant** of \$250,000 to assist with project planning, provided no similar grant has been previously issued.

The attached correspondence from the Ministry of Long-Term Care ("**MLTC**") confirms that the Small House project has been approved for funding under this policy. Staff continue to work with our LTC development team to complete the process to obtain Approval to Construct from the MLTC. The project's preliminary plans have been approved and we are awaiting approval of working drawings. Staff anticipate receiving the Development Agreement in early January when we will learn additional specifics related to CFS funding amounts.

**FINANCIAL IMPLICATIONS**

Subject to receiving the Approval to Construct, the Small House project has received approval under the Long-Term Care Home Capital Development Funding Policy (2022). If approved, it will result in a substantial increase in available LTC capital funds for the project.

**CONSULTATIONS**

Throughout this process, the County has engaged with multiple partners and stakeholders, including the Ministry of Long-Term Care, Bessant Pelech Associates Inc., and the County's internal LTC development team. These consultations have informed the design and scope of the project, ensuring alignment with best practices, compliance with regulatory standards, and a thorough understanding of the financial implications.

**STRATEGIC PLAN**

The development of the Small House is consistent with the Mission Statement of the County of Lambton and ties into the outcomes of the County's Strategic Plan, specifically Area of Effort #3 – Community Development, Health, and Wellness:

- Implementing, monitoring and updating community health and wellness-related plans and priorities, including the Long-Term Care division's mission, vision, and values. Through partnerships and collaborations, we foster an environment that is responsible to the needs and wishes of the people who live here and their families. Innovation, networking, openness to change and dialogue are essential to creating a culture of service excellence.

**CONCLUSION**

The development of a 12-bed small house for dementia care at Lambton Meadowview Villa offers a transformative approach to long-term care in Lambton County. By adopting a model that prioritizes the unique needs of Elders with dementia, the County is investing in a solution that will benefit Elders, families, and Staff alike, establishing an environment where person-centered care can thrive. This specialized model not only addresses current needs but also positions Lambton County as a leader in innovative dementia care.



**Ministry of  
Long-Term Care**

Office of the Minister

400 University Avenue, 6th Floor  
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Tel.: 416 325-6200

**Ministère des  
Soins de longue durée**

Bureau du ministre

400, avenue University, 6<sup>e</sup> étage  
Toronto ON M7A 1N3  
Tél.: 416 325-6200



337-2024-483

October 31, 2024

Mr. Michael Gorgey  
General Manager, Long-Term Care  
The Corporation of the County of Lambton  
789 Broadway Street  
Wyoming ON N0N 1T0

Dear Mr. Gorgey:

**RE: Lambton Meadowview Villa-Petrolia – Approval Under the Long-Term Care Home  
Capital Development Funding Policy, 2022**

I am pleased to advise you that your application for funding to develop 12 long-term care beds as part of Lambton Meadowview Villa-Petrolia (the “Project”), in Petrolia to be undertaken by The Corporation of County of Lambton (the “Operator”) has been approved under the *Long-Term Care Home Capital Development Funding Policy, 2022*.

The 12 new long-term care beds are part of the government’s commitment to create 58,000 new & upgraded long-term care beds. Our government is investing in new and redeveloped long-term care beds in Ontario as we work to create a 21st-century long-term care sector that is resident-focused, improving quality of care and quality of life for seniors and easing hallway health care. It is vital to improve access to long-term care beds to ensure residents get the care they deserve, when and where they need it.

This approval is subject to the fulfilment of all the conditions and requirements as set out in the *Fixing Long-Term Care Act, 2021* (the “Act”) with respect to the approval and operation of the beds, and other conditions to be stipulated by the Ministry of Long-Term Care (the “ministry”). The approved Project includes the development of 12 new long-term care beds that would be eligible for LTC Capital Development Funding at a long-term care home known as Lambton Meadowview Villa (the “Home”).

The ministry has approved the Project for LTC capital development funding based on the following information that has been provided, together with other information provided with your application:

1. Preliminary financial information that demonstrates viability of the Project.
2. The ability to secure land and/or identify a location for the Project.
3. Corporate documents and attestations necessary to initiate the licensing review process.

Should any of this information change please advise your project manager as soon as possible.

The ministry will continue its licensing review with respect to the above. If all of the applicable conditions under the Act are met, the process will result in a new approval to operate a total of 137

.../2

- 2 -

Mr. Michael Gorgey

long-term care beds (125 existing and 12 new) in Petrolia as proposed in the application (or as may be otherwise stipulated by the ministry), subject to applicable requirements.

If the Operator requires a formal statutory undertaking for a new approval to be given before commencing construction, that can potentially be arranged by the ministry, subject to applicable requirements under the Act, if requested in writing.

The Operator is eligible to receive LTC capital development funding under the *Long-Term Care Home Capital Development Funding Policy, 2022* for eligible beds in the Project, subject to applicable requirements and conditions. To receive the LTC capital development funding, the Operator must execute a Development Agreement with the ministry and fulfil all the applicable requirements under that Agreement. The compliance performance of the Operator must be maintained in good standing prior to executing a Development Agreement with the ministry.

The Development Agreement will be for a total of 12 new beds in Petrolia. The Operator will be required to follow the construction schedule and all other requirements and conditions set out in the Development Agreement and the *Long-Term Care Home Capital Development Funding Policy, 2022*, in carrying out the Project. All applicable conditions and requirements, including the issuance of an approval for the beds, must be met before residents can be admitted to the beds.

Please note that the approval of this application for LTC capital development funding (and any correspondence from the ministry that does not explicitly indicate otherwise) does not constitute the issuance of a licence or approval for operating LTC beds, an undertaking to issue such a licence or approval, or the approval of any transfer of a licence (including a licence transfer to change the location of any long-term care beds) or beds under a licence, under the Act.

If you should have any questions, please contact your designated project manager, Sumant Singh at [sumant.singh@ontario.ca](mailto:sumant.singh@ontario.ca) or 437-242-5887.


Please accept my congratulations on behalf of the Government of Ontario. We look forward to working with you to expand access to long-term care in Ontario, end hallway health care across our province, and to advance this important project in Petrolia.

Sincerely,



Hon. Natalia Kusendova-Bashta  
Minister of Long-Term Care

c: Dr. Catherine Zahn, Board Chair, Ontario Health  
Matthew Anderson, President and Chief Executive Officer, Ontario Health  
Susan deRyk, Chief Regional Officer, Ontario Health, Central & West Region, Ontario Health  
Kiran Kumar, Director, Ontario Health  
Shirley Koch, Director, Ontario Health

 <p style="text-align: center;"><b>LONG-TERM CARE DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>ADMINISTRATION</b>
<b>PREPARED BY:</b>	<b>Michael Gorgey, General Manager</b>
<b>REVIEWED BY:</b>	<b>Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>INFORMATION ITEM:</b>	<b>Vulnerable Occupancy - Annual Fire Drills 2024</b>

**BACKGROUND**

The Ontario Fire Code (Ontario Regulation 150/13) mandates annual fire drills (“**Vulnerable Occupancy Drill**”) to ensure that adequate staff and supervisory staff are on site to carry out required duties under approved fire plans and that advance notifications are sent to the Chief Fire official.

The Ontario Fire Code also requires monthly fire drills to be performed in care occupancies.

This report updates Council on the fire drills conducted at each of the County of Lambton three long-term care homes.

**DISCUSSION**

After the local fire chief has completed its annual inspection of the homes’ fire alarm and suppression systems, all three of the County of Lambton’s homes complete their annual fire drill exercise in the presence of the fire chief.

All three County of Lambton homes have sprinkler and detector systems. The fire monitoring system is inspected annually.

Fire drills are carried out on all three shifts at least once each month at each home.

Annual training is provided to all staff on fire safety and evacuation procedures. A charge nurse acts as the "supervisory staff" for the purposes of the *Ontario Fire Code* during fire drills.

All three homes completed this annual drill with the Fire Officials on site on the following dates:

Lambton Meadowview Villa:      October 15, 2024  
 Marshall Gowland Manor:       September 11, 2024  
 North Lambton Lodge:           September 4, 2024

Each fire drill includes observation of:

- a) the time taken to respond to the room of fire origin, to remove occupant(s) from the room and to close the door to the room; and
- b) the actual time to evacuate residents/patients from the fire zone or floor areas containing the room of fire origin to the next point of safety.

Time allowed to evacuate each fire zone is calculated using a table taking into consideration building features and fire detection equipment.

The following sets out the time results of each room, as verified by the local fire department:

**Lambton Meadowview Villa:**

The actual time to respond to the room of fire origin, remove occupant (s) from the room and close the door to the room.	Available time: <b>4.25 minutes</b>	Actual time to complete task: <b>1 minute 30 seconds</b>
The actual time to evacuate residents/patients from the fire zone or floor areas containing the room of fire origin to the next point of safety.	Available time: <b>75 minutes</b>	Actual time to complete task: <b>11 minutes 30 seconds</b>

**Marshall Gowland Manor:**

The actual time to respond to the room of fire origin, remove occupant (s) from the room and close the door to the room.	Available time: <b>4.5 mins</b>	Actual time to complete task: <b>4 minutes 20 seconds</b>
The actual time to evacuate residents/patients from the fire zone or floor areas containing the room of fire origin to the next point of safety.	Available time: <b>75 mins</b>	Actual time to complete task: <b>12 minutes</b>

**North Lambton Lodge:**

The actual time to respond to the room of fire origin, remove occupant (s) from the room and close the door to the room.	Available time: <b>4.25 minutes</b>	Actual time to complete task: <b>1 minute 59 seconds</b>
The actual time to evacuate residents/patients from the fire zone or floor areas containing the room of fire origin to the next point of safety.	Available time: <b>75 minutes</b>	Actual time to complete task: <b>13 minutes 30 seconds</b>

**FINANCIAL IMPLICATIONS**

Annual training for staff and fire system inspection costs is included in the Divisional Budget each year.

**CONSULTATIONS**

Consultation has occurred with the County's Emergency Management Coordinator, the homes' Administrators, Capital and Facilities Coordinator, Environmental Supervisors and each local Fire Service.

**STRATEGIC PLAN**

In keeping with the Mission Statement of the County of Lambton, the Long-Term Care Division contributes significantly to the residents' quality of life and to the provision of responsive and efficient services for all residents and clients.

