



**AGENDA**  
**LAMBTON COUNTY COUNCIL**

**Wednesday, February 5, 2025 9:00 AM**  
**Council Chambers, Wyoming**

Page

**1. ROLL CALL**

**2. LAND ACKNOWLEDGEMENT**

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

**3. DISCLOSURES OF PECUNIARY INTEREST**

If any.

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

**Recommendation**

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

- a) to review the Lambton County Council (Closed Session) minutes dated November 27, 2024, pursuant to s. 239(2)(c), (d) and (k) of the *Municipal Act, 2001*.
- b) to receive a report and provide instructions relating to information explicitly supplied in confidence to the municipality by the Government of Canada, pursuant to s. 239(2)(h) of the *Municipal Act, 2001*.
- c) to receive a report regarding the potential disposition of property located in the City of Sarnia, and to seek instructions from Council in relation thereto, pursuant to s. 239(2)(c) of the *Municipal Act, 2001*.
- d) to review the Committee of the Whole In-Camera minutes dated January 15, 2025, pursuant to s. 239(2)(b) and (d) of the *Municipal Act, 2001*.

*Act, 2001.*

**5. OPEN SESSION**

**The Open Session meeting will commence immediately following the Closed Session meeting.**

**6. SILENT REFLECTION**

**7. RISE AND REPORT MOTIONS OF THE IN-CAMERA SESSION**

**If any.**

**8. DELEGATIONS**

- 7 - 20 a) Sarah Reaume, Chief Executive Officer, Community Futures Lambton, will be presenting to County Council regarding an update on organization programming and the announcement of a new County-wide initiative.
- 21 - 37 b) Tony Gioiosa, on behalf of the Melrose Community Group, will be presenting to County Council regarding the overflow shelter at the Laurel Lea Church.
- 38 - 53 c) Mark Perrin, Executive Director, Tourism Sarnia-Lambton (TSL), will be speaking to County Council and providing an update regarding TSL's activities and plans.
- 54 - 84 d) Matthew Slotwinski, Chief Executive Officer, and Adrienne Lee, Board Chair, Sarnia-Lambton Economic Partnership (SLEP), will be speaking to County Council and providing an update regarding SLEP's activities and plans.

**9. MINUTES OF COUNCIL (OPEN SESSION)**

- 85 - 92 a) Reading and adoption of the Lambton County Council (Open Session) minutes dated November 27, 2024.
- 93 - 97 b) Reading and adoption of the Lambton County Warden's Election minutes dated December 4, 2024.

**10. Annual General Meeting of The County of Lambton Community Development Corporation**

- 98 - 139 a) The Annual General Meeting (AGM) of The Corporation of the County of Lambton Community Development Corporation (CLCDC) will be held at the County Council (Open Session) meeting. Invited to the meeting will be the institutional members (County Council) as well as the individual members (the Board). Dr. Katherine Albion, Executive Director of the Research Park, will make the presentation to the members.

11. **BOARD OF HEALTH (Lambton Public Health)**

A) **Board of Health Correspondence to Receive and File Recommendation**

**That the following correspondence items be received and filed:**

- 140 - 148 a) BOH 02-15-25 A letter from Trudy Sachowski, Chair, Association of Local Public Health Agencies, dated January 20, 2025, providing its input on the financial requirements for a stable, locally based public health system as part of this year's pre-budget consultation.
- 149 - 150 b) BOH 02-16-25 A letter from Trudy Sachowski, Chair, Association of Local Public Health Agencies, dated December 17, 2024 in response to the findings of the Ontario Auditor General's performance audit, pertaining to Ontario's Opioid Strategy.
- 151 - 153 c) BOH 02-17-25 A letter from David Marshall, Chair, Board of Health, Haliburton, Kawartha, Pine Ridge District Health Unit, dated December 5, 2024, in support of Health Canada's Order amending Schedules 2 and 3 to the *Tobacco and Vaping Products Act* to ban all e-cigarette flavours excluding mint, menthol and tobacco.

B) **Board of Health Information Reports**

- 154 - 156 a) Information Report dated February 5, 2025 Regarding Assessment of the Immunization Status of School Pupils and the Suspension Process - 2024-25 School Year Update.
- 157 - 159 b) Information Report dated February 5, 2025 Regarding Clinical and Family Services Q4 2024 Activity Report.

C) **Board of Health Other Business**

12. **CORRESPONDENCE**

A) **Correspondence to Receive and File**

- 160 - 162 a) CC 02-11-25 A letter from Lee Michaels, resident of the City of Sarnia, received December 16, 2024, regarding the overflow shelter at the Laurel Lea Church.
- 163 b) CC 02-12-25 A letter from Margo Harrison, resident of the City of Sarnia, dated December 14, 2024, regarding the overflow shelter at the Laurel Lea Church.
- 164 - 165 c) CC 02-18-25 Correspondence received from Heather Martin, CEO, Vision '74 Inc. dated January 28, 2025 regarding a request for Lambton County Council to reconsider proceeding

with the Small House Development Plan.

**B) Correspondence from Member Municipalities**

166

- a) CC 02-14-25 A letter from Amy Burkhart, City Clerk, the City of Sarnia, dated January 23, 2025 regarding hours of operations at County of Lambton shelters. The City of Sarnia passed the resolution below at its January 20, 2025 Council meeting.

**That staff be directed to dismantle all encampments immediately. Most notably the one in Rainbow Park; and**

**That Sarnia City Council request the County of Lambton take a serious review of the hours of service at shelters.**

**13. INFORMATION REPORTS**

**A) Long-Term Care Division**

167 - 170

- a) Information Report dated February 5, 2025 Regarding Small House Project Reconsideration Request.

**B) Social Services Division**

171 - 175

- a) Information Report dated February 5, 2025 Regarding Homelessness Prevention Services.

**14. ITEMS NOT REQUIRING A MOTION**

176 - 180

- a) Lambton Seniors' Advisory Committee minutes dated September 17, 2024.

181 - 182

- b) Tourism Sarnia-Lambton Board minutes dated September 19, 2024.

183 - 187

- c) Creative County Committee minutes dated September 26, 2024.

188 - 189

- d) Sarnia-Lambton Economic Partnership Board minutes dated November 19, 2024.

190 - 192

- e) County of Lambton Agricultural Advisory Committee minutes dated December 11, 2024.

**15. REPORTS REQUIRING A MOTION**

**A) Emergency Medical Services Department**

193 - 195

- a) Report dated February 5, 2025 Regarding 2025 EMS Service Enhancement.

196 - 200

- b) Report dated February 5, 2025 Regarding EMS Headquarters Development.

**16. COMMITTEE OF THE WHOLE (OPEN SESSION) MINUTES**

201 - 208

- a) Committee of the Whole (Open Session) minutes dated January 15, 2025.

**17. ITEMS TABLED FROM PREVIOUS MEETINGS**

None at this time.

**18. NOTICE OF MOTION**

209

- a) Councillor White gave Notice of Motion dated January 16, 2025 for the February 5, 2025 Lambton County Council (Open Session) meeting regarding the appointments made by the Striking Committee on December 4, 2024, which appointed Councillor D. Sageman to the Lambton Community Safety and Well-Being Leadership Team for 2025-2026. Councillor White is seeking Council's consideration of the motion below. Please see Councillor White's attached Notice of Motion for full details.

**That Councillor B. White be appointed to the Lambton Community Safety and Well-Being Leadership Team for 2025-2026.**

**19. OTHER BUSINESS**

**20. NOTICE OF BY-LAWS**

210 - 212

- a) 3 of 2025 A By-Law to Authorize Bank Borrowing for Current Operations to a maximum of \$10,000,000.

213 - 239

- b) 4 of 2025 A By-Law to Provide for Services Fees and Charges by The Corporation of the County of Lambton.

240 - 241

- c) 5 of 2025 A By-Law of The Corporation of the County of Lambton to confirm the resolutions and motions of Lambton County Council which were adopted up to and including February 5th, 2025.

**A) First and Second Reading of By-Laws**

- a) #3, #4 and #5 of 2025.

**B) Third and Final Reading of By-Laws**

- a) #3, #4 and #5 of 2025.

**21. ADJOURNMENT**

**Recommendation**

**That the Warden declare the meeting adjourned and that the next**

**regular meeting of County Council be held on Wednesday, March 5, 2025 with the In-Camera Session to commence at 9:00 a.m.**

**22. O CANADA!**



# Exciting New Opportunity for our Lambton County Communities





## Who we are ...

Community Futures Lambton (formerly the Sarnia-Lambton Business Development Corporation) is a non-profit entity guided by a volunteer Board of Directors and a staff team of experienced business professionals.

### **Supporting local since 1988**

Funded by the Federal Economic Development Agency for Southern Ontario (FedDev Ontario), we have provided funding & complimentary business services to local businesses across Lambton County since 1988.

We are part of a network of over 260 Community Futures organizations across Canada. Each office is situated in a community with a population of under 100,000 and is dedicated to empowering entrepreneurs and small—to medium-sized businesses (SMEs) in rural areas.





## Services we offer ...



### Funding

We offer repayable loan funding of up to \$300,000 to eligible local businesses, with a greater risk tolerance than traditional lenders.



### Coaching

We provide FREE business coaching and advisory services to businesses at all stages of the business lifecycle.



### Development

We collaborate closely with economic development partners to promote and support initiatives that drive community economic growth.



# By the Numbers ...

## **FINANCIAL SUPPORT** Since 1988

<b>Loans Written</b>	<b>887</b>
<b>Total Loan Value</b>	<b>Slightly under \$50 million</b>
<b>Jobs Created/Maintained</b>	<b>10,000 +</b>
<b>Current Loans Out</b>	<b>\$8 million</b>
<b>Available to Lend</b>	<b>\$5 million</b>

## **BUSINESS SUPPORT** (2024 - 2025 to date)

<b>In Depth Business Consults</b>	<b>491</b>
<b>Businesses Assisted</b>	<b>169</b>
<b>In Depth Loan Consults</b>	<b>167</b>
<b>Loans Approved</b>	<b>15</b>

\*Totals as at December 31, 2024

# 2024 – Lots of Changes!



We re-branded our organization *(from the SLBDC to Community Futures Lambton)*.

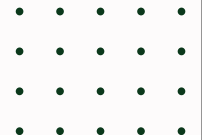
We then refreshed and significantly expanded our programming.

In July of 2024, we closed the sale of our previous building at 109 Durand Street in Sarnia.

We then purchased our new building at 346 Christina Street.

Our Board of Directors committed to finding a way to ensure that the net proceeds of that sale were utilized to activate community economic development in our Lambton County communities.

Further, they committed to do so in a way that was replicable and sustainable on an annual basis.





## **BOARD STRATEGY**

**Invest the net proceeds of the sale.**

**Pull out interest only on an annual basis & utilize that funding for community-based initiatives.**

**Protect the principle to ensure that programming is sustainable well into the future.**

**Combine that funding with our existing CED funds ... and push it all out to our Lambton communities.**



**Introducing...**

# **Community Futures Grants**

**for Community-based Economic Development**



# **\$40,000 in Grant Funding Annually**

- **Minimum available each year going forward**
- **Grants of \$500 to \$5,000**





## Who can Apply?

Charitable Organizations or Registered Charities  
Non-Profit Corporations  
Accredited Service Clubs  
Social Service Organizations  
Recognized Educational Institutions



# What can Grant funds be used for?

- youth initiatives
- the growth and promotion of tourism
- the development of volunteers
- social or cultural events
- innovation and/or technology
- skills development, education and training

and ... 😊





# **Timeframe?**

**For projects and initiatives that will take place between:**

**April 1, 2025 - March 31, 2026**

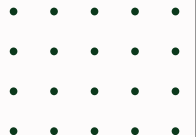
**April 1, 2026 - March 31, 2027 etc.**



## Deadlines ...

<b>Applications Open:</b>	<b>Saturday, March 1<sup>st</sup>, 2025</b>
<b>Applications Close:</b>	<b>Monday, March 31<sup>st</sup>, 2025</b>
<b>Recipients Announced:</b>	<b>Monday, April 14, 2025</b>

[www.cflambton.com/grants](http://www.cflambton.com/grants)





*We're excited to share this announcement with  
County Council!*

*We're hopeful that you will use your local  
networks to advance information on this valuable  
Grant program to your community stakeholders.*

*Looking forward to receiving applications for  
happenings in your Communities.*



**Ask me anything!**

With sincere thanks for making time for us in your busy agenda from the staff and Board team at



**Community  
Futures  
Lambton**

January 6, 2024

County of Lambton  
789 Broadway St.,  
Wyoming, ON  
N0N-1T0

RECEIVED  
JAN 06 2025  
C.A.O.

ATTN: County Clerk

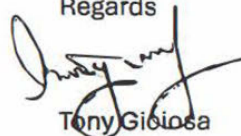
Attached you will find a package prepared by the Melrose Community Group of Sarnia addressing issues experienced by residents, property owners and business owners in the area of the Laurel Lea Church Emergency Shelter.

We are requesting that this package be shared with the Warden, all County Councillors, the topic be added to the upcoming Council Meeting and that we may have the opportunity to address Council to express our concerns and answer any questions that may be put forward. Feel free to reach out if you have any concerns about our request.

If our request is accepted, please feel free to contact me at [REDACTED] or through email at [REDACTED] with meeting date and times for the Council Meeting.

Thank you for your help with this matter.

Regards



Tony Gioiosa

On behalf of the Melrose Community Group

January 6, 2025

To: County of Lambton, Warden and County Councillors

Re: Laurel Lea Church Emergency Shelter  
837 Exmouth St. Sarnia, Ontario

We are a group of 55 residents, property owners and business owners from the Melrose/Laurel Lea area who have formed a Group with one goal in mind, restore the Community to what it once was prior to the arrival of the Laurel Lea Emergency Shelter in 2023.