**CONCLUSION**

All three homes successfully completed the annual Vulnerable Occupancy Drill and fire plan review.

An annual review and revision of the homes' Emergency Plans was completed in 2024.

 <p style="text-align: center;"><b>CORPORATE SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>LEGAL SERVICES / CLERK'S</b>
<b>PREPARED BY:</b>	<b>Olivia Leger, General Manager</b>
<b>REVIEWED BY:</b>	<b>Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>SUBJECT:</b>	<b>2025 Services and Fees Schedule</b>

**BACKGROUND**

The Corporation of the County of Lambton ("**County**") charges fees for certain services it renders, as permitted under the *Municipal Act, 2001* (Ontario). As a matter of practice, the County reviews its fees and charges annually. Any changes to its fees and charges must be approved by County Council prior to implementation.

**DISCUSSION**

Section 391(1) of the *Municipal Act, 2001* (Ontario) allows the County to charge fees for services provided by the County, including, *inter alia*:

- services or activities provided or done by or on behalf of the County;
- for costs payable by the County in the provision of services and activities; and
- for the use of the County's property.

The County's services fees and charges schedule for 2024 was adopted by County Council on February 7, 2024, pursuant to By-Law No. 1 of 2024.

Attached as Schedule "A" is the County's updated services fees and charges schedule for 2025, for County Council's review and approval. The proposed additions are identified in red font, while the proposed deletions are identified with strikethroughs. This revised services fees and charges schedule is proposed to be implemented effective February 5, 2025.



**FINANCIAL IMPLICATIONS**

Implementation of the proposed services fees and charges schedule for 2025 will allow the County to recoup the costs it incurs in providing the identified services.

**CONSULTATIONS**

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

**STRATEGIC PLAN**

Not applicable.

**CONCLUSION**

Not applicable.

**RECOMMENDATIONS**

- a) **That the revised services fees and charges schedule set out in Schedule "A" attached hereto be approved and implemented effective February 5, 2025.**
- b) **That an appropriate By-Law be presented to County Council to implement the revised services fees and charges.**

2025 Services and Fees Schedule (page 3)

January 15, 2025

**Schedule "A"**

See attached.



Sarnia Library Theatre

# Services & Fees Schedule 2025



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**NOTE: All fees quoted herein are subject to applicable H.S.T. unless otherwise expressly stated.**

<b>CORPORATE SERVICES</b>		<b>Approved</b>	<b>Proposed</b>
<b>Detail</b>		<b>Fees 2024</b>	<b>Fees 2025</b>
<b>Human Resources</b>			
File Reproduction and/or File Search	Per Hour	\$30.00	\$30.00
	Per Page	\$0.50	\$0.50
Professional Services	Per Hour	\$95.00	\$95.00
<i>(Provided pursuant to local tier municipalities and related organizations services agreement.)</i>			
<b>Information Technology</b>			
Orthophotography Data			
Colour Orthophotography Tiles - 1 km x 1km geotiffs	Per Tile	\$50.00	\$50.00
Administration Fee (if requesting 5 tiles or less)	Per Request	\$50.00	\$50.00
Digital Media Charge	Per Request	\$2.00	\$2.00
Shipping & Handling	(if required)		
Parcel Fabric	Per Parcel	\$0.30	\$0.30
Administration Fee	Per Request	\$50.00	\$50.00
Media Charge	Per Request	\$2.00	\$2.00
Shipping & Handling	(if required)		
IT Support Related Services	Per Hour + Expenses (full cost recovery)	\$95.00	\$95.00
<b>Legal Services/Clerk's</b>			
Prosecutorial Services of Municipal By-Laws	Per Hour	\$95.00	\$95.00
Professional Legal Services	Per Hour (provided pursuant to service agreement)	\$150.00	\$150.00
Freedom of Information (FOI) Requests	Fee as Per Provincial Legislation	\$5.00	\$5.00
FOI Photocopies and Printouts	Per Page	\$0.20	\$0.20
FOI CD-ROMs	Per Disc	\$10.00	\$10.00
FOI Manual Record Searches	For each 15 minutes spent by any person	\$7.50	\$7.50
FOI Record Preparation/Severance	For each 15 minutes spent by any person	\$7.50	\$7.50
FOI Record Production (Machine-Readable Only)	For each 15 minutes spent by any person	\$15.00	\$15.00

<b>CORPORATE SERVICES</b>		<b>Detail</b>	<b>Approved Fees 2024</b>	<b>Proposed Fees 2025</b>
<b>Court Services Department</b>				
	Access Card Replacement	Each	\$30.00	\$30.00
	Tax Rolling of Fine/Civil Enforcement Fee/Delinquent Fine Collection	Each	\$25.00	\$30.00
	NSF Fees*	Per cheque	\$30.00	\$30.00
	Credit Card Chargeback Fee	Each	\$15.00	\$15.00
<i>*Unless otherwise noted, all cheques returned to The Corporation of the County of Lambton (to all Divisions and Departments) on account of insufficient funds shall be subject to an NSF charge of \$30.00.</i>				
<b>Digital Records on CD</b>				
	Single Day Recording	Per Case	\$22.00	\$22.00
	Multiple Day Recordings	Per Case (1st Day)	\$22.00	\$22.00
		Each Additional Day (Same Case)	\$10.50	\$10.50
<b>Transcript Fees – Paper Format</b>				
	Transcription of First Copy	Per Page for a Certified Original	\$7.10	\$7.10
	Expedite (Within 5 Business Days)	Per Page for a Certified Original	\$9.60	\$9.60
	Daily (Within 24 Hours)	Per Page for a Certified Original	\$12.55	\$12.55
<i>Electronic copy provided at no extra charge if requested at the same time as the hardcopy original</i>				
	Reproduction - Electronic	Per Transcript, subsequent to the original	\$25.00	\$25.00
	Reproduction - Paper	Per Page for a Certified Original, subsequent to the original	\$0.80	\$0.80
	Minimum Fee	Per Transcript	\$25.00	\$25.00
<b>Transcript Fees – Electronic Format</b>				
	Transcription of First Copy	Per Page for a Certified Original	\$6.30	\$6.30
	Expedite (Within 5 Business Days)	Per Page for a Certified Original	\$8.80	\$8.80
	Daily (Within 24 Hours)	Per Page for a Certified Original	\$11.75	\$11.75
	Reproduction - Electronic	Per Transcript, subsequent to the original	\$25.00	\$25.00
	Reproduction - Electronic	Per Transcript, at the same time as the original	No Charge	No Charge



**CORPORATE SERVICES**

**Collection Fees on Delinquent, Defaulted and/or Unpaid Fine(s) As per Schedule "A" of By-Law 21 of 2011 (amended by By-Law 30 of 2024)**

<b>Name:</b>	<b>CONSUMER 1st Placement</b>	<b>COMMERCIAL 1st Placement</b>	<b>CONSUMER 2nd Placement</b>	<b>COMMERCIAL 2nd Placement</b>	<b>CONSUMER 3rd Placement</b>	<b>COMMERCIAL 3rd Placement</b>
<b>Credit Bureau Services Canada</b> (a division of St. Catharines Credit Corporation Limited)	11.15%	11.15%	16.50%	16.50%	25.50%	25.50%
<b>CBV Collection Services Ltd.</b>	13.85%	14.05%	19.75%	25.00%	30.00%	35.00%
<b>A-1 Credit Recovery &amp; Collection Services Inc.</b>	12.17%	12.17%	19.46%	19.46%	38.94%	38.94%
<b>Commercial Credit Adjusters Ltd.</b>	13.00%	10.00%	20.00%	18.00%	28.00%	28.00%
<b>Partners in Credit Inc</b>	11.50%	10.00%	18.00%	16.50%	26.00%	24.00%

<b>CULTURAL SERVICES</b>		<b>Detail</b>	<b>Approved Fees 2024</b>	<b>Proposed Fees 2025</b>
<b>Lambton Heritage Museum &amp; Oil Museum of Canada</b>				
<b>Admission</b>				
	Adults	Per Person, Includes HST	\$5.00	\$5.00
	Seniors & Students	Per Person, Includes HST	\$4.00	\$4.00
	Children	Per Person, Includes HST	\$3.00	\$3.00
	Family	Per Family, Includes HST	\$15.00	\$15.00
	Organized Tour through Company or Guide - 10% discount			
<b>Memberships</b>				
	Individual	Per Year, Includes HST	\$20.00	\$20.00
	Family	Per Year, Includes HST	\$30.00	\$30.00
	Employees of the County of Lambton	Per Year, Includes HST	\$15.00	\$15.00
<b>Copy Fees</b>				
	Photocopies (Black & White)	Per Copy, Includes HST	\$0.50	\$0.50
	Photocopies (Colour)	Per Copy, Includes HST	\$0.75	\$0.75
	Digital Copies	Per Image, Includes HST	\$5.00	\$5.00
<b>Publication Fee for Image Use</b>				
	For Profit	Per Image	\$200.00	\$200.00
	Not For Profit	Per Image	\$10.00	\$10.00
<b>Education Programs</b>				
	School Program, on-site,	Admission Fee Per Child, Includes HST (no HST on Material Cost Recovery for School Programs)	Admission & Cost Recovery	Admission & Cost Recovery
	General Public, on site	Per Participant, Includes HST	Admission & Cost Recovery	Admission & Cost Recovery
	Cancellation Fee, Education Programs	Per Booking		50% of Cost
	Chaperone Fee	Per Chaperone		\$30.00
<b>Education Outreach</b>				
	In-Person Outreach	Within Lambton County (no HST on School Materials)	Cost Recovery	Cost Recovery
	Travelling Trunk		\$15.00	\$15.00

<b>CULTURAL SERVICES</b>		<b>Detail</b>	<b>Approved Fees 2024</b>	<b>Proposed Fees 2025</b>
<b>Rentals - Lambton Heritage Museum - During Regular Business Hours</b>				
	Cameron Church	Per Event	\$250.00	\$250.00
	Lambton Gallery	Per Event		\$250.00
	Meeting Room	Per Event	\$40.00	\$40.00
	Kitchen	Per Event	\$40.00	\$40.00
	Multi-use Space (half)	Per Event	\$100.00	\$100.00
	Multi-use Space (full)	Per Event		\$250.00
	Picnic Shelter	Per Event	\$40.00	\$40.00
	After Hours Staff Facilitation Fee	Per Staff Member, per hour	\$45.00	\$45.00
	In House Refreshments		Cost Recovery	Cost Recovery
	Photo Shoot Fee	Per Sitting	\$100.00	\$100.00
<b>Rentals - Oil Museum of Canada - During Regular Business Hours</b>				
	Theatre	Per Event	\$40.00	\$40.00
	Pavillion Rental	Per Event	\$40.00	\$40.00
	Meeting Room	Per Event	\$40.00	\$40.00
	After Hours Staff Facilitation Fee	Per Staff Member, per hour	Cost Recovery	Cost Recovery
	In House Refreshments		Cost Recovery	Cost Recovery
	Photo Shoot Fee	Per Sitting	\$100.00	\$100.00
<b>Lambton Heritage Museum Craft Sale Booth Fees</b>				
	Outdoor Space	Per Event	\$175.00	\$175.00
	Indoor Space	Per Event	\$225.00	\$225.00
	Table Rental Fee	Per Table	\$10.00	\$10.00
	Hydro Access Fees	Per Booth	\$10.00	\$10.00
	NSF Fee	Per Cheque	\$30.00	\$30.00

CULTURAL SERVICES		Detail	Approved Fees 2024	Proposed Fees 2025
<b>Lambton County Archives</b>				
<b>Memberships</b>				
Individual	Per Year		\$25.00	\$25.00
Family	Per Year		\$40.00	\$40.00
Group/Society	Per Year, plus \$5.00 per member		\$25.00	\$25.00
Employees of the County of Lambton	Per Year		\$15.00	\$15.00
<b>Member Fees</b>				
Photocopies (Black & White)	Per Copy, Includes HST		\$0.15	\$0.15
Photocopies (Colour)	Per Copy, Includes HST		\$0.25	\$0.25
Microfilm Paper Copies	Per Copy, Includes HST		\$0.25	\$0.25
Microfilm Digital Copies	Per Copy, Includes HST		\$0.15	\$0.15
Research	First Hour Free		\$0.00	\$0.00
	Additional Hours, Per Hour		\$20.00	\$20.00
Digital Copies	Per Image		\$5.00	\$5.00
Obituary Look Up	Per Lookup		\$5.00	\$5.00
Land Instrument Lookup	Per Lookup		\$5.00	\$5.00
<b>Non-Member Fees</b>				
Admission	Per Day, Includes HST		\$5.00	\$5.00
Photocopies (Black & White)	Per Copy, Includes HST		\$0.50	\$0.50
Photocopies (Colour)	Per Copy, Includes HST		\$0.75	\$0.75
Microfilm Paper Copies (Self-Serve)	Per Copy, Includes HST		\$0.50	\$0.50
Microfilm Digital Copies	Per Copy, Includes HST		\$0.25	\$0.25
Research	First Hour Free Per Hour		\$20.00	\$20.00
Photo Scans	Per Image		\$5.00	\$5.00
Obituary Look Up	Per Lookup		\$5.00	\$5.00
Land Instrument Lookup	Per Lookup		\$5.00	\$5.00
<b>Publication Fee for Image Use</b>				
For Profit	Per Image		\$200.00	\$200.00
Not For Profit	Per Image		\$10.00	\$10.00

<b>CULTURAL SERVICES</b>		<b>Detail</b>	<b>Approved Fees 2024</b>	<b>Proposed Fees 2025</b>
<b>Miscellaneous Fees</b>				
NSF Fee		Per Cheque	\$30.00	\$30.00
USB Purchase		Each	\$7.00	\$7.00
<b>Judith &amp; Norman Alix Art Gallery (JNAAG)</b>				
<b>Memberships</b>				
Individual		One Year	\$20.00	\$20.00
		Two Years	\$35.00	\$35.00
Seniors/Students		One Year	\$15.00	\$15.00
		Two Years	\$25.00	\$25.00
Couple		One year	\$25.00	\$25.00
		Two Years	\$45.00	\$45.00
Family		One Year	\$30.00	\$30.00
		Two Years	\$55.00	\$55.00
Employees of the County of Lambton		One Year	\$15.00	\$15.00
		Two Years	\$25.00	\$25.00
<b>Enhanced Level Membership</b>				
AJ Casson		Tax Excluded	\$100.00	\$100.00
Emily Carr		Tax Excluded	\$250.00	\$250.00
Tom Thomson		Tax Excluded	\$500.00	\$500.00
Contributors Circle		Tax Excluded	\$1,000.00	\$1,000.00
<b>Educational Tour Groups</b>				
School Group		On Site, Per Participant	Cost Recovery	Cost Recovery
General Public		On Site, Per Participant	Cost Recovery	Cost Recovery
		Cancellation Fee, Education Programs		50% of Cost
		Per Booking		\$30.00
		Chaperone Fee		
		Per Chaperone		
<b>Education Outreach</b>				
In-Person Outreach		Within Lambton County	Cost Recovery	Cost Recovery

<b>CULTURAL SERVICES</b>		<b>Detail</b>	<b>Approved Fees 2024</b>	<b>Proposed Fees 2025</b>
<b>Rentals Regular Business Hours</b>				
	Norm Gurd Room	Per Event	\$250.00	\$250.00
	Lecture Theatre	Per Event	\$250.00	\$250.00
	After Hours Staff Facilitation Fee	Per Staff	\$45.00	\$45.00
	In House Refreshments	Per Event	Cost Recovery	Cost Recovery
	Photo Shoot	Per Sitting + Applicable Artist Fees	\$100.00	\$100.00
	Adult Art Classes	Each	Cost Recovery	Cost Recovery
	Image Reproduction Fee	Each	\$175.00	\$175.00
	Administration Fee - Art Loans Other Galleries	Each	\$150.00	\$150.00
<b>Lambton County Library</b>				
<b>Room Rental</b>				
	Sarnia Library Theatre Rental	Per Hour	\$20.00	\$20.00
	Piano Practice Rental Rate	Per Hour	\$10.00	\$10.00
	Sarnia Library Meeting Room - East Room	Per Hour	\$10.00	\$10.00
	Sarnia Library Meeting Room - West Room	Per Hour	\$10.00	\$10.00
<b>Other Fees</b>				
	After Hours Staff Facilitation Fee	Per Hour	\$45.00	\$45.00
	Technician Fee	Per Hour	\$45.00	\$45.00
	Facility Damage and/or Cleaning Fee	Based on Actual Repair/Service Costs		
	Laundry Fee	Each, Plus HST	\$8.00	\$8.00
	Piano Tuning Fee	Billed on Actual Tuning Costs		
<b>Promotional Materials</b>				
	Library Bags	Each	\$6.00	\$6.00
	Mugs	Each	\$10.00	\$10.00



<b>CULTURAL SERVICES</b>		<b>Approved Fees 2024</b>	<b>Proposed Fees 2025</b>
	<b>Detail</b>		
<b>Other Products &amp; Services</b>			
Replacement/Duplicate Library Card	Each	\$2.00	\$2.00
Non-Resident Library Card	Bi-annually	\$50.00	\$50.00
Thumb Drives	Each	\$5.00	\$5.00
Ear Buds	Per Pair	\$2.00	\$2.00
Exam Proctoring Service	Per Exam	\$100.00	\$100.00
Copying (Copier/Computer) - Black & White	Per Sheet	\$0.25	\$0.25
Copying (Copier/Computer) - Colour	Per Sheet	\$0.25	\$0.25
Copying (from Microfilm)	Per Sheet	\$0.25	\$0.25
Interlibrary Loan Fine or Fee	Based on Lending Library's Requirements		
Interlibrary Loan Non-Pickup Fee	Per Item	\$10.00	\$10.00
Program/Activities Fee	Based on Cost Recovery Plus Disbursement		
Processing Charge (For Material Repairs)	Each	\$5.00	\$5.00
NSF Fee	Per Cheque	\$30.00	\$30.00
Collection Agency Referral Fee	Per Referral	\$25.00	\$25.00
<b>Makerspace</b>			
3D Printing	\$1.00 plus \$0.25 per gram	\$1.00	\$1.00
Book Binding	Per Book	\$1.00	\$1.00
Button Maker	Per Button	\$0.25	\$0.25
Photo Printing	Per Print	\$1.00	\$1.00
CDs and DVDs	Each	\$1.00	\$1.00
<b>Lost or Damaged Materials</b>			
Adult Book (Incl. Hardcover, Trade Paper Soft Cover & Graphic Novels)	Each	\$40.00	\$40.00
Young Adult (YA) Book (Incl. YA Graphic Novels)	Each	\$25.00	\$25.00
Children's Book	Each	\$12.00	\$12.00
Mass-Market Paperback Book	Each	\$10.00	\$10.00
VOX Book	Each	\$50.00	\$50.00
Wonderbook	Each	\$50.00	\$50.00
Audio Book	Each	\$50.00	\$50.00

CULTURAL SERVICES		Approved	Proposed
Detail		Fees 2024	Fees 2025
<b>Lost or Damaged Materials (continued)</b>			
Chromebook	Each	\$300.00	\$300.00
CD/DVD/Blu-Ray Disc	Each	\$30.00	\$30.00
Magazine/Periodical	Each	\$10.00	\$10.00
Playaways/Theme Kits/Launch Pads	Each	\$100.00	\$100.00
Book Club Kits	Per Kit	\$300.00	\$300.00
For Each Single Missing Book	Per Book	\$40.00	\$40.00
Video Games	Each	\$60.00	\$60.00
E-Readers/Tablets	Each, varying from \$100-\$300	Cost Recovery	Cost Recovery
Snowshoes	Per Set	\$100.00	\$100.00
Ontario Parks Day-Use Lending Permit	Each	\$120.00	\$120.00
GPS Units	Each	\$100.00	\$100.00
<del>Pedometer</del>	<del>Each</del>	<del>\$30.00</del>	
<del>Pedometer Sets</del>	<del>Per Set</del>	<del>\$240.00</del>	
<del>Individual Unit</del>	<del>Each</del>	<del>\$30.00</del>	
Daisy Readers	Each	\$455.00	\$455.00
<del>Physical Literacy Kit</del>	<del>Per Kit</del>	<del>\$300.00</del>	
	<del>For Books Only</del>	<del>\$100.00</del>	
Walking Poles	Per Set	\$40.00	\$40.00
Walking Pole Accessories (Rubber Tips and Baskets)	Per Set	\$10.00	\$10.00
Binoculars	Per Set	\$100.00	\$100.00
Fishing Kit	Per Kit	\$60.00	\$60.00
Fishing Rod	Per Rod	\$40.00	\$40.00
Tackle Box	Per Box	\$20.00	\$20.00
Tool Kit	Per Kit	\$200.00	\$200.00
Individual Tools	Per Tool	\$20.00	\$20.00
Sports Kit	Per Kit	\$100.00	\$100.00
Telescope Kit	Per Kit	\$200.00	\$200.00
<del>Telescope</del>	<del>Each</del>		<del>\$150.00</del>