The Laurel Lea Church building is no longer used for worship purposes and has been so since merging with the Emmanuel Presbyterian Church (the "Church") in 2022. In 2023 a partnership announcement was made by Lambton County (the "County") and the Inn of the Good Sheppard (the "Inn") to open an emergency "out of the cold" shelter (the "Shelter") housing 24 beds with the Church retaining ownership of the property. Minimal efforts were put forward to inform the Community at the time. When the Community learned what was happening it didn't resist because it understood there was a need and the situation was only temporary.

The Shelter remains in place today with a more permanent presence. It has expanded its available beds and now provides "wrap around services". Those that use the Shelter at night are disbanding into the Community while during the day individuals come and go to receive other services. Once again, minimal effort was put forward to inform the Community of the County's plan to expand the Shelter operation.

Unfortunately, as the Shelter grew the Community began experiencing unwanted activities such as open drug use, public defecation, violent behaviors, threatening altercations and littering of abandoned grocery carts sometimes filled with unwanted items.

The problems continue today at a larger frequency, intensity and with total disregard for public safety. This past summer was atrocious with several complaints lodged directly with the Shelter staff and Shelter security. Our problems intensified with loitering in the Laurel Lea Park and on private properties, witnessing "zombie" like individuals walking the streets, witnessing overdosing and witnessing drug exchanges.

In October a Petition was signed by area residents, property owners and business owners with a request to the County, the Inn and the Church to arrange a public meeting so that our issues could be publicly presented and a plan developed to restore the Community to what it once was. Our request was forwarded individually to Valerie Colasanti (Lambton County Social Services Manager), Myles Vanni (Inn of the Good Sheppard Executive Director) and Minister Allan Farris

(Emmanuel Presbyterian Church). A joint response was received from the County and the Inn outlining some internal steps that had been implemented but no offer to meet with the Community. No response was received from the Church. Our request was resubmitted to the CAO for Lambton County and Chairpersons of the Inn and Church. After correspondence back and forth with Mr. Thiffeault and a discussion about how each of the individuals to the partnership carry independent liability for what was happening, a meeting date was agreed to with the understanding only a few individuals representing our Group would attend. Again, a response was not received from the Church.

On December 12, 2024, our Group met with Valerie Colasanti, Ian Hanney, Myles Vanni and Minister Allan Farris who attended through an invite from the County. At the request of the Chief of Police for the Sarnia Police, two Sergeants also attended the meeting. The County presented their mandate and the things they had done in an attempt to mitigate the Community concerns. They explained issues with lack of housing and supports that were put in place for Rainbow Park individuals has pushed for the expansion of the Shelter. The Sarnia Police provided the following statistics as they relate to the Shelter and its effects in the Community for the period between January 1, 2024, and December 11, 2024:

- 901 Calls for service (of which 181 were placed between Oct 11 & Dec 11)
- 64 Man hours spent on occurrences
  - 8 Ambulance assists
  - 3 Bail violations
  - 26 Unwanted persons
  - 11 Disturbing the peace
  - 10 Arrest warrants
  - 10 Trespassing
  - 5 Mischief

The Police also shared that they have labeled our Community as a “hot spot” and confirmed no other area in the City of Sarnia is any where near as active as ours. Attached to this letter is an email received from one of our residents that vividly explains in detail the struggles he and his family are facing. Simply put, the Shelter is a magnet for unwanted disruptive activity. What may have started with good intentions has turned out to be an uncontrollable situation negatively affecting our Community.

I can confirm that the calls for service to the Police continued over the Christmas break as the Shelter area accumulated abandoned grocery carts, area employees were threatened and unmanned grocery carts were lodged on to Exmouth Street in the path of oncoming traffic. The Sarnia Police have been very supportive of our Group by providing extra sweeps of the area but they are not the solution to the Community problems.

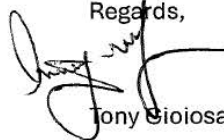
We left the meeting mentally exhausted and frustrated. When questioned by the Group what the County was going to do with the slew of nuisance activities happening in the Community

as a direct repercussion of the Shelter operation, little was provided other than “call the Police”. Fingers were pointed to past governments’ inadequacies and the lack of housing rather than taking ownership for the hardships the County, the Inn and the Church have created for the Community.

Our Community is at its breaking point!! We cannot continue to absorb the repercussions of having a Shelter in our Community. We would go further to argue, the priority for some of the Shelter users should be addiction rehabilitation so that they can contribute rather than being disruptive. The Shelter facility has been inappropriately placed in an established combined residential commercial area ill equipped to absorb it, it’s wrap around services or a rehabilitation facility. Furthermore, the partnership that established the Shelter has clearly demonstrated it is not fully able to address the needs of its users nor are they willing to take ownership of the overflow effects into the Community. Our Group is calling on you to demand a working plan from County staff to address Community concerns that will dispel the term “drug alley” that area businesses has labeled the problem as being and set a date in the immediate future for the closure of the Shelter facility.

Our Group is looking forward to addressing you directly at an upcoming meeting so that you receive our request directly and address any questions you may have of us.

Regards,



Tony Gioiosa

On behalf of the Melrose Community Group

Attachments:

1. Petition – Request for Public Meeting
2. Correspondence:
  - a. [REDACTED] - Area Resident
  - b. County of Lambton - Stephane Ttiffeault, CAO
  - c. Melrose Community Group



October 4, 2024

TO: Valarie Colasanti, General Manager Social Services, County of Lambton  
Myles Vanni, Executive Director, Inn of the Good Sheppard  
Minister Alan Sarris, Emmanuel Presbyterian Church  
City of Sarnia Council Members:  
Dave Boushy – City/County Councillor      Chrissy McRoberts – City/County Councillor  
Terry Burrell – City Councillor              George Vandenberg – City Councillor  
Bill Dennis – City/County Councillor      Brian White – City/County Councillor  
Anne Marie Gillis – City Councillor        Adam Kilner – City Councillor  
Chief Derek Davis, Sarnia Police  
Bob Bailey, Member of Provincial Parliament, Sarnia-Lambton  
Marilyn Gladu, Member of Federal Parliament, Sarnia-Lambton  
Paul Morden, Reporter, Sarnia Observer & Sarnia This Week

In discussions held amongst residents of the Laurel Lea Church and Laurel Lea park area, a consensus was reached that the above individuals holding various positions within Sarnia-Lambton are key players to the position that the Laurel Lea Community finds itself in. Paul Morden has been added to the list only because of his past media coverage with articles written March 3, 2023 (*Temporary homeless shelter opening at empty Sarnia Church*), October 23, 2023 (*Seasonal Out of the cold homeless shelter reopens in Sarnia*) June 19, 2024 (*Seasonal overflow homeless shelter in Sarnia remains open*) and August 8, 2024 (*Former Sarnia Church site could become home of new affordable housing*).

The Laurel Lea Community has been negatively affected by the residual effects of the homeless shelter operation. Past complaints seem to have fallen on deaf ears as fingers are pointed at each other and the Laurel Lea Community continues to fall further and further into disarray. Attached you will find a Petition signed by 47 area resident and business owners requesting a public meeting with all parties listed in the request to collectively hear directly from the Community about its concerns and a request that a formal plan be created with a goal of restoring the community to a safe, stress-free and malicious-free neighborhood. We would look to the County of Lambton for their support in establishing a meeting date and assistance with this logistics of creating the meeting forum. Any questions about our request can be directed to either of the undersigned at [REDACTED].

Respectfully submitted on behalf of the Laurel Lea Community.

  
Brad Kuglin  
[REDACTED]  
Sarnia, Ontario

  
Tony Gioiosa  
Candida Holdings (Sarnia) Limited  
795 & 867 Exmouth St.,  
Sarnia, Ontario

## PETITION FOR PUBLIC MEETING

ATT: Myles Vanni, Executive Director, Inn of the Good Sheppard  
Valarie Colasanti, General Manager Social Services, County of Lambton  
City of Sarnia Council Members  
Chief Derek Davis, Sarnia Police  
Bob Bailey, Member of Provincial Parliament, Sarnia-Lambton  
Marilyn Gladu, Member of Federal Parliament, Sarnia-Lambton  
Paul Morden, Reporter, The Sarnia Observer, Sarnia This Week

We, the Residents and Property Owners in the vicinity of the Laurel Lea Church and Laurel Lea Park, have assembled and are in need of being publicly heard.

In 2023 a “temporary” homeless shelter was opened at the Laurel Lea Church to serve a specific need. That “temporary” status has been extended on several occasions and now has found its footing as a permanent facility with overtones that it may one day become the site of an “affordable” housing complex of which we understand the owners will pursue exceptions building exceptions to achieve their construction goals:

Since the opening of the facility in 2023, the general quality of the neighborhood has deteriorated. To name a few of the issues, we are seeing open use of drugs, defecation on personal property, loitering, sleeping in hidden crevasses, property damage and we are living/working in a general state of fear for our safety. As we worked through the complaint process with officials of the facility, we learned that the facility has a zero-tolerance policy for using drugs and those individuals are turned away only to remain in our community for residents and police to address. When police response, their abilities are limited are to push these people along unfortunately for another property owner to address. Simply put, you have placed the area residents and property owners in a terrible situation, and it is unacceptable.

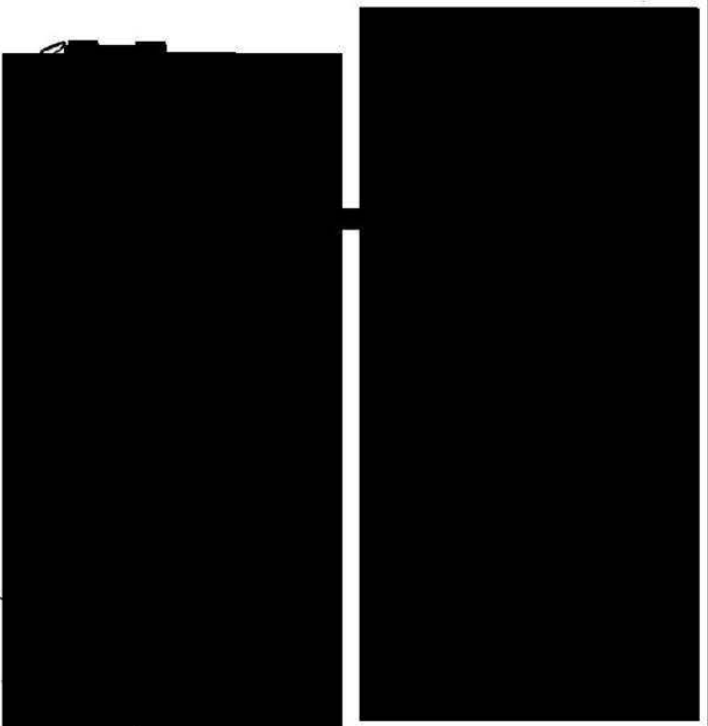
The community has reached its breaking point! Below you will find signatures of area residents and property owners who are demanding that a Community Meeting be organized with you in the next 30 days in which we wish you to communicate to you our issues in person. In turn, we will be demanding of you, as our Community Leaders, an actionable response that will return our neighborhood to us as you found it when you first opened in 2023.

	Resident/Property Owner/Tenant	Signature	Address	Phone #
1.	Brad + Markene Kuglin	<i>Markene Kuglin</i>	[REDACTED]	[REDACTED]
2.	Gaurav Sharma	<i>Gaurav Sharma</i>	[REDACTED]	[REDACTED]
3.	Wicki Nicholls	<i>Wicki Nicholls</i>	[REDACTED]	[REDACTED]
4.	HARVEY TRASKSEL	[REDACTED]	[REDACTED]	[REDACTED]
5.	Tim Brant	[REDACTED]	[REDACTED]	[REDACTED]
6.	Bonnie McPhail	<i>B McPhail</i>	[REDACTED]	[REDACTED]
7.	Leahie Ruckle ←	<i>Leahie Ruckle</i>	[REDACTED]	[REDACTED]
8.	Norm Penny	<i>Norm Penny</i>	[REDACTED]	[REDACTED]
9.	Josiah Hernandez	<i>Josiah Hernandez</i>	[REDACTED]	[REDACTED]
10.	Randy Carter	<i>Randy Carter</i>	[REDACTED]	[REDACTED]
11.	Tracy Jones	<i>Tracy Jones</i>	[REDACTED]	[REDACTED]
12.	DON MORRICE	[REDACTED]	[REDACTED]	[REDACTED]
13.	JOSEPH C. DOMBOVARY	<i>J. C. Dombovary</i>	[REDACTED]	[REDACTED]
14.	D. DiAnce   4	[REDACTED]	[REDACTED]	[REDACTED]

		ADDRESS	Ptt.
15.	KRISTINE FORSYTH	<i>[Signature]</i>	[REDACTED]
16.	BER McLEAN	a.c.m.lean	[REDACTED]
17.	Bill Kiou	Mr Kar	[REDACTED]
18.	Michelle Vandenhove	of. daniel	[REDACTED]
19.	Jyca Hawne	Joyellan	[REDACTED]
20.	Rachita	Rachita	[REDACTED]
21.	Nolan Donn	<i>[Signature]</i>	[REDACTED]
22.	Jess & Mark Sacklin	Mrs Sacklin	[REDACTED]
23.	Matthew & Emily Van Alstine	<del>Matthew &amp; Emily Van Alstine</del>	[REDACTED]
24.	Don & Karen Tomlinson	Don Tomlinson	[REDACTED]
25.	Judy Pietrykowski	Judy P	[REDACTED]
26.	Robert Parsons	Robert P	[REDACTED]
27.	Tom Cimetta	T. Cimetta	[REDACTED]
28.	William Hershin	<i>[Signature]</i>	[REDACTED]
29.	LORRIE WERDEN	Lorrie W	[REDACTED]
30.	Julie BANTAM	Julie Bantam	[REDACTED]
31.	Melissa Payne	Melissa Payne	[REDACTED]
32.	Bob Munday	<i>[Signature]</i>	[REDACTED]
33.	Thomas Cribbin	Thomas Cribbin	[REDACTED]
34.	Ashlynn Plug	A. Plug	[REDACTED]