CULTURAL SERVICES		Detail	Approved Fees 2024	Proposed Fees 2025
<b>Lost or Damaged Materials (continued)</b>				
Individual Telescope Parts	Each			\$20.00
Projector			\$500.00	\$500.00
Cord / Block	Each			\$10.00
Radon Kit	Per Kit		\$200.00	\$200.00
WIFI Hotspot			\$175.00	\$175.00
Yoto Player			\$150.00	\$150.00
Yoto Audio Card	Per Card		\$15.00	\$15.00
Memory Care Kit	Per Kit			\$100.00
Single Items from Memory Care Kits	Each			\$12.00
Nintendo Switch Kit	Per Kit			\$500.00
Joy Cons	Each			\$100.00
Ukelele Kit	Each Kit			\$200.00
Ukelele	Each			\$150.00
Auto Tuner	Each			\$20.00

FINANCE, FACILITIES & ACQUISITIONS		Detail	Approved Fees 2024	Proposed Fees 2025
<b>Procurement &amp; Project Management</b>				
<b>Electric Vehicle Charging</b>				
Electric Vehicle Charging Stations	Per Hour		\$1.91	\$1.91
County Administration Building Station*	Per Hour (flat rate)		\$2.00	\$2.00
* A charge of \$1.91 per hour (billed by the second) at all charging stations except that located at the County Administration Building in Wyoming, where a flat rate charge of \$2.00 per hour applies.				
<b>Lambton Shared Services Centre Room Rentals</b>		<i>Rooms are available Monday-Friday from 8:30 a.m. to 4:30 p.m.</i>		
Computer Lab	Per Day		\$215.00	\$215.00
	Per Hour		\$77.00	\$77.00
Meeting Room (Small)	Per Day		\$115.00	\$115.00
	Per Hour		\$21.00	\$21.00
Meeting Room (Large)	Per Day		\$165.00	\$165.00
	Per Hour		\$36.00	\$36.00
Boardroom	Per Day		\$115.00	\$115.00
	Per Hour		\$21.00	\$21.00
After Hours Additional Fee	Per Hour		\$75.00	\$75.00

INFRASTRUCTURE & DEVELOPMENT SERVICES		Approved Fees 2024	Proposed Fees 2025
Detail			
<b>Development Services Department</b>			
<b>Building Inspection and By-Law Enforcement</b>			
Lambton County Member Municipalities	Chargable Rate Per hour, plus mileage rate*	\$70.00	\$70.00
Municipalities Outside Lambton County	Chargable Rate Per hour, plus mileage rate*	\$90.00	\$90.00
	Plus Stand-by Fee, per week	\$500.00	\$500.00
Special and Extra Inspections	Chargable Rate Per hour, plus mileage rate*		
Due to faulty or defective work, or because of the work not being ready for inspection. This rate is applicable for each inspection after the second scheduled inspection. Rate is applicable for the administration and the enforcement of all building, septic, plumbing, and By-Law matters.			
<i>*Chargeable rates in effect are subject to change at any time upon Council adopting a By-Law approving new rates. Rates are generally reviewed and revised in July of each year. Mileage rate as set by County Council, as amended from time to time.</i>			
<b>Permits for Private Sewage Systems under Ontario Building Code 2006 Part 8:</b>			
Class 2: Leaching Pit System		\$150.00	\$150.00
Class 3: Cesspool System		\$150.00	\$150.00
Class 4: Leaching Bed System (Entire System)		\$500.00	\$500.00
Septic Tank Replacement Only		\$250.00	\$250.00
Leaching Bed Replacement Only		\$250.00	\$250.00
Class 5: A Holding Tank System		\$500.00	\$500.00
<b>Septic Administration</b>			
File Searches	Each 24 Hours or Less Rush Fee	\$75.00	\$100.00 \$25.00
Sewage System Assessment	Each (To evaluate proposals to re-use existing septic systems in connection with new connection)	\$75.00	\$100.00
<b>Septic Reviews for Applications Made Under the Land Use Planning &amp; Protection Act :</b>			
Severances	Per Lot	\$75.00	\$100.00
Subdivisions and Multi-lot Severances	More than three	\$300.00	\$400.00
Minor Variances	Per Application	\$75.00	\$100.00
Official Plan Amendments & Rezoning	Per Application	\$75.00	\$100.00

INFRASTRUCTURE & DEVELOPMENT SERVICES		Detail	Approved Fees 2024	Proposed Fees 2025
<b>Plumbing Permit</b>				
Basic Fee	Each		\$70.00	\$70.00
Number of Dwelling Units	Each		\$35.00	\$35.00
Fixtures	Each		\$8.00	\$8.00
Soil vent stacks	Each		\$35.00	\$35.00
Catch Basins	Each		\$19.00	\$19.00
R.W.L.	Each		\$7.00	\$7.00
Sanitary Lateral	Each		\$35.00	\$35.00
Rate in excess of 90 metres	Per linear metre		\$1.50	\$1.50
Storm Lateral	Each		\$35.00	\$35.00
Rate in excess of 90 metres	Per linear metre		\$1.50	\$1.50
Water lines	Each		\$35.00	\$35.00
Rate in excess of 90 metres	Per linear metre		\$1.50	\$1.50
Fire Service Main	Per metre		\$1.50	\$1.50
Oil Interceptor	Each		\$35.00	\$35.00
Backflow Preventor	Each		\$35.00	\$35.00

The basic fee shall be charged for any work that requires a permit.

Where the owner or his agent makes application for a special inspection of any plumbing, drainage or water system work which is not a routine inspection, the applicant shall pay for the services of the Inspector per hour and cost of mileage incurred at the current rates as set by Lambton County Council, as amended, from time to time.

For extra inspections made necessary because of faulty or defective work or because of the work not being ready for inspection, for each inspection after the second inspection, the applicant shall pay for the services of the Inspector per hour and cost of mileage incurred at the current rates as set by Lambton County Council, as amended, from time to time.

An additional recovery fee applies to all commercial and/or industrial applications. Waterlines, storm and sanitary laterals exceeding 90 linear metres in length shall be subject to \$1.50 per linear metre when the base criteria has been exceeded and is applicable to each individual. Fire service mains in their entirety will be subject to \$1.50 per metre.



INFRASTRUCTURE & DEVELOPMENT SERVICES		Detail	Approved Fees 2024	Proposed Fees 2025
<b>Official Plan</b>				
Official Plan Amendment	County		\$4,000.00	\$4,000.00
	Local Municipality Official Plan		\$600.00	\$700.00
<i>(For greater clarity, any and all costs associated with peer review and/or consulting reports required by the County of Lambton in relation to the subject matter of an official plan amendment application processed pursuant to s. 22 of the Planning Act, R.S.O. 1990, c. P.13 shall be the sole and exclusive responsibility of the applicant.)</i>				
<b>Zoning</b>				
Zoning By-Law Amendment	Each		\$425.00	\$525.00
Zoning Compliance Letter (With or Without Survey)	Each		\$75.00	\$100.00
		24 hours or less Rush Fee		\$25.00
<b>Woodland</b>				
Application for Exemption to Clear Woodlands	Per Application		\$1,250.00	\$1,250.00
Extension for Approved Exemption Permit	Per Extension		\$175.00	\$175.00
Notice of Intents/Goods Forestry Practice Cuts	Per Notice		\$75.00	\$75.00
<b>Exemptions and Changes</b>				
Application for Minor Exemption Requests (Under Section 3)	Per Application		\$275.00	\$275.00
Changes to a Provisional Consent and Reactivation of a Lapsed Plan of Subdivision	Per Application		\$250.00	\$250.00
<b>Plan of Subdivision/Condominium</b>				
Plan of Subdivision/Condominium Application	0-20 lots		\$3,500.00	\$3,500.00
	21-50 lots		\$4,500.00	\$4,500.00
	50 + lots		\$6,500.00	\$6,500.00
Plan of Condominium Conversion Applications	Per Application		\$2,000.00	\$2,000.00
Exemption request for Condominium/ Condominium Conversion	Per Application		\$750.00	\$750.00
Plan of Subdivision Part Lot Control	Per Application		\$750.00	\$750.00

INFRASTRUCTURE & DEVELOPMENT SERVICES		Detail	Approved Fees 2024	Proposed Fees 2025
<b>Plan of Subdivision/Condominium (continued)</b>				
Plan of Subdivision/Condominium Extension to	Per Application		\$250.00	\$250.00
Draft Plan Approval Plan of Subdivision/Condominium Re-Submission of Lapsed Draft Plan Approval	Per Re-Submission		50% of Application Fee	50% of Application Fee
<b>Peer Review Study</b>				
Where a planning application for either the County or a lower-tier municipality receiving planning services from the County, requires a peer review of a study, the cost of that peer review will be borne by the applicant.			Cost Recovery	Cost Recovery
<b>Signs</b>				
Road Sign - 8" x 28"	Each		\$34.25	\$39.25
Street Sign - 6" x 22"	Each		\$21.25	\$25.25
Street Sign - 6" x 16"	Each		\$17.25	\$21.25
9-1-1 Sign - 5" x 13"	Each		\$14.50	\$16.50
9-1-1 Sign - 5" x 15"	Each		\$16.50	\$18.50
Sign Post	Each		\$11.00	\$15.00
<b>Public Works Department</b>				
<b>Services</b>				
Pipeline Crossings (Private)	See Schedule "A" By-Law 13 of 2008			
Tipping Fees	Per Metric Tonne		\$50.00	\$50.00
	Per Cubic Yard		\$18.00	\$18.00
Tires (Passenger Car, Pickup)	Per Tire (Rim Off)		\$2.50	\$2.50
	Per Tire (Rim On)		\$5.00	\$5.00
Sign Permit	Each		\$100.00	\$100.00
Entrance Permit	Each		\$25.00	\$25.00
Damages to Public Property Caused During Collision	Actual Cost		Cost Recovery	Cost Recovery

INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Approved Fees 2024	Proposed Fees 2025
<b>Moving Permits</b>			
Oversize loads under 3.75 meters wide	Each	\$75.00	\$75.00
Oversize loads over 3.75 meters wide	Each	\$300.00	\$300.00
Overweight loads under 3.75 meters wide	Each	\$150.00	\$150.00
Overweight loads over 3.75 meters wide	Each	\$750.00	\$750.00
Annual Oversize Loads	Annual Fee	\$400.00	\$400.00
	Plus Each Additional Permit to the Same Company	\$40.00	\$40.00

<b>LONG-TERM CARE</b>		<b>Approved</b>	<b>Proposed</b>
<b>Detail</b>		<b>Fees 2024</b>	<b>Fees 2025</b>
<b>Room Rentals - All Homes</b>			
Small Meeting Room & Staff Training Room	Per Rental	\$25.00	\$25.00
Auditorium, Basement Library & Education Room	Per Rental	\$50.00	\$50.00
Funeral Homes (Auditorium, Chapel, Lobby, Labour)	Per Funeral	\$150.00	\$150.00
Kitchen Off Auditorium/Dishes and Clean Up	Per Rental	\$25.00	\$25.00
Tablecloth Rental	Per Unit	\$2.00	\$2.00
<b>Meals on Wheels</b>			
Packaged Complete Meal	Each	\$9.50	\$9.50
Packaged Entree	Each	\$7.50	\$7.50
Packaged Soup/Salad/Dessert	Each	\$2.00	\$2.00
Staff Meal	Per Soup	\$2.00	\$2.00
	Per Entree	\$4.00	\$4.00
Volunteer Meal	Each	\$4.00	\$4.00
Visitor Meal (With Resident)	Each	\$9.00	\$9.00
Sunday Supper & Holidays (Easter, Thanksgiving, Christmas, Mother's Day, etc.)	Each	\$12.00	\$12.00
<i>Special Occasions (by invitation) may vary. For groups of 3 or more, please contact the Nutrition Supervisor for meal pricing.</i>			
<b>Meetings/Conferences</b>			
Morning Meeting	Per Person	\$6.50	\$6.50
<i>Muffin/Pastry, Fruit or Cheese, Juices, Water, Coffee &amp; Tea</i>			
Luncheon	Per Person	\$8.50	\$8.50
<i>Entrée Beverage, Dessert, Coffee &amp; Tea</i>			
Afternoon Meeting	Per Person	\$6.50	\$6.50
<i>Squares/Cookies, Fruit, or Cheese &amp; Crackers &amp; Fruit, and Beverages</i>			
Full Day - Morning, Lunch, Afternoon	Per Person	\$16.00	\$16.00
Diners Club	Per Meal	\$12.00	\$12.00


OFFICE OF THE CAO	Detail	Approved Fees 2024	Proposed Fees 2025
<b>Souvenirs</b>			
Lapel Pins (Crest)	Each	\$0.38	\$0.38
Lapel Pins (Logo)	Each	\$0.33	\$0.33
<b>County of Lambton Flag</b>	Each	\$52.41	\$52.41

PUBLIC HEALTH SERVICES		Approved Fees 2024	Proposed Fees 2025
Detail			
<b>Emergency Medical Services Department</b>			
Special Events Coverage (Agreements)	Four Hour Minimum		
One (1) Ambulance, Two (2) Paramedics	Per Hour	\$170.00	\$180.00
One (1) Supervisor	Per Hour	\$90.00	\$95.00
Provision of Ambulance Call Report Record with Signed Authorization	Each	\$150.00	\$150.00
<b>Lambton Public Health</b>			
Property File Search	Each	\$75.00	\$80.00
Other: File Reproduction and/or Search	Per Hour	\$30.00	\$30.00
	Per Page	\$0.50	\$0.50
Food Handler Certification Course	Classroom/Home Study, Includes HST	\$40.00	\$40.00
	Exam Only, Includes HST	\$10.00	\$10.00
Public Pool Operators Course	Per Course, Includes HST	\$20.00	\$20.00
<del>Third Party TB Skin Test</del>	<del>Each</del>	<del>\$20.00</del>	
<del>Phlebotomy for IGRA Test (TB Test)</del>	<del>Each Includes HST</del>	<del>\$90.00</del>	
<del>Travel Clinic – Consultation Fee</del>	<del>Each</del>	<del>\$35.00</del>	
Immunization Clinic – Vaccine Administration Fee (excludes publicly funded vaccines)	Fee, Plus Vaccine Cost	\$20.00	\$20.00
<del>Refrigerator Thermometers</del>	<del>Each</del>	<del>\$40.25</del>	
Prenatal Classes** <i>(**Prenatal Class Fees may be reduced or waived upon request.)</i>	Per Session	\$75.00	\$75.00
Birth Control Patch (EVRA)	Per Package	\$15.00	\$15.00
Contraceptive Foam	Per Package	\$7.00	\$7.00
I.U.D.	Each	\$60.00-\$85.00	\$60.00-\$85.00
Nuva Ring	Per Package	\$12.00	\$12.00
Oral Contraceptives	Per Pack	\$10.00	\$10.00
Plan B (E.C.P.)	Per Occasion	\$10.00	\$10.00
Sexual Health - Comprehensive Elementary Education Course	Per Course	\$300.00	\$300.00

<b>SOCIAL SERVICES</b>		<b>Approved</b>	<b>Proposed</b>
<b>Detail</b>		<b>Fees 2024</b>	<b>Fees 2025</b>
<b>Housing Services</b>			
File Reproduction and/or File Search	Per Hour	\$30.00	\$30.00
	Per Page	\$0.50	\$0.50
<b>Fees</b>			
Dollar amount or method by which they are calculated.			
<b>Rent</b>			
30% of gross monthly income up to full market rent or per Social Assistance Scales established by the Ministry of Municipal Affairs and Housing.			
<b>Utility Charge</b>			
When the utilities for rental units are paid by the Service Manager the tenant's rent is increased by charges established by the Ministry of Municipal Affairs and Housing. Utility charges vary by the size and type of unit.			
<b>Maintenance Charges</b>			
Full Cost Recovery			
<b>NSF Fee</b>			
Full Cost Recovery			
<b>Fire and Water Damage</b>			
Full cost recovery of all costs incurred for fire or water damage up to the full amount of the deductible may be charged back to the tenant.			
<b>Television Antenna Charge</b>			
Where a television antenna is supplied, the tenant's rent is increased by \$1.00 per month.			
<b>Air Conditioning Charge</b>			
Where the cost of hydro is paid by the Service Manager, the tenant is charged \$5.00 per month for each air-conditioning unit.			
<b>Legal Fees</b>			
Full Cost Recovery			
<b>Parking Fees</b>			
Each tenant receives one parking space based on availability. \$10.00 per month is charged for each additional non-designated parking space.			
<b>Laundry</b>			
Based on 3rd party vendor rates.			



<b>SOCIAL SERVICES</b>		<b>Detail</b>	<b>Approved Fees 2024</b>	<b>Proposed Fees 2025</b>
<b>Children's Services</b>				
File Reproduction and/or File Search	Per Hour		\$30.00	\$30.00
	Per Page		\$0.50	\$0.50
<b>Circles Licensing</b>				
Annual Licence	Per Year (Plus Data System Fee)		\$2,500.00	\$2,500.00
	Data System Fee		\$2,400.00	\$2,400.00
	Annual Data System User Fee - \$3/per survey		\$3.00	\$3.00
<b>Homelessness Prevention &amp; Social Planning</b>				
File Reproduction and/or File Search	Per Hour		\$30.00	\$30.00
	Per Page		\$0.50	\$0.50
<b>Ontario Works</b>				
File Reproduction and/or File Search	Per Hour		\$30.00	\$30.00
	Per Page		\$0.50	\$0.50

 <p style="text-align: center;"><b>CORPORATE SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>LEGAL SERVICES / CLERK'S</b>
<b>PREPARED BY:</b>	<b>Olivia Leger, General Manager</b>
<b>REVIEWED BY:</b>	<b>Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>SUBJECT:</b>	<b>County of Lambton Elected Official Remuneration Report</b>

**BACKGROUND**

The Corporation of the County of Lambton (the “**County**”) has a policy of being a "median", 50<sup>th</sup> percentile, paying organization for its elected officials (and Staff).

Council last instructed Staff on May 4, 2022, to continue to undertake external reviews and surveys of the marketplace regarding the competitiveness of the County's compensation practices regarding its elected officials (and Staff) and to report back to Council, each term of Council, and thus every four (4) years.

When Staff last reported on this issue in 2022, Council adopted Annetts & Associates' recommendations as follows:

- increased the Warden's salary to 50<sup>th</sup> percentile, being \$81,947 (2022 figure);
- increased the Deputy Warden's salary to 50<sup>th</sup> percentile, being \$43,608 (2022 figure); and
- increased all Councillor salary to 50<sup>th</sup> percentile, being \$25,618 (2022 figure).

At that time, the above-noted increases maintained Councillor compensation at the 50<sup>th</sup> percentile.

This report serves to provide Council an update on the County's elected officials compensation status in the marketplace.

As in the past, the County retained the services of Annetts & Associates to conduct a survey (the “**Survey**”) of the County's current placement in the marketplace with respect to its elected officials' compensation.

The County's current compensation practices were compared against the same 14 other municipal governments<sup>1</sup> used for the non-union staff compensation survey, which were identified based on their number of employees, geographic location, community population, budget size and department structure. Twelve (12) of the 14 municipalities responded to the Survey.

The survey was conducted using 2024 remuneration figures.