- 35. Tysa Alder
- 36. Tiana Oetting
- 37. KEITH RANDALL
- 38. BILL CROWELL
- 39. Kevin Daye
- 40. MURRAY SMITH
- 41. ROSEMI ESSEN
- 42. Courtney Hind - (wealth management)
- 43. JASON LEE CEO at m-mart
- 44. Randy Samms
- 45. Wendy Pilius
- 46. Melanie Graham
- 47. Tony Giolosa
- 48. \_\_\_\_\_
- 49. \_\_\_\_\_
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- 51. \_\_\_\_\_
- 52. \_\_\_\_\_
- 53. \_\_\_\_\_
- 54. \_\_\_\_\_

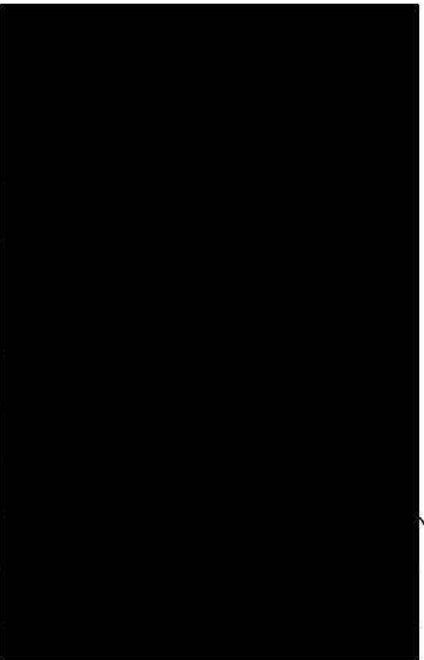
*[Handwritten signatures and initials corresponding to the list above]*



\_\_\_\_\_  
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Additional Names for Petition:

- ① Dr. Paiement
- ② Dean Taylor
- ③ Dawsat Kevin
- ④ Pat Taylor
- ⑤ Nathan McGuire
- ⑥ Don White, St. Clair Windows
- ⑦ Giant Tiger
- ⑧ Cindy Smith





Tony Gioiosa <laurrellecommunity@gmail.com>

**Fwd: Sarnia is not like my childhood**

**Bill Dennis** <bill.dennis@sarnia.ca> Sun, Nov 17, 2024 at 9:25 AM  
To: City Council <citycouncil@sarnia.ca>, Senior Management Team <Managers@sarnia.ca>, Chris Carter <chris.carter@sarnia.ca>, Stephane Thiffeault <Stephane.Thiffeault@county-lambton.on.ca>, Valerie Colasanti <Valerie.Colasanti@county-lambton.on.ca>, County Councillors <countycouncillors@sarnia.ca>  
Cc: Chris Cooke <chris@huronweb.net>, Tony Gioiosa [REDACTED], Paul Morden <pmorden@postmedia.com>

See below.... Citizen complaint re: Laurel Lea Shelter

Kind Regards,

Bill Dennis

Sarnia City / County Councillor



**Bill Dennis**  
Councillor  
City of Sarnia  
255N Christina St.  
Sarnia, ON N7T 7N2  
Phone:  
www.sarnia.ca



This e-mail transmission cannot be guaranteed to be secure or error-free and the sender does not accept liability for such errors or omissions. The e-mail and all attachments may contain confidential information that is intended solely for the addressee(s). If you received this communication in error, please reply to the sender or notify them by telephone at 519-332-0330 and delete or destroy any copies.

Begin forwarded message:

**From:** [REDACTED]  
**Date:** November 17, 2024 at 9:00:17 AM EST  
**To:** Bill Dennis <bill.dennis@sarnia.ca>  
**Subject:** Sarnia is not like my childhood

Dear Mr. Dennis,

As a Sarnia resident, I'm in complete shock and disgust. The state of this community is in dire need of a movement to put those in need out of RESIDENTIAL areas.

I'm a resident at [REDACTED]  
Along with myself and my spouse, we are raising 4 children. My boys are 2, 5, and 11. I also have a 14 year old daughter.

The state of my neighborhood is a complete shit show of people's with S.U.D & Homelessness. That's not even a good enough description needless to say.

Over the past 2 years the state of my home's area has exponentially declined beyond comprehension.

There isn't a day without witnessing daily drug deals, physical assaults, verbal altercations, sex trade workers.  
My children are not safe. I'm not safe.

There isn't a day in the last year without hearing sirens screaming down Exmouth Street to Laurel Church Shelter.

In the morning there's a conglomerate of people out front using substances in plain sight.

In the evening there's an influx of using addicts discarding sharps and broken glass pipes and foils.

I've had my life threatened three times in the presence of weapons taking out my trash to the community garbage units.

On the first account while taking out my trash in the late morning as I approached with caution to my trash bins, I noticed movement. There were two men behind the green garbage receptacles. With a bag of trash in each hand, the two men sprung out from behind the green dumpsters and started yelling profusely. I asked them to please step aside. Their rebuttal was brandishing a shiny hatchet from one man and a click of a spring assisted knife. "Get out of here before I bury this in your fucking head ya goof" are words I can not forget.

On another account days later, a different man showed up, as I was taking my daily trash out. This man showed me a fresh wound from his sternum to navel, crusted, bleeding, and shiny staples. "There's a bullet with your name on it mother Tucker, this is my territory, stay the fuck away" are the words I live with in my head.

On a third account, taking my daily trash as usual, much later in the day. I politely asked a crowd of 3 men to step aside while I throw my refuse in the disposal. "Better run ya goof" I heard, "Excuse me" I replied. "Do you guys live here" I said. "Go fuck yourself" from one of the young men as he withdrew a camouflage compound bow from his satchel. I did notice the flared arrow tips or bright colours. I bolted as I called 911 running while being chased with a bow drawn on me. I kept calling back 911. Immense death threats to my life and anyone who lives near me were being called.

Needless to say, taking out garbage daily is a bone chilling nightmare.

My daughter has watched a young woman drop "colorful bags" on the sidewalk resembling what sge described as "powder like rockets candy in tiny bags" from [REDACTED] to Tim Hortons before the young woman walked into the road to be picked up from a vehicle. Do you think this is safe? Would you let your child take a simple walk 500 metres away to Tim Hortons?

With my daughter the day after in my vehicle in the Exmouth Tim's drive through we watched something, something audible and disturbing. A young woman came out of that Tim's with an empty brown bag. She handed off a Tim's bag with 20 dollar bills seen to a much older man. The man gave her a closed fist into a small open hand and said "Be careful sweetheart, this is really strong".

My son who is 11 and on the spectrum has asked "Dad, is it normal for people to have sex by our dumpsters?"

I ask this question, as on the daily, my 4 children, my spouse, my two pets, and myself feel trapped & barricaded in our condo townhouse rental.

No, moving is not in the question.



My Question is "Why put a shelter in the middle of a RESIDENTIAL AREA?"

To Mayor Bradley, "Would you like to buy some real estate around this neighborhood?"

To Valerie Colasanti "You are not helping at all, 0% effort, get some common sense"

To Bill Dennis, thank You. Thank you Bill for getting your hands in the mud with the rest of this once quiet peaceful neighborhood. Thanks for asking questions that "those who don't see, ignore".

These are my accounts over less than 1 year period. These accounts are true. These accounts don't come without feeling helpless and "Locked inside" for Safety.

Warm Regards,

[REDACTED]



**Office of the Chief Administrative Officer**  
789 Broadway Street, Box 3000  
Wyoming, ON N0N 1T0

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

December 18, 2024

**Sent Via Email** [REDACTED]

Brad Kuglin  
[REDACTED]

Sarnia, Ontario

Tony Gioiosa  
Candida Holdings (Sarnia) Limited  
795 & 867 Exmouth St.  
Sarnia, Ontario

Dear Mr. Kuglin and Mr. Gioiosa,

**Re: Meeting of December 12, 2024**

I understand that the meeting on December 12, 2024, between you, Cindy Smith, Nolan Dunn and representatives of the County of Lambton, The Inn of the Good Shepherd, Laurel Lea St. Matthew's Presbyterian Church and the Sarnia Police Services was productive. Each had the opportunity to raise, discuss, dispel assumptions, and explain matters of interest amongst the group, to their reasonable satisfaction.

As requested, and as discussed amongst the group, since the meeting the County of Lambton:

- a) added a third-party private security service provider vehicle at the end of the Church's driveway on December 13, 2024, to increase that security service provider's visibility on the property;
- b) purchased additional security cameras on December 13<sup>th</sup>, 2024, which will be installed on the north and east side of the Church by December 18<sup>th</sup>, 2024;
- c) has limited ingress and egress to the Church from the dedicated parking lot access and discontinued client access thereto from the East Melrose St. side entrance;

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



Mr. Kuglin and Mr. Gioiosa (page 2)

December 17, 2024

- d) has communicated, again, to its human services and security services providers its zero tolerance for on-site illicit drug-use; and
- e) has asked the Sarnia Police Service to conduct an additional crime prevention through environmental design assessment, to identify any additional opportunities to further enhance safety and security through environmental design interventions.

The above measures are in addition to those previously noted in my previous communications. The County of Lambton and its service providers will remain diligent on the above-noted measures and initiatives.

I also understand that the Sarnia Police Service are considering the group's request for further community patrolling.

As always, the County of Lambton and its program service providers remain committed to ongoing communications. Any member of the community may address their concerns directly to Ms. Colasanti, at [valerie.colasanti@county-lambton.on.ca](mailto:valerie.colasanti@county-lambton.on.ca), 519-344-2062, ext. 2010 and Mr. Hanney, [ian.hannev@county-lambton.on.ca](mailto:ian.hannev@county-lambton.on.ca), 519-344-2062, ext. 2173.

I trust that the above accurately reflects the discussion held on December 12<sup>th</sup>, between the above-noted parties and the County of Lambton's commitments arising therefrom.

With kind regards,



Stéphane Thiffeault  
Chief Administrative Officer

cc: Valerie Colasanti, General Manager, Social Services  
Ian Hanney, Manager, Homelessness Prevention and Social Planning  
Olivia Leger, General Manager, Corporate Services, County Solicitor/Clerk  
Myles Vanni, Executive Director, The Inn of the Good Shepherd  
Allan Farris, Minister of Word and Sacrament, Emmanuel Presbyterian Church

December 30, 2024

**VIA EMAIL ONLY**

Stephane Thiffeault,  
CAO, County of Lambton  
789 Broadway St.,  
Wyoming, Ontario N0N-1T0

RE: Follow-Up to December 12, 2024 Meeting

Thank you for your recent correspondence regarding our meeting. Our Group is continuing to digest the items discussed as no concrete plans were presented to restore our Community. We were quite surprised to receive statistics from the Sarnia Police and those numbers remain front and center in our thoughts. In the event those statistics were not directly shared with you, they are summarized as follows and covers the period from January 1, 2024, and December 11, 2024:

- 901 Calls for service
- 64 Man hours spent on occurrences
- 8 Ambulance assists
- 3 Bail violations
- 26 Unwanted persons
- 11 Disturbing the peace
- 10 Arrest warrants
- 10 Trespassing
- 5 Mischief

With these statistics, the Sarnia Police have confirmed they are attributed to the Shelter operation and have labeled our Community as a “hot spot” confirming no other area in the City is anywhere near as active as ours. We are grateful for the support they have given our Group and have accepted their offer to provide special surveillance in the Community.

Unfortunately, I have been informed that the Calls for service to the Police are continuing to accumulate with the days leading up to the Christmas break and during the break. Residents are still continuing to report loitering around the Shelter overflowing into the Community, open defecation on the Shelter property and in the Community and continued access to the building from the Melrose Street entrance. Each of these issues was specifically discussed at the meeting with a commitment being received from your team

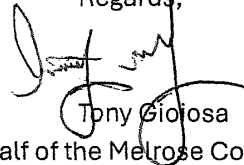
that extra surveillance on your property would curtail this activity. I regret to inform you it hasn't. This letter is a demand on you to have your security company address these weaknesses promptly and for you to revisit your providers' service at regular intervals so that that the failures do not continue to happen. This is a commitment we received at our meeting, and it is our intent to hold you accountable.

I've also been informed that several grocery carts littered the Shelter property over the Christmas break with overflow into the Community and some of those grocery carts were pushed unattended on to Exmouth Street in the path of oncoming traffic creating a new safety concern left for the Community to address. Comments were also received that the tarp on the fencing remains only partial secured and is need to be properly secured or replaced so to enforce the privacy of that space.

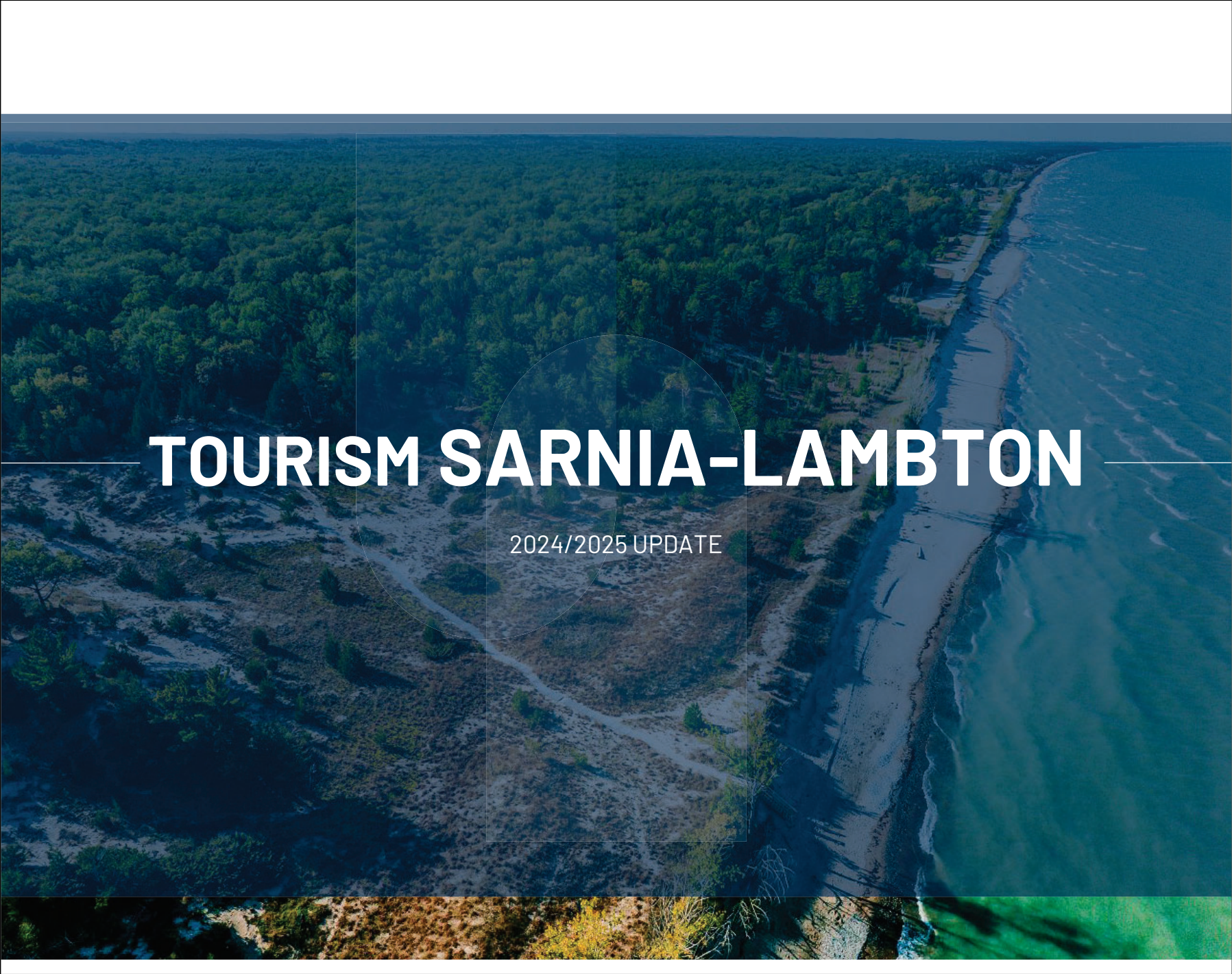
I must reiterate, the Community remains at its breaking point!

Please advise what corrective action has been put in place with your security provider and when corrective action was implemented.

Regards,

A handwritten signature in black ink, appearing to read 'Tony Gioiosa', written over a circular stamp or mark.

On behalf of the Melrose Community Group



# TOURISM SARNIA-LAMBTON

2024/2025 UPDATE

# Mission & Vision Statement

## Mission Statement

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

## Vision Statement

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





# VISITORS

Through data collected and distributed through Environics and The Southwest Ontario Tourism Corporation, visitor trend data shows the unique visitors to Sarnia-Lambton and locations from which they have travelled

*(Note: Data available from Jan - Sept 2024)*

**1.4 mil** Canadian Visitor Trips

**188.4k** USA Visitor Trips

**2.2** Average Nights Per Trip



# Digital Analytics

## Website - ONTBLUECOAST.COM

Unique Visitors	170,000	Total Page Views	304,351
Top City (Toronto)	44,000	Organic Search vs. Direct	85,000/57,000

### Top 10 Page Views

- |                              |                                 |
|------------------------------|---------------------------------|
| 1. Savouring Autumn - 53,801 | 6. Beaches - 3,638              |
| 2. Canatara Beach - 14,740   | 7. Things To Do - 3,289         |
| 3. Home - 10,990             | 8. How to Spend 8 Hours - 2,992 |
| 4. World U17 - 8,253         | 9. Cheers To The Coast - 2,974  |
| 5. Events - 3,677            | 10. Hotels & Inns - 2,823       |



**EXPERIENCE  
THE COAST**



## Website - DISCOVERSARNIALAMBTON.COM

Unique Visitors	5,100
Total Page Views	14,800

### Top 10 Link Click

- |                                      |                     |
|--------------------------------------|---------------------|
| 1. Facebook (ONTBLUECOAST)           | 6. The Arena        |
| 2. Ontbluecoast.com                  | 7. Shokas Pizza     |
| 3. Jotform (Order Page)              | 8. Brownstones      |
| 4. Gift Certificate Order Page (PDF) | 9. Imperial Theatre |
| 5. About Face Sarnia                 | 10. Boston Pizza    |



# Major Marketing Initiatives

1

## Horizon Travel & Lifestyle Partnership

- Full page advertisements - Six issues with 50,000 copies distributed
- Digital targeted email - 100,000 subscribers
- Young & Dundas digital video board - 200,000 impressions

2

## Global Heroes Print Advertising Partnership

- Seasonal advertorial for distribution Ontario editions of the Toronto Star, National Post, Globe & Mail and digital distribution
- Additional Advertising opportunities in Close Market US editions, Chicago & New York

3

## Global Heroes Video Partnership

- Seasonal video taping through the region for use in 15 & 30 second commercials
- Airing on Cottage Life, Bravo, OLN, CHCH, YesTV & Digital Platforms

4

## Canada Travel Print and Digital Partnership

- Full Page Advertisement
- digital Magazine distribution
- 401, Gardiner expressway digital billboards

5

## Destination Ontario Marketing Partnership

- Fall Ontario food & drink spotlight
- Targeted Digital Media campaign
- 167,063 impressions

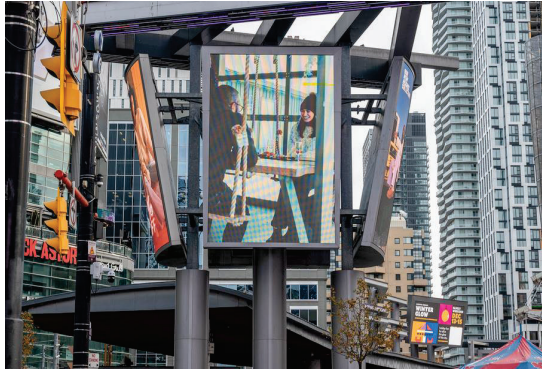


# Marketing Asset Aquisition

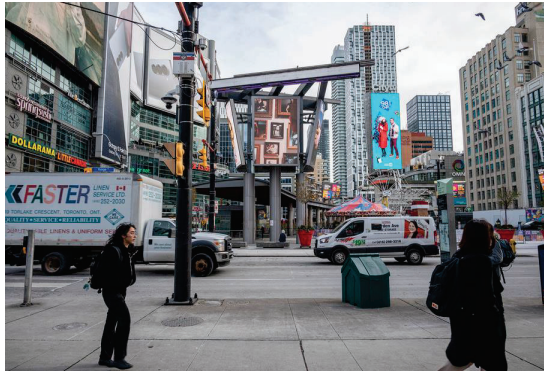
Partnerships with Regional, Provincial and Federal Tourism Organization to acquire updated regional marketing assets including photography and video.



## Horizon Travel Advertising Partnership



Shale Ridge Winery

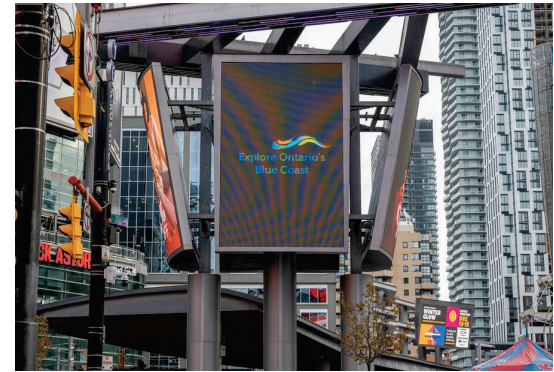


Oil Museum of Canada

A central billboard for Sarnia-Lambton tourism. The top half features a blue sky with clouds and the text "IT'S TIME TO EXPLORE SARNIA-LAMBTON". Below this, a paragraph of text describes the area: "A couple of hours west of the GTA awaits adventures and excitement in Sarnia-Lambton. Discover unique local shops, taste freshly created culinary treats and relax in style with the perfect accommodations for any budget. It's time to book your spring getaway along Ontario's Blue Coast in Sarnia-Lambton and explore the best there is to offer!". The bottom half of the billboard shows a scenic view of a lake and beach. Three circular icons are overlaid on the beach scene, each containing a different activity: a person in a shop, a person on a bicycle, and a person sitting at a table. At the bottom, there is a QR code, the text "PLAN YOUR ADVENTURE TODAY ontbluecoast.com", and the "ONTARIO'S BLUE COAST" and "TOURISM Sarnia-Lambton" logos.



The Lake Hound



## Global Heroes Advertising Partnership



From Vineyards to Vistas:  
Six Reasons to Explore  
Ontario's Southwest

GLOBAL HEROES ADVERTISING SUPPLEMENT July 2024

Avoid the crowds in Southwestern Ontario, where the locals are as welcoming as the views!

USE THE QR CODE TO CONTACT PLANNING YOUR IDEAS OR VISIT [www.tourismontario.com](https://www.tourismontario.com)

### RESPONSIBLE TRAVELER

#### From Vineyards to Vistas: 6 Reasons to Explore Ontario's Southwest

Looking for a destination that has it all, no matter the season? Look no further than Ontario's Southwest. From top-notch dining experiences to exciting adventures, unique adventures, scenic views, and more, Winona, Essex and Essex counties have everything you're looking for, and then some. Whether you're a wine connoisseur, a nature enthusiast, or a culture vulture, this region has something to offer for everyone. Use the QR code to contact planning your ideas or visit [www.tourismontario.com](https://www.tourismontario.com).

**1 IT'S A TOP BEVERAGE DESTINATION**

Looking for a destination that has it all, no matter the season? Look no further than Ontario's Southwest. From top-notch dining experiences to exciting adventures, unique adventures, scenic views, and more, Winona, Essex and Essex counties have everything you're looking for, and then some. Whether you're a wine connoisseur, a nature enthusiast, or a culture vulture, this region has something to offer for everyone. Use the QR code to contact planning your ideas or visit [www.tourismontario.com](https://www.tourismontario.com).

**2 THE INCREDIBLE LANDSCAPES ARE WORTH THE TRIP**

Looking for a destination that has it all, no matter the season? Look no further than Ontario's Southwest. From top-notch dining experiences to exciting adventures, unique adventures, scenic views, and more, Winona, Essex and Essex counties have everything you're looking for, and then some. Whether you're a wine connoisseur, a nature enthusiast, or a culture vulture, this region has something to offer for everyone. Use the QR code to contact planning your ideas or visit [www.tourismontario.com](https://www.tourismontario.com).

**3 UNIQUE EXPERIENCES MAKE FOR SPECIAL MEMORIES**

Looking for a destination that has it all, no matter the season? Look no further than Ontario's Southwest. From top-notch dining experiences to exciting adventures, unique adventures, scenic views, and more, Winona, Essex and Essex counties have everything you're looking for, and then some. Whether you're a wine connoisseur, a nature enthusiast, or a culture vulture, this region has something to offer for everyone. Use the QR code to contact planning your ideas or visit [www.tourismontario.com](https://www.tourismontario.com).

**4 FAMILY FUN MAKES EVERYTHING BETTER**

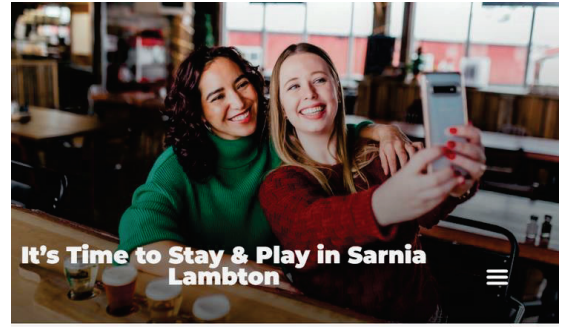
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**5 FIND OUT WHERE HISTORY AND ART MEET**

Looking for a destination that has it all, no matter the season? Look no further than Ontario's Southwest. From top-notch dining experiences to exciting adventures, unique adventures, scenic views, and more, Winona, Essex and Essex counties have everything you're looking for, and then some. Whether you're a wine connoisseur, a nature enthusiast, or a culture vulture, this region has something to offer for everyone. Use the QR code to contact planning your ideas or visit [www.tourismontario.com](https://www.tourismontario.com).

**6 ENJOY WORLD-CLASS GAMING AND ENTERTAINMENT**

Looking for a destination that has it all, no matter the season? Look no further than Ontario's Southwest. From top-notch dining experiences to exciting adventures, unique adventures, scenic views, and more, Winona, Essex and Essex counties have everything you're looking for, and then some. Whether you're a wine connoisseur, a nature enthusiast, or a culture vulture, this region has something to offer for everyone. Use the QR code to contact planning your ideas or visit [www.tourismontario.com](https://www.tourismontario.com).