### **DISCUSSION**

The Warden, Deputy Warden and Councillors' 2024 base salary were as follows, less all applicable statutory deductions:

- Warden: \$88,363
- Deputy Warden: \$46,932
- Councillors: \$27,612

### ***Survey Findings***

In its September 2024 report, Annetts & Associates reports the following on the County's elected officials' compensation:

- the Warden is compensated at the fiftieth (50<sup>th</sup>) percentile of the market. The median pay for Warden/Mayor is \$88,363;
- the Deputy Warden is compensated at the sixtieth (60<sup>th</sup>) percentile of the market, with a difference of \$2,997 above the median. The median pay for Deputy Warden / Deputy Mayor is \$43,935; and
- Councillors' compensation ranks at the thirty-third (33<sup>rd</sup>) percentile, with a difference of \$1,720 below the median. The median pay for Councillor compensation is \$29,332.

The Survey goes on to note the following:

- There has been an increase in the number of municipalities providing the opportunity for extended health, life and dental benefits for Councillors - 54% in this Survey cycle versus 20% in the last survey cycle.<sup>2</sup> However, this increase could be due to greater participation in the Survey compared to the last survey cycle.

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<sup>1</sup>City of Brantford, Chatham-Kent, Middlesex County, Oxford County, Bruce County, Huron County, Simcoe County, City of Sarnia, Region of Halton, City of Kawartha Lakes, Grey County and Essex County. City of London and the Region of Waterloo did not participate in the Survey and City of Windsor was removed from the Survey after several years with no Survey response.

<sup>2</sup> Four of the municipalities that offer this benefit fully cover the premiums, while two municipalities allow Councillors to enroll and pay the premium themselves, and one municipality offers a health spending

- Notwithstanding the above, the County remains well-aligned with market trends in remuneration for elected officials. While Councillor pay falls slightly below the media at the 33<sup>rd</sup> percentile, the difference is minimal, with pay falling just 6% or \$1,720 below the median. This suggests that County Councillors are not significantly out of step with the market, but a modest adjustment may be warranted to address the disparity; and
- if Council wishes to meet its objective of compensating its elected officials at the fiftieth (50<sup>th</sup>) percentile, it would have to increase the 15 Council members' salaries by \$1,720 each.

**FINANCIAL IMPLICATIONS**

The financial impact of adjusting Councillor members' remuneration to the fiftieth (50<sup>th</sup>) percentile, as stated above, is \$25,800 per annum for the 15 Councillors.

**CONSULTATIONS**

Annetts & Associates were consulted in this matter. Recommendations found in this report are those of Annetts & Associates. The County's Chief Administrative Officer was consulted in the preparation of this report.

**STRATEGIC PLAN**

Not Applicable.

**CONCLUSION**

The Warden's compensation currently ranks at the fiftieth (50<sup>th</sup>) percentile (or at the median). The Deputy Warden's compensation ranks at the sixtieth (60<sup>th</sup>) percentile (or \$2,997 above median) and Councillors' annual honorarium ranks at the third-third (33<sup>rd</sup>) percentile (or \$1,720 below median), which is below the County's fiftieth (50<sup>th</sup>) percentile objective.

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account in lieu of specific benefits. Notwithstanding the foregoing, it is worth noting that Lambton County Councillors have coverage under the County's general municipal insurance program for Accidental Death and Dismemberment (AD&D) of \$250,000.

**RECOMMENDATIONS**

If Council wishes to implement Annetts & Associates' recommendations, which was formulated to bring Council's compensation to the comparator groups' median, the following recommendation will need to be adopted:

- a) That the base salaries for the fifteen (15) Council members be increased by \$1,720.**
- b) That the above-noted increase be effective retroactive to January 1, 2025.**
- c) That Council maintain its median, 50<sup>th</sup> percentile goal for the compensation of its elected officials.**
- d) That Staff monitor and evaluate benefit options for elected officials and report back to Council if there are any recommended changes.**
- e) That Staff continue to report back on external elected officials' compensation comparisons once per term of Council.**

 <p style="text-align: center;"><b>CORPORATE SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>LEGAL SERVICES / CLERK'S</b>
<b>PREPARED BY:</b>	<b>Olivia Leger, General Manager</b>
<b>REVIEWED BY:</b>	<b>Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>SUBJECT:</b>	<b>Council Attendance at Conferences, Conventions and Seminars Policy</b>

**BACKGROUND**

County Councillors are entitled to attend conventions, conferences and/or seminars of choice (collectively referred to as “**conferences**”) during their term of office.

The C00.03 Council Attendance at Conferences, Conventions and Seminars Policy outlines the remuneration payable to the Warden, Deputy Warden and Councillors as it relates to conferences expenses. The policy provides that:

- The Warden is entitled to attend all conferences within the term of office and be reimbursed for same. The Warden is entitled to host a hospitality room at certain conferences.
- The Deputy Warden and Council members are entitled to attend conferences of choice during their term of office and will receive financial support for attendance thereof to a maximum of \$1,500 per year.<sup>1</sup> Additionally, the County pays the registration fee of one event per year which is exempt from the \$1,500 expense limit.

The purpose of this report is to provide Council with an opportunity to review and consider the expense limit established under the Policy and to make minor housekeeping edits to the Policy.

**DISCUSSION**

The expense limit established under the Policy has remained the same since 2000. As such, Council may wish to consider such expense limit. Staff conducted a scan of other

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<sup>1</sup> Accommodation expenses, transportation expenses, registration fees, and a per diem allowance as set out in F09.03 Per Diem Allowance Policy are all eligible expenses.

municipalities' Council conference expense policies.<sup>2</sup> Amongst the municipalities reviewed, the County's expense limit is considerably lower. The average limit ranged between \$4,000 and \$5,000 per Council member per year.

In addition, there are minor housekeeping edits suggested in the redline version of the Policy, attached as Appendix "A." These suggested edits formalize the current practice in place. Moreover, the paragraph referencing the Committee Chair for Committee AM/PM has been removed, given the permanent shift to the Committee of the Whole.

A clean copy of the Policy has been included and attached as Appendix "B" incorporating the minor edits.

### **FINANCIAL IMPLICATIONS**

Should Council wish to change the expense limit, the financial implications will increase/decrease proportionately with a corresponding tax levy increase/decrease included in the 2025 General Government Operating Budget.

### **CONSULTATIONS**

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

### **STRATEGIC PLAN**

Not applicable.

### **CONCLUSION**

County Councillors are entitled to attend conferences during their term of office. The expense limit established in the Policy has remained the same since 2000. Staff conducted a scan of other municipalities' Council conference expense policy, which revealed an average expense limit ranging between \$4,000 and \$5,000 per Council member per year.

Should Council wish to amend the expense limit within the Policy, a motion specifying the change will need to be put forward.

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<sup>2</sup> The following comparator municipalities were included in the review: County of Essex, County of Grey, County of Huron, Middlesex County, City of Kawartha Lakes and Simcoe County. The following additional municipalities' policies were reviewed: County of Wellington, Town of Essex, Lasalle and the Town of Kirkland Lake.




Council Attendance at Conferences, Conventions and Seminars Policy (page 3)

January 15, 2025

**RECOMMENDATION**

**That the Council Attendance at Conferences, Conventions and Seminars Policy set out in Appendix "B" attached hereto be approved and implemented effective February 5, 2025.**

**Appendix 'A'**

	<b>THE CORPORATION OF THE COUNTY OF LAMBTON POLICY MANUAL</b>			
	Subject:	<b>Council Attendance at Conferences, Conventions and Seminars</b>	<b>Section C00</b>	<b>Policy #03</b>
	Effective Date:	September 3, 1986	Approved By: County Council	
	Revision Date:	February, 2025		

**PURPOSE**

To establish remuneration payable to County Warden, County Councillors, and County Appointees to Boards and Committees.

**POLICY**

**County Warden**

1. The County Warden is entitled to attend all conventions within the term of office and be reimbursed for all expenses incurred as a result.
2. The County Warden is authorized to host a hospitality room at the following municipal conventions:
  - Association of Municipalities of Ontario (AMO);
  - Ontario Good Roads Association (OGRA);
  - Rural Ontario Municipal Association (ROMA).
  - ~~Association of Counties and Regions of Ontario (ACRO);~~
  - ~~OGRA/ROMA.~~

**County Councillor**

1. County Councillors are entitled to attend conventions, conferences or seminars of choice during their term of office.
2. The County will provide financial support for attendance at conventions, conferences and seminars to a maximum of \$1,500.00 per year in the following manner:
  - a) Accommodation expenses (receipts required),
  - b) Transportation expenses (receipts required),
  - c) Registration fees (receipts required), and
  - d) A per diem allowance as established for staff in the **F09.03 Per Diem Allowance Policy.**

3. The County will pay the registration fee of one event per year which will be exempt from the \$1,500.00 limit referred to in paragraph 2 above.

~~3. Committee Chair (or designated Vice Chair) may attend a conference related to their Committee portfolio with approval of Council and the costs will be exempt from the \$1,500.00 limit referred to in paragraph 2 above.~~

~~4. All convention expenses must be submitted, electronically or in paper format, to the Office of the CAO, using the "County Councillors Convention/Seminar Monthly Expense Claim Form" within 30 days of attending the event.~~

~~5. If expenses exceed the \$1,500.00 limit and the County has pre-paid for any expenses (e.g., rooms, registration, airfare), the Councillor or their municipality will be required to reimburse the County for the excess amount within 30 days of receiving notice of the overage.~~


**ASSOCIATED DOCUMENTS**

- F09.03 Per Diem Allowance Policy
- C00.08 Remuneration for Warden and Council Policy

**POLICY HISTORY**

REVISION	DATE	PREPARED BY
Policy reviewed and the following revisions made: <ul style="list-style-type: none"> <li>• Policy template updated and formatted for accessibility compliance.</li> </ul>	January, 2017	Human Resources
Policy updated to reflect to removal of committee pay, replaced by Council annual salary.	February, 2020	Legal Services / Clerk's
<u>Policy reviewed and the following revisions made:</u> <ul style="list-style-type: none"> <li>• <u>Policy updated to include (1) claim form; (2) reflect the permanent shift to Committee of the Whole; and (3) include process for reimbursement</u></li> </ul>	<u>February, 2025</u>	<u>Legal Services / Clerk's</u>

**Appendix 'B'**

	<b>THE CORPORATION OF THE COUNTY OF LAMBTON POLICY MANUAL</b>			
	Subject:	<b>Council Attendance at Conferences, Conventions and Seminars</b>	<b>Section C00</b>	<b>Policy #03</b>
	Effective Date:	September 3, 1986	Approved By: County Council	
	Revision Date:	February, 2025		

**PURPOSE**

To establish remuneration payable to County Warden, County Councillors, and County Appointees to Boards and Committees.