It's Time to Stay & Play in Sarnia-Lambton

SPONSORED CONTENT • TRAVEL



**TOURISM Sarnia-Lambton**

Two women having fun in Sarnia-Lambton at Widder Station © Dudek Photography

Planning a vacation can be tricky, from finding the perfect place to stay and figuring out the logistics of getting to your planned activities to picking the ideal places to eat, drink and explore.

In Sarnia-Lambton, just a few hours west of Toronto, the perfect on-site accommodations, activities, and more are right at your doorstep, making planning a 'stay & play' getaway easy and affordable. From relaxing retreats along Ontario's Blue Coast to exciting activities and adventures right at your doorstep.

## Canada Travel Advertising Partnership



Discover unique, locally crafted gifts in Sarnia-Lambton, where artisans blend creativity and community to offer one-of-a-kind treasures.

Find new favourite flavours with fun and creative breweries, wineries, cideries and more along the CHEERS TO THE COAST TRAIL.

Share in the excitement of Sarnia-Lambton events, from live sports and fall festivals to world-class concerts and more.

Plan your adventure today  
[ontbluecoast.com](http://ontbluecoast.com)



### It's Time To Explore Sarnia-Lambton

Experience world-class art, family-fun entertainment, serene landscapes, breathtaking sunsets, and delicious food and drinks in Sarnia-Lambton. With endless options, the perfect getaway close to home, where you can relax and unwind from your busy everyday schedule, is waiting for you along Ontario's Blue Coast in Sarnia-Lambton.

EXPLORE AND EARN REWARDS EACH TIME YOU VISIT SARNIA-LAMBTON

[ontbluecoast.com](http://ontbluecoast.com)

# MARKETING Partnerships

**HOCKEY**  
A travelling exhibition developed by the Canadian Museum of History  
heritagemuseum.ca

**JULY 17 TO NOVEMBER 9**  
FEATURE EXHIBIT

SEC	ROW	SEAT	PRICE
10035	MUSEUM RD	GRAND BEND	FREE*

\*For residents of Lambton County

Lambton Kent Museum | CANADIAN MUSEUM OF HISTORY / MUSÉE CANADIEN DE L'HISTOIRE | Canada

**THE LARGEST BBQ** OUT AT THE SPEEDWAY  
CELEBRATING CANADA DAY JUNE 28 TO JULY 1

**RIMS AND RIBS GRAND BEND**  
RIMSANDRIBS.CA

**SARNIA POP CULTURE SHOW**  
A ONE DAY, MULTI-GENRE, ALL-AGES CONVENTION

**SPCS**  
SARNIA POP CULTURE SHOW

SUNDAY, APRIL 14 10AM-6PM  
POINT EDWARD MEMORIAL ARENA

**SARNIA KINSMEN RIBFEST**  
1999-2024  
**25th ANNIVERSARY**

CARPENTERS LOCAL 1296 | SARNIA CONSTRUCTION ASSOCIATION

**HARD OIL**  
MUSIC FESTIVAL

**AUGUST 15-17**  
• Josh Teas • Tom Goetzman • Sam Roberts Band  
• Madeline Marks • April Wine • Treble Charger

TICKETS AVAILABLE AT PETROLIA150.COM

**BLUEWATER BORDERFEST**

**ALVINSTON PRO RODEO**  
JUNE 14-16, 2024

**TICKET**  
FREE 194 | 194 194

TICKETS AVAILABLE AT OUR LOCATION | AUTOPARK  
1455 VENETIAN BLVD. POINT EDWARD

GET THEM TODAY!

Presented by Sarnia-Lambton

**rev·el·ree**  
MUSIC FESTIVAL 2024

PRESENTED BY **LiUNA!**

**2024 CANADIAN ELITE / U23 BOXING CHAMPIONSHIPS**  
NOVEMBER 20 - 23, 2024

Bouts are 1-4pm and 7-10pm daily

Tables Available:  
Email: info@bluewaterboxingclub.ca  
Phone: 519-331-2551

Held @ the Royal Scots Academy  
275 Wellington Street, Sarnia, Ontario, Canada

Badger | Sarnia-Lambton | Robert E. Dale | Sarnia-Lambton | LamSar

# Major Event Hosting





# Monthly DOMESTIC STATS

Domestic Travel Data Overview as presented through EnviroNics data Collection and Ontario's Southwest Tourism Corporation for stays within Sarnia-Lambton



137.3k Monthly Trips

Top Month - AUG

283,207 trips

## TOP 3 PROVINCES

Ontari	92.0%
Quebe	3.64%
Albert	1.45%
a	

## Top 5 Cities

Toronto, ON  
London, ON  
Brampton, ON  
Mississauga, ON  
Hamilton, ON



# Monthly USA STATS

United State Travel Data Overview as presented through Environics data Collection and Ontario's Southwest Tourism Corporation for stays within Sarnia-Lambton



## 8.1k Monthly Trips

16,875 trips

## TOP 3 States

<b>Michigan</b>	53.4%
<b>Ohio</b>	11.83%
<b>New York</b>	5.21%

## Top 5 Cities

- Wayne County, MI
- St. Clair County, MI
- Oakland County, MI
- Macomb County, MI
- Lucas County, OH



# Overnight Stays

## Occupancy 2024 vs 2023

London	- 4.6%	
Oxford		0.2%
<b>Sarnia-Lambton</b>	<b>9.3%</b>	
Windsor	0.3%	
Norfolk	-2.2%	

## RevPAR 2024 vs 2023

Average Daily Rate by Occupancy Rate

London	- 0.0%	
Oxford		10.7%
<b>Sarnia-Lambton</b>	<b>11.9%</b>	
Windsor	4.1%	
Norfolk	1.0%	

## Revenue 2024 vs 2023

London	- 1.6%	
Oxford		7.8%
<b>Sarnia-Lambton</b>	<b>10.0%</b>	
Windsor	12.1%	
Norfolk	1.6%	

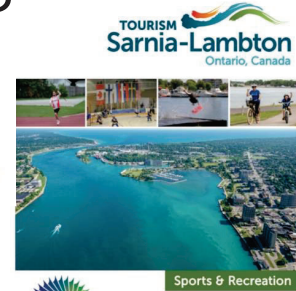
## 2024 Revenue - \$25,209,786



# 2025 Upcoming Initiatives



partners in tourism



The Bidding for Events





February 2025

# Annual Lambton County Council Update

SARNIA-LAMBTON ECONOMIC PARTNERSHIP



# SARNIA-LAMBTON ECONOMIC PARTNERSHIP

## MISSION

To advance economic growth and opportunity in Sarnia-Lambton through leadership, partnership, collaboration, and strategic direction.

## VISION

Sarnia-Lambton will be one of Canada's premier locations to live, work, and invest - where economic prosperity is driven by innovation, growth and diversification.



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

# STRATEGIC SNAPSHOT – CORE ELEMENTS



## 1. ORGANIZATION

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



## 2. BRAND & MARKETING

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



## 3. WORKFORCE

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



## 4. CLUSTER DEVELOPMENT

- Fully leverage our key industry strengths across established industry clusters.
- Foster diversity through the development of emerging sectors and value-added opportunities.



## 5. BUSINESS RETENTION, EXPANSION, & RURAL COMMUNITIES

- Accelerate growth opportunities for existing businesses and promote rural entrepreneurship.
- Establish support of rural municipalities and connection with municipal stakeholders.



## 6. INNOVATION & MARKET READINESS

- Grow innovation culture, support the growth of technology & leverage key partnerships.
- Ensure "product" (lands, infrastructure, hydrogen hub, transportation) is market-ready



## 7. ENTREPRENEURSHIP

- Assist entrepreneurs in navigating their business journey from start-up to scale-up to succession.
- Raise the profile and promote small business as an important contributor to and builder of our community





# 1. ORGANIZATION

## Our Full-Time Staff



**Matthew Slotwinski**  
Chief Executive Officer



**Shauna Carr**  
Economic Development  
Officer



**Chantelle Core**  
Economic Development  
Officer



**Cari Meloche**  
Economic Development  
Officer



**Theresa Kimmerly**  
Associate Economic  
Development Officer



**Alison Minato**  
Manager, Small Business  
Enterprise Centre



**Brittany Moore**  
Operations & Finance Lead



**Cindy Piggott**  
Operations & Finance Lead



**Arianne Garcia**  
Marketing &  
Communications Manager



**Jeanny Leung**  
Receptionist/Clerk



## 1. ORGANIZATION

## External Funding & Grants

**\$321,000**

Ministry of Labour,  
Immigration, Training,  
and Skills  
Development

Ministry of Economic  
Development, Job  
Creation, and Trade

Canada Summer  
Jobs

Global Affairs  
Canada: CanExport  
Community  
Investments



# 1. ORGANIZATION

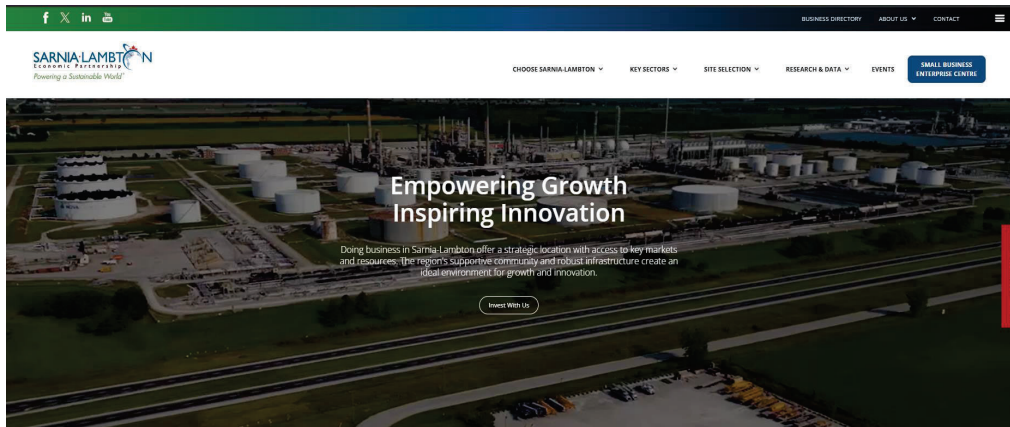
## Local Partnerships & Participation

Sarnia-Lambton Energy & Chemistry Committee	Ontario's Hydrogen Hub Working Group	Petrochem Canada Conference & Advisory Board	Hybrid Chemistry Cluster Working Group	Sarnia-Lambton Industrial Alliance	Oversized Load Corridor Committee	Community Futures Lambton
Lambton College and Lambton College Research & Innovation	Sarnia-Lambton Workforce Development Board	RAIL Committee	Sarnia-Lambton Energy Symposium	Chambers of Commerce	Sarnia-Lambton Immigration Taskforce	TechAlliance
Western Sarnia-Lambton Research Park Advisory Committee	BASES Communications Committee	Tourism Sarnia-Lambton	Local Immigration Partnership	Intelligent Community Forum	Municipalities & Municipal Economic Development	Business Development Bank of Canada

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



## 2. BRAND & MARKETING



- **SLEP Monthly Newsletter** – Reestablished to ensure awareness of ongoing and upcoming activities and engagement with the Sarnia-Lambton community.
- **Website Redesign**—The new website is in the final stages of development and is expected to launch next month. It will include a dedicated micro-site for the Small Business Enterprise Centre.
- **2025 PLANNED ACTIVITIES** - Development of videos highlighting strategic advantages of Sarnia-Lambton and our core industrial sectors.



## 2. BRAND & MARKETING

## Advocacy

### 2024 Advocacy Initiatives

- Natural Gas Infrastructure & Energy Security
- Investment Land Readiness
- Canadian Energy Innovation Network
- Geological Carbon Sequestration
- Low-Carbon Hydrogen Economy
- Carbon Tax Reallocation
- Transportation
- Municipal Infrastructure
- Enbridge Line 5

### 2025 PLANNED ACTIVITIES

- Anticipate advocacy to be centered around similar concepts to 2024.
- Heightened efforts linked to the redevelopment of the Ontario Hydrogen Strategy, advancing the development of new energy production, and infrastructure funding.
- Anticipate the need to advocate for issues arising from international relations with the US.

### Success Profile

Efforts were successful in aiding the sourcing \$34-million to support a \$45-million wastewater treatment facility expansion in St. Clair Township that will accommodate new large-scale industrial development.



Matthew Slotwinski in Ottawa for the Canadian Energy Innovation Network Conference, October 2024



### 3. WORKFORCE

## 2024 Workforce Initiatives

- Continued promotion of Explore Talent and Apprenticeship Job Match Tool
- Launched IDEA Leadership Academy - a self-paced training program that is focused on fostering inclusive, diverse, equitable, and accessible leadership within the community.
- Launched Career Accelerator - designed to provide graduating international students with resume review and one-on-one career coaching to fast-track their career in Sarnia-Lambton.
- Hosted Youth Summit
- Sponsored Skilled Trades Expo
- Participated in bus tours to attract workers





## 3. WORKFORCE

## 2025 PLANNED ACTIVITIES

### **Ontario Immigrant Nominee Program (OINP) Regional Economic Development through Immigration (REDI)**

- The program will set aside 200 nominations from the OINP's Employer Job Offer streams for Sarnia-Lambton. The project will enable SLEP to leverage the OINP to fill local labour shortages. Provide a path to permanent residence for skilled foreign workers with a job offer who want to live and work in Sarnia-Lambton.
- Program is only applicable for occupations within proven hard-to-fill roles in key industries.
- IRCC continues to have final say on approvals.

### **Newcomer Support and Entrepreneurship Program**

- The project will consist of five key components: Newcomer Mentorship Program, Employer Newcomer Networking Events, Video-Resume Coaching Services, Intercultural Competency Training, and Newcomer Entrepreneurship Program.



## 4. CLUSTER DEVELOPMENT

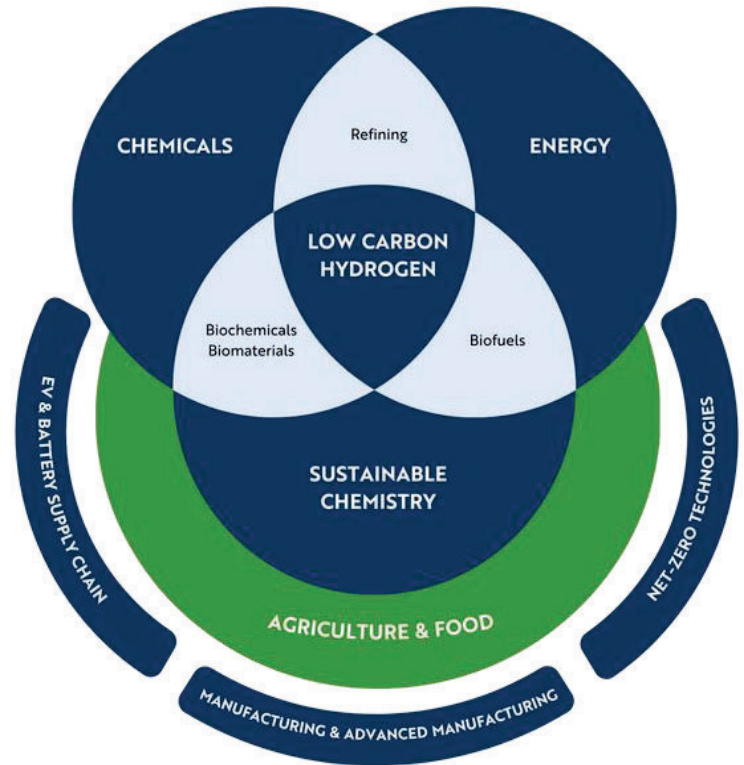
## Strategic Industry Sectors & Clusters

### ESTABLISHED SECTORS & CLUSTERS

- Chemistry & Energy
- Sustainable Chemistry
- Agriculture & Food
- Manufacturing & Advanced Manufacturing

### EMERGING SECTORS & CLUSTERS

- Low-Carbon Hydrogen
- EV & Battery Supply Chain
- Net-Zero Technologies







## 4. CLUSTER DEVELOPMENT

## Investment Attraction

— **99**

Investment Attraction/Site Selection clients in the project pipeline.

— **48 SLEP Clients**

Actively considering Sarnia-Lambton for a defined project in the future.

— **\$3.5B in Potential Investment in Active Pipeline**

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

— **>\$350 Million\***

In active expansion potential.

Note: This is only the cumulative total for the projects we know the investment value, as we are actively collaborating on many projects where the associated dollar value is unknown. Figures reflected are from January to December 2024.

— **18 Companies Conducted Site Visits**

2880 potential jobs, \$7.2 billion in potential investment



**139 New Leads  
in 2024**



## 4. CLUSTER DEVELOPMENT

## Investment Deals in Pipeline

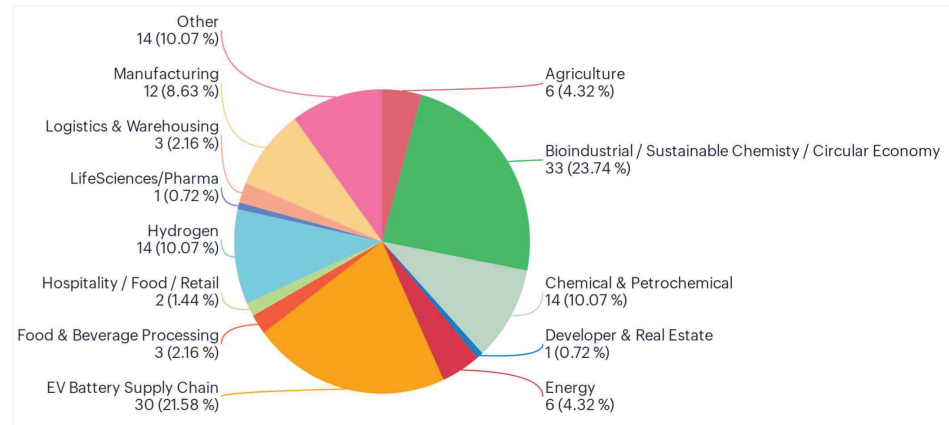
44% of new leads in 2024 were represented within our integrated energy & chemistry cluster.

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

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

79% of investment leads have required heavy industrial land.

- Heavy industrial opportunities have represented a mix of interest in brownfield and greenfield land.





## 4. CLUSTER DEVELOPMENT

## 2025 PLANNED ACTIVITIES

### Targeted Events

- **Industrial Parks Canada**
  - SLEP will be speaking on "Utilizing Commercialization Hub Concept to Drive Industrial Park Success"
- **Hannover Messe**
  - SLEP booth & partnership with OMCA
  - Industrial Focus - Advanced Manufacturing, Hydrogen, Low Carbon Technologies
- **Canadian Hydrogen Convention**
  - SLEP will be speaking as part of a featured panel on the Ontario's Hydrogen Hub
  - Industrial Focus - Hydrogen, carbon capture and sequestration
- **ABLC 2025**
  - Industrial Focus - Sustainable Chemistry, Clean Fuels, Hydrogen
- **Global Energy Show**
  - Industrial Focus - Energy, Chemicals, Supply Chain & Manufacturing
- **PetroChem Canada 2025**
  - Industrial Focus - Petrochemicals & Supply Chain
- **Canada's Outdoor Farm Show**
  - Industrial Focus - Agriculture & Manufacturing
- **TCS - Texas Roadshow**
  - Industrial Focus - Several
- **Manufacturing Matters**
  - Industrial Focus - Manufacturing
- **Battery Show and EVT Expo**
  - Industrial Focus - Battery & EV Supply Chain

### Priority Initiatives

- Industrial Realtor & Developer Familiarization Tour Project
- Foreign Direct Investment Marketing Video Project
- Provincial Representative Familiarization Tours
- Ontario Manufacturing Communities Alliance
- Ontario Food Cluster
- Continue to lead Ontario's Hydrogen Hub, Hybrid Chemistry Cluster, and Net-Zero Transition groups and projects



# 4. CLUSTER DEVELOPMENT

# Leveraging External Partners

Invest Ontario

Ontario Ministry of Economic Development, Job Creation, and Trade

Ontario Ministry of Agriculture, Food & Rural Affairs

Invest in Canada

Trade Commissioners Service

Ontario Food Cluster

Bioindustrial Innovation Canada

Site Selectors / Real Estate Professionals

## 2025 Planned Activities

Ontario Manufacturing Communities Alliance





## 5. BUSINESS RETENTION, EXPANSION & RURAL COMMUNITIES

**New Investment / Expansion-** Assisted two local manufacturing facilities to receive funding for significant expansion projects to be announced and completed in 2025.

**Cabot** – Initiated comprehensive project at Sarnia facility:

- **Major Investment in Sustainability** – The project represents an overall potential investment of CA \$350-million, reflecting Cabot's dedication to achieving compliance and sustainability goals.
- **Desulfurization Technology** – The implementation of advanced desulfurization technology will enable Cabot to meet and exceed compliance targets for SO<sub>2</sub> emissions, reinforcing their commitment to reducing the environmental footprint of their operations.
- **Hydrogen & CO<sub>2</sub> Capture** – Beyond regulatory compliance, Cabot has the ability to plan to implement innovative hydrogen and CO<sub>2</sub> capture technologies that will contribute to their efforts to meet sustainability and climate change targets, further aligning with their global sustainability objectives.





## 5. BUSINESS RETENTION, EXPANSION & RURAL COMMUNITIES

### 2024 BR&E Initiatives

- Continued outreach to businesses to identify challenges and opportunities
- Collaborative approach with the City of Sarnia, SLIA, BDC, and MEDJCT.
- Launched Business Coffee Chats around the 11 municipalities, in partnership with SBEC
- Partnered with the Township of Warwick and the Town of Petrolia for Business Advisor Office Hours
- Facilitated key events, in partnership with SBEC, supporting local business growth.

### 2025 PLANNED ACTIVITIES

- Continue all 2024 activities
- Develop and implement programming linked to business succession planning
- Enhance connection to agriculture operations.
- Prioritize assistance with incentive programs
- Undertake collaborative projects with lower-tier EDO's
- Work with facilities that have announced closure & consolidation to minimize impacts on community





## 6. INNOVATION & MARKET READINESS

### 2024 Initiatives

- Advocated for the need for additional industrial land that is suitable for industrial development
- Actively engaged with municipalities and private landowners to educate and advise on opportunities to bring land to heightened market-readiness and the need for proactive investment in development land.

### 2025 PLANNED ACTIVITIES

- Identify and attract land and building developers to invest in Sarnia-Lambton.
- Continue efforts to enhance investment readiness of available land.
- Support in advancing our partners' strategies associated with existing business parks and the Western Sarnia-Lambton Research Park.





## 7. ENTREPRENEURSHIP

### Small Business Enterprise Centre

#### 2024 Activities

Continued program delivery for the following:

- **Starter Company Plus** – A grant and mentoring program to help local businesses start or grow their business.
- **Summer Company** - Program to help students aged 15-29 start their own business.
- **Foodpreneur Advantage** – a regional collaboration of small business centres to help food entrepreneurs expand and scale their operations,







## 7. ENTREPRENEURSHIP

### Small Business Enterprise Centre

#### 2024 Activities

- Personalized counselling for new and existing businesses (396 consultations)
- Connected business owners with grants, training, and other community resources.
- Partnered with BR&E in new Business Coffee Chats & Municipal Office Hours
- Coached and presented in the new CFL/Lambton College Project Pitch It!
- Administered 3 cohorts of a new 8-week business planning course with Chelsey Hart /Your Initiative Co.

#### 2025 PLANNED ACTIVITIES:

- 40+ seminars and workshops planned
- 10 Starter Company Grants + 6 Summer Company Grants





# Closing & Questions

For more information:

**Matthew Slotwinski**  
Chief Executive Officer  
Sarnia-Lambton Economic Partnership  
519-332-1820



# Additional Information

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# WORKFORCE ATTRACTION – PROGRAM HIGHLIGHTS



## Sarnia-Lambton Newcomer Connection

Program ran from April 2023-March 2024 and we connected with:

- 469 job-seekers and 150 local businesses.
- 70 Jobs Created
- 5 Community Bus Tours
- 2-day EDI Training
- Free Immigration Consultations

**Cumulative Program Totals**

## Sarnia-Lambton Apprenticeship Job Match

Training Today for our Future Leaders

## Sarnia-Lambton Apprenticeship Job Match

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

- 929 Apprentices Registered
- 72 Employers Registered
- 125 Job Matches

**Cumulative Program Totals**

## WORKFORCE ATTRACTION – PROGRAM HIGHLIGHTS



### Explore Talent Sarnia-Lambton

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

- **620 Registered Candidates**
- **39 Employers Registered**

**Cumulative Program Totals**



### IDEA Leadership Academy

a self-paced training program that is focused on fostering inclusive, diverse, equitable, and accessible leadership within the community.

- **49 Registrations, as of December 2024.**

## WORKFORCE ATTRACTION – PROGRAM HIGHLIGHTS



### Career Accelerator

The program was developed in partnership with Lambton College and Devant and provides graduating international students with resume reviews, mock interviews, and one-on-one career coaching to support their careers in Sarnia-Lambton.

## Workforce Retention & Attraction

- Hosted several youth summits and supported local high schools to discuss local career opportunities in Sarnia-Lambton to youth.
- Participated in bus tours, including a manufacturing day bus tour and the francophone bus tour to promote our local industries and bilingual career opportunities in Sarnia-Lambton.
- Sponsored the Skilled Trades Expo, offering hands-on activities and industry networking to encourage interest in skilled trades and address the region's skills gap.

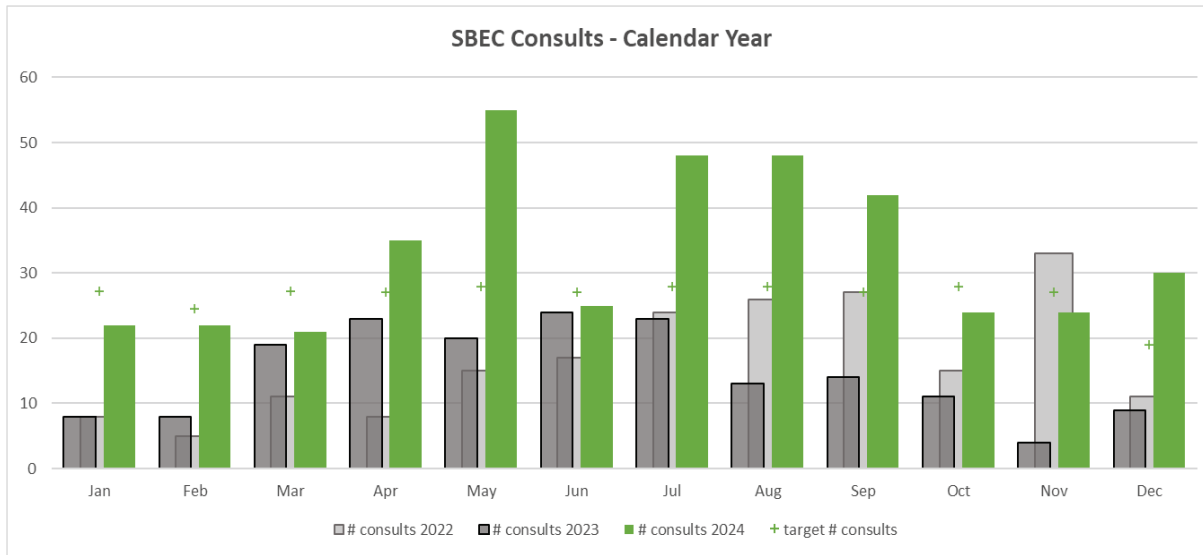


# SMALL BUSINESS ENTERPRISE CENTRE



## Consultations

The Business Enterprise Centre of Sarnia-Lambton provides free, confidential business counselling and advisory services to aspiring entrepreneurs, as well as those in the start-up stage, and existing Small Businesses in the Sarnia-Lambton area.