**POLICY**

**County Warden**

1. The County Warden is entitled to attend all conventions within the term of office and be reimbursed for all expenses incurred as a result.
2. The County Warden is authorized to host a hospitality room at the following municipal conventions:
  - Association of Municipalities of Ontario (AMO);
  - Ontario Good Roads Association (OGRA);
  - Rural Ontario Municipal Association (ROMA).

**County Councillor**

1. County Councillors are entitled to attend conventions, conferences or seminars of choice during their term of office.
2. The County will provide financial support for attendance at conventions, conferences and seminars to a maximum of \$1,500.00 per year in the following manner:
  - a) Accommodation expenses (receipts required),
  - b) Transportation expenses (receipts required),
  - c) Registration fees (receipts required), and
  - d) A per diem allowance as established for staff in the **F09.03 Per Diem Allowance Policy**.
3. The County will pay the registration fee of one event per year which will be exempt from the \$1,500.00 limit referred to in paragraph 2 above.

4. All convention expenses must be submitted, electronically or in paper format, to the Office of the CAO, using the “County Councillors Convention/Seminar Monthly Expense Claim Form” within 30 days of attending the event.
5. If expenses exceed the \$1,500.00 limit and the County has pre-paid for any expenses (e.g., rooms, registration, airfare), the Councillor or their municipality will be required to reimburse the County for the excess amount within 30 days of receiving notice of the overage.

**ASSOCIATED DOCUMENTS**

- F09.03 Per Diem Allowance Policy
- C00.08 Remuneration for Warden and Council Policy

**POLICY HISTORY**

REVISION	DATE	PREPARED BY
Policy reviewed and the following revisions made: <ul style="list-style-type: none"> <li>• Policy template updated and formatted for accessibility compliance.</li> </ul>	January, 2017	Human Resources
Policy updated to reflect to removal of committee pay, replaced by Council annual salary.	February, 2020	Legal Services / Clerk's
Policy reviewed and the following revisions made: <ul style="list-style-type: none"> <li>• Policy updated to include (1) claim form; (2) reflect the permanent shift to Committee of the Whole; and (3) process for reimbursement</li> </ul>	February, 2025	Legal Services / Clerk's

HS 02-03-25



**THE CORPORATION OF THE CITY OF SARNIA**  
Office of the City Clerk

November 22, 2024

Olivia Leger, General Manager, Corporate Services and County Clerk/Solicitor  
The Corporation of the County of Lambton  
789 Broadway Street, Box 3000  
Wyoming, ON N0N 1T0  
[olivia.leger@county-lambton.on.ca](mailto:olivia.leger@county-lambton.on.ca)

**Re: Consultation Request - Temporary Shelter Locations**

Dear Ms. Leger:

During the November 18, 2024 meeting of Sarnia City Council, discussion took place regarding consultation by the County of Lambton associated with temporary shelter locations in the City of Sarnia. It was indicated that a number of undisclosed locations are under consideration for this winter.

The following resolution was adopted:

***That Sarnia City Council request the County of Lambton to immediately consult with Sarnia City Council on the proposed locations for temporary shelters to allow for input before they occur.***

It is requested that Lambton County Council be made aware of this request.

We look forward to the County of Lambton's cooperation on this matter.

Sincerely,

A handwritten signature in cursive script, appearing to read "Amy Burkhart".

Amy Burkhart  
City Clerk

255 Christina St N  
Sarnia ON N7T 7N2  
519-332-0330 clerks@sarnia.ca www.sarnia.ca

 <p style="text-align: center;"><b>SOCIAL SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>CHILDREN'S SERVICES</b>
<b>PREPARED BY:</b>	<b>Kim Godin, Manager</b>
<b>REVIEWED BY:</b>	<b>Valerie Colasanti, General Manager Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>INFORMATION ITEM:</b>	<b>Child Care Facility Development Update</b>

**BACKGROUND**

On November 6, 2024, Council received a report regarding Child Care Facility Development where it was noted that under the provincial 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 Township of Enniskillen, the Town of Petrolia and surrounding Lambton rural communities as priority child care growth areas aiming to increase Lambton County’s child care access.

At that time, County Council adopted the following recommendation:

#7: Loosley/White:

- a) *That Council approve and authorize staff to proceed with the design, engineering and construction of a child care facility located at Lambton Meadowview Villa, in Enniskillen Township (“Project”) at an estimated cost of \$ 5,857,188.*
- b) *That the County be authorized to drawdown \$1,636,380 from the Children Services Reserve and to seek additional debt financing of up to \$1,911,851 for the funding of this Project.*
- c) *That staff provide County Council with quarterly project updates, including capital budget monitoring updates.*

*Carried.*



The purpose of this report is to provide County Council with a project update.

**DISCUSSION**

The County's Procurement & Project Management Department issued the following two Request for Proposals ("**RFP**"):

- a) on November 8, 2024, for the Supply of Child Care Operator; and
- b) on November 26, 2024, for the Supply of Architectural Services including design, engineering, and construction.

On December 18, 2024, ROA Studio Inc. of Chatham, Ontario, was determined to be the successful proponent and awarded the service agreement to provide Architectural Services.

On December 20, 2024, Lambton Rural Child Care was awarded the service contract as the successful proponent to deliver child care services at the location. Lambton Rural Child Care is a non-profit organization dedicated to providing a diverse range of high-quality services, including centre-based child care, licensed home child care, and before-and-after school programs. These services are offered across multiple locations within Lambton County, ensuring valuable support for families and communities throughout the region.

The administrative offices of Lambton Rural Child Care are situated within Lambton Meadowview Villa, further strengthening an established and effective partnership.

In January 2025, ROA Studio Inc. will begin coordinating planning meetings with County staff and Lambton Rural Child Care. These meetings will initiate the design and construction of a new, all-inclusive, and universally accessible child care centre on the Lambton Meadowview Villa property. The facility will address the community's child care needs by adding 49 new spaces, including 10 infant spaces, 15 toddler spaces, and 24 preschool spaces for children ages 0-4. Construction is expected to be completed in 2026.

County staff will continue to provide quarterly project updates, including capital budget monitoring updates to County Council.

**FINANCIAL IMPLICATIONS**

Outlined below is a financial summary of the Lambton Meadowview Villa - Child Care Capital Budget that highlights the approved capital budget adopted on November 6, 2024, the award of contract for architectural services and the balance of funding available for future work.

<b>Expenditure</b>	<b>Approved Budget</b>	<b>Award of Contract</b>	<b>Balance Available for Future Work</b>
Development/Design/Architectural	\$1,065,438	\$260,000	\$805,438
Construction	\$4,261,750	\$0	\$4,261,750
Contingency @ 10%	\$530,000	\$0	\$530,000
<b>Total Estimated Cost</b>	<b>\$5,857,188</b>	<b>\$260,000</b>	<b>\$5,597,188</b>
<b>Source of Funding</b>	<b>Approved Budget</b>		
Province: EDU Childcare/Start Up	\$2,308,957	\$260,000	\$2,048,957
Children Services Reserve	\$1,636,380	\$0	\$1,636,380
Debenture	\$1,911,851	\$0	\$1,911,851
<b>Total Source of Funding</b>	<b>\$5,857,188</b>	<b>\$260,000</b>	<b>\$5,597,188</b>

Barring any unforeseen and uncontrollable circumstances, the new child care facility is expected to be fully operational by December 2026.

**CONSULTATIONS**

Consultations have taken place with the General Manager of Social Services, the General Manager of Long-Term Care, the Manager of Procurement and Projects, the General Manager of Finance, Facilities and Acquisitions, and the Executive Director of Lambton Rural Child Care.

**STRATEGIC PLAN**

The activities of the Division support the Community Development Area of Effort #3 in the County of Lambton's Strategic Plan, specifically:

- Strengthening the County's advocacy and lobbying efforts with other levels of government to raise the profile of the County and its needs to secure improved senior government supports, funding, grants, and other resources to meet emerging infrastructure and service needs;
- Consulting with the community and stakeholders on ways to increase housing options and affordability, and innovative programs and initiatives that focus on poverty reduction and promote social belonging;
- Supporting the development of a variety of affordable housing to meet demand;
- Implementing, monitoring and updating community health and wellness-related plans and priorities, including, but not limited to, the *Housing and Homelessness Plan*, *Community Safety & Well-Being Plan*, the Long-Term Care division's mission, vision, and values, *Age Friendly Community Planning* framework, Lambton Public Health's strategic priorities, *Lambton Drug & Alcohol Strategy*, *Lambton EMS Master Plan*, and *Child Care and Early Years 5-Year Service System Plan*; and
- Advocating for, and supporting access to, mental health and addiction services.

**CONCLUSION**

A new child care facility built on County-owned land, where facility ownership remains with the County and operations are delivered by a non-profit operator, represents creativity and leveraging of resources from all levels of government.

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 this growth target, more work and innovation is needed to fully achieve targets by 2026. This new facility will assist the County in meeting the mandatory expansion targets.

 <p style="text-align: center;"><b>SOCIAL SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>CHAIR AND COMMITTEE MEMBERS</b>
<b>DEPARTMENT:</b>	<b>HOUSING SERVICES HOMELESSNESS PREVENTION &amp; SOCIAL PLANNING</b>
<b>PREPARED BY:</b>	<b>Melisa Johnson, Manager Ian Hanney, Manager</b>
<b>REVIEWED BY:</b>	<b>Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>January 15, 2025</b>
<b>INFORMATION ITEM:</b>	<b>Ministry of Municipal Affairs and Housing Encampment Funding</b>

**BACKGROUND**

On December 13, 2024, the Ministry of Municipal Affairs and Housing announced a new strategy and associated resources for municipalities to increase long-term housing and temporary supports for individuals residing in encampments. Within this strategy were three sources of potential funding for local communities to utilize including:

1. \$5.5 million available Province-wide to top-up the Canada-Ontario Housing Benefit (“COHB”) to immediately free-up emergency shelter spaces for people living in encampments by helping people living in shelter move into longer-term housing.
2. \$20 million available Province-wide to expand shelter capacity and create additional temporary accommodation spaces, like tiny modular units and climate-controlled semi-permanent structures, to provide people living in encampment with accessible alternative living options. Expenses incurred up to March 31, 2025 are eligible for funding.
3. \$50 million available Province-wide in last-mile funding for ready-to-build long-term affordable housing projects across the province. This funding will be allocated based on how close a project is to completion as well as its value for money, to help a project near completion but in need of targeted additional funding, to open their doors faster.