### 2024

- **487 Inquiries**
- **396 Consultations**
  - 242 Exploring / Starting a Business
  - 154 Existing Businesses
- **Consults up 125% over prior year**



# SMALL BUSINESS ENTERPRISE CENTRE



## Starter Company Plus

Starter Company Plus is an Ontario government program, delivered through the Business Enterprise Centre of Sarnia-Lambton, that provides training, mentoring, and funding opportunities to aspiring entrepreneurs and small business owners. It helps participants develop essential skills, refine business plans, and access up to \$5,000 in grant funding to start, expand, or purchase a business in Ontario.

- **12 businesses received funding**
- **\$56K in total program grants awarded**
- **6 businesses opened new brick and mortar locations in 2024**

## Starter Company Plus 2024 Grant Recipients

1. **Alexcia - Plympton-Wyoming**
2. **All Out Ninja - Sarnia**
3. **ASHR Legal - Point Edward**
4. **Bitter Lemon - Sarnia**
5. **Cedarwood Collective - Sarnia**
6. **Jiak - Sarnia**
7. **Little Bean Kids Co - Plympton-Wyoming**
8. **Mandakani Wellness Collective - St. Clair**
9. **Petrolia Primary School - Petrolia**
10. **Seconds Matter Safety Training - Lambton Shores**
11. **Taiga Industrial - Sarnia**
12. **Yemaya - Plympton-Wyoming**

# SMALL BUSINESS ENTERPRISE CENTRE



## Summer Company

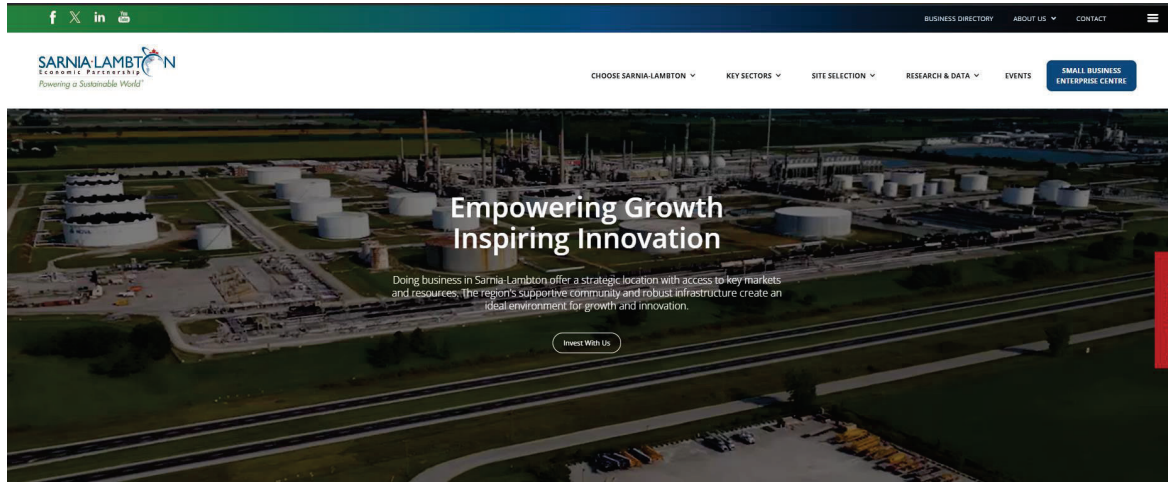
Summer Company is an Ontario government program, delivered through the Business Enterprise Centre of Sarnia-Lambton, that helps students aged 15 to 29 launch and run their own summer businesses, and grow their knowledge and skills in the process. Participants receive training, mentorship, and up to \$3,000 in funding to bring their entrepreneurial ideas to life.

- **5 youth businesses received funding**
- **\$15K in total program grants awarded**

## Summer Company 2024 Grant Recipients

1. **Mow and Grow Designs – Sarnia (Bright's Grove)**
2. **XX Games – Sarnia**
3. **Max's Mowing – St. Clair Township (Corunna)**
4. **Forest Fungi – Lambton Shores (Forest)**
5. **Handi Bid – Sarnia**

# BRAND & MARKETING HIGHLIGHTS



## Website Redesign & Development

An RFP process was conducted to revamp the SLEP and SBEC websites, focusing on attracting foreign direct investment. Out of 32 submissions, the contract was awarded to Hi5 Designs on August 22, 2024.

The project timeline has been extended to ensure the highest level of accuracy and quality. As of January 10, 2025, the framework and navigation for the SLEP website and the SBEC microsite have been fully developed. The team is currently focused on finalizing and updating the content for all pages, including verifying information, links, and functionality, and is looking forward to a seamless and professional launch.

# BRAND & MARKETING HIGHLIGHTS

## Other Brand & Marketing Highlights:

- Developed the SLEP Brand Guidelines to ensure the SLEP brand is communicated and presented consistently internally, with our partners, and to our audience.
- Rejuvenated the monthly newsletter in July 2024. From Jan-Dec 2024, there were **201 new subscribers, vs 137 the PY (47% increase)**. July to December 2024 average **open rate is 32.9%, with a click rate of 4.6%**.
- Brochure and pop-up banner design updates for SLEP and SBEC, updated postcards, branded templates, and other marketing materials.
- Maintained a consistent social media delivery cadence to drive community awareness and engagement with SLEP's services, programs, available resources, and events.
- Conducted research and crafted SEO-optimized media releases to enhance visibility and reach.
- Continuous support in specific EDO activities and programs, such as:
  - Developing project name, logo, branding, and communication kits for specific activities and events, such as the IDEA Leadership Academy, Career Accelerator, and several SBEC webinars.
  - Ran digital marketing workshops and 1-on-1 consultations to select clients.



## Welcome to the December Edition of the SLEP Newsletter!

As the year winds down, we're excited to share the latest updates, resources, and opportunities to help you close out 2024 on a high note. This month, we're celebrating key milestones, introducing new initiatives, and offering a variety of events, funding programs, and support services to help businesses in Sarnia-Lambton thrive.



**MINUTES  
LAMBTON COUNTY COUNCIL**

**November 27, 2024**

Lambton County Council was in session in Council Chambers, Wyoming, Ontario, at 9:30 a.m. on the above date. Warden in the Chair; Roll called; All members present except G. Atkinson. Members M. Bradley and A. Broad attended virtually. Also present was N. McEwen, Alternate Member to Councillor G. Atkinson, Town of Plympton-Wyoming.

Morning Reception

County Councillors were invited to attend a Morning Reception from 8:30 a.m. to 9:00 a.m. in Committee Room #3, prior to the Council meeting.

LAND ACKNOWLEDGEMENT

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

DISCLOSURES OF PECUNIARY INTEREST

None.

Introduction of New General Manager, Public Health Services Division

Congratulations to Kevin Churchill on his new role as General Manager, Public Health Services Division, effective as of Tuesday, November 12th, 2024, following Andrew Taylor's retirement.

IN-CAMERA SESSION - 9:02 A.M.

#1: Loosley/White: That the Warden declare that County Council go in-camera to discuss the following:

a) to review the Lambton County Council (Closed Session) minutes dated November 6, 2024, pursuant to s. 239(2) (d) of the *Municipal Act, 2001*.

b) to review the Committee of the Whole In-Camera minutes dated November 20, 2024 pursuant to s. 239(2) (c) and (k) of the Municipal Act, 2001.

Carried.

Time: 9:05 a.m.

OPEN SESSION

The Warden declared that County Council go back into Open Session. Council then reconvened at 9:06 a.m.

RISE AND REPORT MOTIONS OF THE IN-CAMERA SESSION

The Clerk noted that County Council met in camera to:

a) to review and approve the Lambton County Council (Closed Session) minutes dated November 6, 2024.

b) to review and approve the Committee of the Whole In-Camera minutes dated November 20, 2024.

Donor Recognition

On behalf of Lambton County Council and staff, Warden Kevin Marriott thanked those who have made very generous donations to several Lambton County programs and facilities over the past year. These donors include The Lodge Auxiliary, The Villa Auxiliary, The Manor Auxiliary, Don and Anne McGugan, Seaway Kiwanis Club of Sarnia, Carpenter's Local 1256 Industry Fund, Imperial Oil, Steven Dignard, John Hartman, Nico Williams and Clara Zelenak.

DELEGATIONS

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

Carried.

Krystyna Stalmach, leader of two Polish Book Clubs and Barbara Formusiak, member of the Book Club "Czytelnik," presented to Council regarding The "Trails of Hope. Odyssey of Freedom" exhibit and the history of the Polish immigration to the Lambton County. A small exhibit was on display in the front lobby.

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MINUTES OF COUNCIL (OPEN SESSION)

Reading and adoption of the Lambton County Council (Open Session) minutes dated November 6, 2024.

#3: Cook/Hand: That the Lambton County Council (Open Session) minutes dated November 6, 2024 be accepted as presented.

Carried.

BOARD OF HEALTH (Lambton Public Health)

Board of Health Correspondence to Receive and File

BOH 11-15-24 A letter from Councillor Joy Lachica, Chair, Board of Health, Peterborough Public Health dated October 29, 2024, regarding funding support for student nutrition programs (SNPs). The Peterborough Board of Health stresses the importance of securing federal funding to support provincial student nutrition programs and urges that the Province address and increase government funding to SNPs that would close the gap between the national median contribution and provincial contribution.

#4: Miller/Case: That BOH 11-15-24 be received and filed.

Carried.

Board of Health Information Reports

#5: Veen/Ferguson: That the following Information Reports from Board of Health be received and filed:

a) Information Report dated November 27, 2024 regarding Lambton Public Health 2023 Annual Report.

b) Information Report dated November 27, 2024 regarding Clinical and Family Services Q3 2024 Update.

Carried.

CORRESPONDENCE

Correspondence to Receive and File

CC 11-13-24 An email from Margaret Bird, former City and County Councillor, and LAWSS Board Member, dated November 14, 2024, regarding removing fluoride from all drinking waters. Margaret Bird is requesting County Council to consider the requests below. *Please see the attached for full details.*

1. A vote from the Warden and Council in support of this VERY IMPORTANT motion, and
2. A public statement from the Warden and Council acknowledging the District Court's findings and suggesting this issue be reviewed promptly to support the protection of the health of Sarnia/Lambton residents. As stated by the US District court judge "One thing the EPA cannot do, however, in the face of this Court's finding, is to ignore that risk." And I would suggest that the councils represented at LAWSS can no longer ignore that risk either. The entire community, but especially pregnant women and infants, deserve better!
3. To circulate this motion and the latest link, that I provided for you all, to LAWSS (General Manager & Board) and
4. For the County Clerk to send this motion and recommendations to all Counties in Ontario asking for their support in the immediate removal of fluoride from all drinking waters as per the verdict in the lawsuit against the US EPA.

#6: Dennis/Boushy: That staff report back to County Council regarding items 1-4 in correspondence CC 11-13-24.

A recorded vote starting with Councillor Dennis was requested by Councillor Cook on motion #6 of this day's minutes.

<b>Councillor</b>	<b>Vote</b>
J. Agar	No (3)
N. McEwen (Alternate Member for G. Atkinson)	No (3)
D. Boushy	No (3)
M. Bradley	No (3)
A. Broad	No (1)
T. Case	No (2)
D. Cook	No (3)
B. Dennis	Yes (3)
D. Ferguson	No (1)
B. Hand	No (1)
B. Loosley	No (2)



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K. Marriott	No (1)
C. McRoberts	No (3)
S. Miller	No (2)
D. Sageman	No (2)
I. Veen	No (1)
B. White	No (3)

Yeas - 3; Nays - 34.

Motion Defeated.

#7: Loosley/Case: That correspondence CC 11-13-24 be received and filed.

Carried.

INFORMATION REPORTS

Corporate Services Division

Information Report dated November 27, 2024 Regarding Inaugural Meeting and Council Process December 4, 2024

#8: Sageman/White: That Information Report dated November 27, 2024 regarding Inaugural Meeting and Council Process December 4, 2024 be received and filed.

Carried.

ITEMS NOT REQUIRING A MOTION

Sarnia-Lambton Economic Partnership Board minutes dated September 24, 2024

#9: Miller/Cook: That the Sarnia-Lambton Economic Partnership Board minutes dated September 24, 2024 be received and filed.

Carried.

REPORTS REQUIRING A MOTION

Corporate Services Division

Report dated November 27, 2024 Regarding Source Protection Committee Appointment of Lambton County Nominee

#10: Sageman/Loosley:

a) That County Council nominate the individuals listed in Schedule "A" attached hereto to the Thames-Sydenham and Region Drinking Water Source Protection (T-S Region) Source Protection Committee (SPC) for T-S Region's consideration and selection of municipal appointee.

b) That once nominated by County Council, the County Clerk inform, in writing, the T-S Region and the individuals nominated of such nomination, by no later than December 6, 2024.