This funding is tied to clearing out encampments. For any municipality to be considered for this additional funding, the Ministry must receive a written pledge from the local Service Manager to use the funds towards ending encampments.

**DISCUSSION****COHB Funding**

The first among these funding announcements was a top-up to the COHB. The COHB is a housing supplement that is overseen directly by the Ministry of Finance, with client-level implementation and application facilitated by Service Managers such as the County of Lambton.

To be eligible for the COHB, individuals must meet several document readiness thresholds that align with eligibility for our community housing centralized waitlist. These additional supplements can be utilized by households experiencing homelessness in either emergency housing or unsheltered settings. Importantly, individuals must secure permanent housing, and their complete applications must be processed at the Ministry before the end of February 2025 to qualify.

The County of Lambton may receive an additional maximum \$186,100 in COHB allocation from this announcement. Based upon established average market rents, and resultant expectant supplement amounts, this additional maximum allocation has the potential to serve approximately 34 individuals.

While this tool does not directly address the primary limiting factor of a unit acceptance in obtaining permanent housing, this is a welcome tool that will better enable many eligible households to progress from shelter settings into more permanent housing, thereby creating more shelter bed vacancies. To maximize the potential uptake and impact of this tool, the County of Lambton Social Services Division will utilize a broad internal team of caseworkers, community support workers, and community outreach workers to facilitate the necessary documentation alongside unhoused individuals. Partnerships with local service providers that offer existing housing case management and shelter support will also be leveraged to ensure broad application and the largest possible impact. These current partnerships include the Women's Interval Home, the Inn of the Good Shepherd, and the Canadian Mental Health Association Lambton-Kent. Further providers may also be utilized, time-permitting.

**Encampment Response Initiative Funding**

The second funding announcement was the one-time shelter expansion and encampment response initiative. This initiative required a business case to be submitted by any interested Service Manager, such as the County of Lambton. This funding was accompanied by various inclusionary and exclusionary criteria, it could only be utilized to shelter individuals in existing encampments, and thereafter, potentially restore those specific sites after they have been vacated. At the time of this funding announcement, all known established encampments in Lambton County were situated within the City of Sarnia.

In consultation with several local agencies, including the Inn of the Good Shepherd, the City of Sarnia and Sarnia Police, a business case was submitted by the County of Lambton for this funding. The business case requested funds in the amount of \$325,810 for the extension of existing emergency housing solutions in addition to site restoration costs of \$104,000 for specifically identified encampments that could be cleared through this initiative. While social service agencies cannot force individuals to accept service, specific needs of individuals are supported through this proposal, enabled by robust local homelessness data, including real-time client-level assessments and case plans.

Importantly, the funding allocated under this initiative is short-term and one-time. Any funding secured through this program is limited to an end date of March 31, 2025. Distinct from the funding decisions resulting from this announcement, all local service providers continue to exhaust every available resource and opportunity to progress individuals along the housing continuum from experiences of homelessness and to obtain appropriate mental health and addictions care.

#### Last Mile Funding

The third funding announcement was the last mile funding available for affordable housing projects that are close to completion. Staff have submitted a business case requesting \$7.4M in Last Mile Canada-Ontario Community Housing Initiative (“**COCHI**”) funding for two projects currently in progress. A business case has been submitted requesting \$2.3M for the Maxwell Park Place development addition and \$5.1M for the Kathleen apartment development. In the 2024 strategic affordable and supportive housing development plan, Flourish recommended that the appropriate level of capital contribution from the ministry for projects was \$150,000 per unit which was used to support the additional Last Mile funding requests.

Staff continue to explore all funding opportunities on these projects with the hope that if additional external funding sources are secured above the project requirements, County dollars for this project could be reallocated to advance additional affordable and supportive housing projects identified in the County's strategic affordable and supportive housing development plan.

Existing affordable housing project include;

#### New Construction – Maxwell Park Place

Work has resumed on the addition at Maxwell Park Place. The 24 units, including six March of Dimes supported units, is expected to be completed in early spring 2025.

#### New Construction – New units in existing buildings

Work began in the summer to repurpose non-residential space in existing community housing buildings to create 2 additional units. Work is progressing with occupancy expected in January 2025.

**New Construction – Ontario Aboriginal Housing Services**

Construction has commenced on the project at 940 Confederation Street by Ontario Aboriginal Housing. This project will add 40 rent geared-to-income units to the community. Occupancy is expected in December 2025.

**Development – Kathleen Avenue**

Pre-development work is progressing on Kathleen Avenue. Housing Services staff held a public information session on October 8, 2024 to share information on the development with the neighbourhood. The re-zoning application was approved in November 2024 for this property and site plan has been submitted for approval. Pending site plan and building permit approval, it is hoped construction can start in the first half of 2025 with occupancy before the end of 2026. Once completed, this project will add 50 one-bedroom units, including 14 March of Dimes supported units to the community housing portfolio.

**Property Acquisition – St. Bartholomew's Church**

The County has entered into the conditional agreement to purchase the St. Bartholomew's Church property on Cathcart Blvd with the intention to develop new affordable housing. The County is presently undergoing its due diligence on this property.

**FINANCIAL IMPLICATIONS**

There are no financial implications as a result of this report.

**CONSULTATIONS**

Consultations have occurred with the General Manager, Corporate Services, Manager, Ontario Works, City of Sarnia staff, Executive Director, The Inn of the Good Shepherd, and other relevant Social Services Agencies.

**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:

- Strengthening the County's advocacy and lobbying efforts with other levels of government to raise the profile of the County and its needs to secure improved



senior government supports, funding, grants, and other resources to meet emerging infrastructure and service needs;

- Consulting with the community and stakeholders on ways to increase housing options and affordability, and innovative programs and initiatives that focus on poverty reduction and promote social belonging;
- Supporting the development of a variety of affordable housing to meet demand;
- Implementing, monitoring and updating community health and wellness-related plans and priorities, including, but not limited to, the *Housing and Homelessness Plan*, *Community Safety & Well-Being Plan*, the Long-Term Care division's mission, vision, and values, *Age Friendly Community Planning* framework, Lambton Public Health's strategic priorities, *Lambton Drug & Alcohol Strategy*, *Lambton EMS Master Plan*, and *Child Care and Early Years 5-Year Service System Plan*; and
- Advocating for, and supporting access to, mental health and addiction services.

### **CONCLUSION**

Further to the announcement of the increased resources to support and provide more long-term stable housing and temporary accommodations for those living in encampments, staff have made applications to all three available funding opportunities. Business cases have been submitted for both the encampment response initiative and last mile funding. The Ministry noted that any additional funding will be supported by new reporting and accountability measures to ensure these funds support the shared provincial and municipal goal of ending encampments. If the County is successful in any of the applications, staff will provide Council with regular updates on these reporting measures. A response is anticipated in early 2025.

The written pledge to use any approved funds towards ending encampments in Lambton County was submitted to the Ministry of Municipal Affairs and Housing on Friday January 3, 2025 and is attached as Appendix A.



**Office of the County Warden**  
789 Broadway Street, Box 3000  
Wyoming, ON N0N 1T0

Telephone: 519-845-0801  
Toll-free: 1-866-324-6912  
Fax: 519-845-3160

January 3, 2025

Ministry of Municipal Affairs and Housing  
777 Bay Street, 17th floor  
Toronto, Ontario  
M7A 2J3

**Re: Commitment to Utilize Funds for Encampment Clearance**

We are writing to formally confirm our commitment to using the allocated and/or awarded funds to support the clearing of encampments and to provide people living in these encampments with access to reasonable alternative accommodation within the County of Lambton service area. This initiative is part of our ongoing efforts to improve public safety, health and the overall quality of life for all residents.

We understand the importance of addressing the challenges posed by encampments and are dedicated to implementing effective solutions. As a pre-condition of receiving encampment response funding, the County of Lambton, in partnership with its lower-tier member municipalities, commits to focus efforts on the following activities:

1. **Assessment and Planning:** Conducting thorough assessments of encampment sites to develop comprehensive clearance plans.
2. **Engagement and Support:** Continue to provide outreach and support services, together with our Community Partners, to help people living in encampments successfully transition to reasonable alternative accommodations.
3. **Site Clearance:** Supporting our member municipalities in safely and efficiently clearing encampment sites, ensuring minimal disruption to the surrounding community.
4. **Post-Clearance Measures:** Assisting our member municipalities with implementing measures to prevent the re-establishment of encampments, including increased monitoring and community engagement.

[www.lambtononline.ca](http://www.lambtononline.ca)



Ministry of Municipal Affairs and Housing (page 2)

January 3, 2025

We are committed to transparency and accountability throughout this process. Regular updates and reports will be provided to ensure appropriate progress and the effective use of funds.

Yours truly,

A handwritten signature in black ink, appearing to read "Kevin Marriott". The signature is written in a cursive style with a horizontal line extending from the end.

Kevin Marriott  
Warden



**Office of the County Warden**  
789 Broadway Street, Box 3000  
Wyoming, ON N0N 1T0

**CAO 02-04-25**

Telephone: 519-845-0801  
Toll-free: 1-866-324-6912  
Fax: 519-845-3160

January 2, 2024

Dear County Council:

**Re: 2025 SWIFT Board Member Representation**

At the October 18th board meeting the SWIFT Board of Directors set the 2025 Annual General Meeting (AGM) date to May 9, 2025. As the newly elected Warden of Lambton County Council for 2025-2026, I have submitted an application for consideration as a Western Ontario Wardens' Caucus (WOWC) member representative to the SWIFT Board. This appointment is a two-year term ending at the 2027 AGM.

I am seeking a resolution of Council to confirm support of my application to the SWIFT Board as a WOWC member representative for the 2025 two-year term.

Yours sincerely,

Kevin Marriott  
Warden

[www.lambtononline.ca](http://www.lambtononline.ca)