Carried.

COMMITTEE OF THE WHOLE (OPEN SESSION) MINUTES

Reading and adoption of the Committee of the Whole (Open Session) minutes dated November 20, 2024.

Re: Motion #11 of the Committee of the Whole (Open Session) Minutes dated November 20, 2024

A recorded vote starting with Councillor Boushy was requested by Councillor Bradley on motion #11 of the Committee of the Whole (Open Session) minutes dated November 20, 2024, regarding CORP 11-13-24, a letter from Chief Janelle Nahmabin, Aamjiwnaang First Nation, received November 6, 2024 to request that fines acquired from the environmental fine and penalty be given directly to Aamjiwnaang. The motion reads as follows:

#11: Broad/Boushy: That correspondence CORP 11-13-24 be received and filed.

<b>Councillor</b>	<b>Vote</b>
J. Agar	Yes (3)
N. McEwen (Alternate Member for G. Atkinson)	Yes (3)
D. Boushy	Yes (3)
M. Bradley	No (3)
A. Broad	Yes (1)
T. Case	Yes (2)
D. Cook	Yes (3)
B. Dennis	Yes (3)
D. Ferguson	Yes (1)
B. Hand	No (1)
B. Loosley	Yes (2)

---

K. Marriott	Yes (1)
C. McRoberts	No (3)
S. Miller	Yes (2)
D. Sageman	Yes (2)
I. Veen	Yes (1)
B. White	No (3)

Yeas - 27; Nays - 10.

Carried.

#11: Ferguson/White: That the Committee of the Whole (Open Session) minutes dated November 20, 2024 be accepted as presented.

Carried.

NOTICE OF BY-LAWS

30 of 2024 A By-Law to Enter into an Agreement With the Ontario Provincial Police.

31 of 2024 A By-Law to Amend Schedule "A" of By-Law No. 21 of 2011.

32 of 2024 A By-Law of The Corporation of the County of Lambton to confirm the resolutions and motions of Lambton County Council which were adopted up to and including November 27, 2024.

First and Second Reading of By-Laws

#12: Agar/McEwen: That By-Laws #30, #31 and #32 of 2024, as circulated, be taken as read a first and second time.

Carried.

Third and Final Reading of By-Laws

#13: Agar/McEwen: That By-Laws #30, #31 and #32 of 2024, as circulated, be taken as read a third time and finally passed.

Carried.

ADJOURNMENT

#14: Case/Hand: That the Warden declare the meeting adjourned and that the next regular meeting of County Council be held on Wednesday, February 5, 2025 with the In-Camera Session to commence at 9:00 a.m.

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Carried.

Time: 9:39 a.m.

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Kevin Marriott, Warden

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Olivia Leger, Clerk



**MINUTES and PROCEEDINGS of LAMBTON COUNTY COUNCIL  
December 4, 2024**

Lambton County Council met on the above date at 9:00 a.m. in the Council Chambers, Administration Building, Wyoming.

The Clerk called the meeting to order and called the Roll. All members were present. Member M. Bradley attended virtually.

Land Acknowledgement

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

Welcome Remarks

The Clerk welcomed the guests, then announced that the initial duty at the Lambton County Council meeting of December 4, 2024 was to elect a Warden for 2025-2026.

Call for Nominations/Candidacy for the Position of Warden

The Clerk called on Councillors to announce their candidacy or nominations for the position of Warden.

Chair: Past Warden, Bill Weber

The Clerk invited Past Warden, Bill Weber, to Chair the meeting for the Election of the Warden and Deputy Warden.

Election of the Warden

The nominations for the position of Warden were opened and closed. It was then announced by the Chair, Bill Weber, that Councillor Kevin Marriott was chosen as the 161st Warden for 2025-2026.

Warden's Election - 04 Dec 2024

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#1: White/Loosley: That Councillor Kevin Marriott be elected as Warden of Lambton County for the years 2025-2026.

Carried.

Election of the Deputy Warden

At this time, it was the duty of Lambton County Council to elect a Deputy Warden. A secret ballot was taken and it was then announced by the Chair that Councillor Jeff Agar was chosen as Deputy Warden for the years 2025-2026.

#2: Broad/Dennis: That Councillor Jeff Agar be elected as Deputy Warden for the years 2025-2026.

Carried.

#3: Cook/Hand: That the Clerk destroy the ballots.

Carried.

Chair Retires

The Clerk thanked Bill Weber for presiding over the election. Mr. Weber retired from the Chair.

Warden Gowned

The Warden was then escorted to his office by Past Warden Bill Weber where he donned the traditional gown. David Cummings then piped in Warden Kevin Marriott to the Council Chambers.

Warden Piped in to Centre Table for Swearing-in by Justice of the Peace

The Warden declared his oath of office before the Council and all those present and was sworn in by Justice of the Peace, Helen Gale.

Clerk Invites Past Warden to the Front for Presentation to the New Warden

The Clerk invited past Warden Bill Weber to present the Chain of Office, keys, gavel and the Procedures Manual to the new Warden, Kevin Marriott.

Warden's Speech

Warden Kevin Marriott spoke briefly on his position as the 161st Warden, and then provided some remarks on the County of Lambton's 175th Anniversary.

Warden's Election - 04 Dec 2024

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Recognition of Past Wardens who are Present

Warden Marriott recognized the following past Wardens who were present:

Kevin Marriott ..... 2023 - 2024  
Kevin Marriott ..... 2021 - 2022  
Bill Weber ..... 2019 - 2020  
Bill Weber ..... 2017 - 2018  
Todd Case .....2013 - 2014  
Steve Arnold .....2011 - 2012  
Patricia Davidson .....2005  
Todd Case .....2004  
Todd Case .....2003  
Patricia Davidson ..... 2002  
Patricia Davidson ..... 2001  
Patricia Davidson ..... 2000  
Patricia Davidson ..... 1995  
Owen Byers ..... 1993

Time: 10:04 a.m.

Reception

Warden Marriott requested a one-half hour recess.

A 35-minute reception with light refreshments was held in the lobby. At this time Council and everyone in the audience was invited to participate in the placement of the County's 175th Anniversary time capsule in the wall in the lobby, which will be opened in 2049 as part of the County's 200th Anniversary.

Council then reconvened at 10:40 a.m.

Councillors D. Boushy, M. Bradley, A. Broad, B. Dennis, and B. White left the meeting at 10:40 a.m.

Adjourn to Select Striking Committee Members

Warden Marriott declared that Council adjourn to allow the four municipal groups to meet to select their members on the Striking Committee for 2025-2026. Then the Striking Committee met at 10:52 a.m. and Council then reconvened at 11:04 a.m.

Warden's Election - 04 Dec 2024

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Striking Committee

The Clerk read the minutes of the Striking Committee.

#4: Case/McRoberts: That motion #5 of the Striking Committee minutes be amended to replace Councillor Case with Councillor Sageman so that the motion now reads:

That the following four (4) members (one from each geographical area) be appointed to the Creative County Committee for 2025-2026:

B. White, J. Agar, D. Sageman, and I. Veen.

Carried.

#5: McRoberts/Ferguson: That the Striking Committee minutes dated December 4, 2024 be adopted as amended.

Carried.

Adjourn to Committee of the Whole

Warden Marriott then declared Council adjourn to allow the Committee of the Whole to meet to make appointments to various Boards and Committees. Committee of the Whole met at 11:09 a.m. and Council then reconvened at 11:14 a.m.

Committee of the Whole

The Clerk read the minutes of the Committee of the Whole meeting.

#6: Loosley/Atkinson: That the Committee of the Whole minutes dated December 4, 2024 be adopted as read.

Carried.

Appointment By-Laws

Motion to authorize the Clerk to prepare the By-Laws covering the appointments of Warden and Deputy Warden for 2025-2026, approved by Council this day.

#7: Case/Miller: That the Clerk be authorized to prepare the By-Laws covering the appointments of Warden and Deputy Warden for 2025-2026, approved by Council this day.

Carried.



Warden's Election - 04 Dec 2024

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Notice of By-Laws

#1 of 2025 A By-Law to Appoint a Warden and Deputy Warden for 2025-2026.

#2 of 2025 A By-Law of The Corporation of the County of Lambton to confirm the resolutions and motions of Lambton County Council which were adopted up to and including December 4, 2024.

First and Second Reading of By-Laws

#8: Hand/Cook: That By-Laws #1 and #2 of 2025, as circulated, be taken as read a first and second time.

Carried.

Third and Final Reading of By-Laws

#9: Hand/Cook: That By-Laws #1 and #2 of 2025, as circulated, be taken as read a third time and finally passed.

Carried.

Adjournment

#10: Veen/Loosley: That the Warden declare the meeting adjourned and that the next regular meeting of County Council be held on Wednesday, February 5, 2025 with the In-Camera Session to commence at 9:00 a.m.

Carried.

\_\_\_\_\_  
Kevin Marriott, Warden

\_\_\_\_\_  
Olivia Leger, Clerk

**The County of Lambton  
Community Development  
Corporation**

**ANNUAL GENERAL MEETING**

Wednesday, February 5, 2025  
9:30 a.m.

The County of Lambton Council Chambers, Wyoming

**AGENDA**

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

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**THE COUNTY OF LAMBTON  
COMMUNITY DEVELOPMENT CORPORATION**

**FINANCIAL STATEMENTS**

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**FOR THE YEAR ENDED APRIL 30, 2024**

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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
INDEX TO FINANCIAL STATEMENTS  
FOR THE YEAR ENDED APRIL 30, 2024**

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Canada

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## Independent Auditor's Report

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

### Opinion

We have audited the financial statements of The County of Lambton Community Development Corporation (the Corporation), which comprise the statement of financial position as at April 30, 2024, and the statement of operations, statement of change in net financial debt and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Corporation as at April 30, 2024, and its results of operations, its change in net debt, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

### Basis for Opinion

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

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

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

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

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

### Auditor's Responsibilities for the Audit of the Financial Statements

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

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

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

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

Chartered Professional Accountants, Licensed Public Accountants  
Windsor, Ontario  
January 24, 2025

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
STATEMENT OF FINANCIAL POSITION  
AS AT APRIL 30, 2024**

	<b>2024 ACTUAL \$</b>	<b>2023 ACTUAL \$</b>
<b><u>FINANCIAL ASSETS</u></b>		
Accounts Receivable	194,611	171,314
Other Accounts Receivable	104,874	145,911
<b>TOTAL FINANCIAL ASSETS</b>	<b>299,485</b>	<b>317,225</b>
<b><u>LIABILITIES</u></b>		
Bank Indebtedness (Note 2)	1,443,406	964,364
Accounts Payable and Accrued Liabilities	321,570	507,993
Deferred Revenue (Note 3)	696,028	122,846
Long Term Debt (Note 4)	14,811,569	15,574,714
Asset Retirement Obligation (Note 5)	990,327	958,690
<b>TOTAL LIABILITIES</b>	<b>18,262,900</b>	<b>18,128,607</b>
<b>NET FINANCIAL DEBT</b>	<b>(17,963,415)</b>	<b>(17,811,382)</b>
<b><u>NON-FINANCIAL ASSETS</u></b>		
Tangible Capital Assets (Schedule 1)	17,651,304	18,879,778
Prepaid Expenses	383,250	394,879
<b>TOTAL NON-FINANCIAL ASSETS</b>	<b>18,034,554</b>	<b>19,274,657</b>
<b>ACCUMULATED SURPLUS (Schedule 2)</b>	<b>71,139</b>	<b>1,463,275</b>

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

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
STATEMENT OF OPERATIONS  
FOR THE YEAR ENDED APRIL 30, 2024**

	Budget \$	April 30, 2024 \$	April 30, 2023 \$
<b>REVENUE</b>			
Rental Income	2,463,979	2,482,431	3,008,932
Grant - County of Lambton (Note 12)	632,331	632,333	616,908
Tenant Recoveries	269,915	243,709	230,656
Sundry Income	241,797	105,524	227,281
	<u>3,608,022</u>	<u>3,463,997</u>	<u>4,083,777</u>
<b>EXPENSES</b>			
Administration	313,263	325,334	320,064
Repairs & Maintenance	1,010,842	933,596	1,102,516
Utilities	724,518	678,413	626,520
Property Taxes	647,227	642,966	628,376
Tenant Incentive Amortization	209,500	51,065	143,102
Corporate Expenditures	519,669	617,589	584,674
Debt Service Charges	407,861	347,059	350,342
Accretion on Tangible Capital Assets	0	31,637	30,626
Amortization on Tangible Capital Assets	1,220,000	1,228,474	1,228,474
	<u>5,052,880</u>	<u>4,856,133</u>	<u>5,014,694</u>
<b>ANNUAL DEFICIENCY</b>	(1,444,858)	(1,392,136)	(930,917)
<b>ACCUMULATED SURPLUS, beginning of the year</b>	1,463,275	1,463,275	2,394,192
<b>ACCUMULATED SURPLUS, end of the year</b>	<u>18,417</u>	<u>71,139</u>	<u>1,463,275</u>

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



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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
STATEMENT OF CHANGE IN NET FINANCIAL DEBT  
FOR THE YEAR ENDED APRIL 30, 2024**

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	Budget \$	April 30, 2024 \$	April 30, 2023 \$
<b>ANNUAL DEFICIENCY</b>	(1,444,858)	(1,392,136)	(930,917)
Amortization of Tangible Capital Assets	1,220,000	1,228,474	1,228,474
Change in Prepaid Expense	0	11,629	141,771
<b>DECREASE IN NET FINANCIAL DEBT</b>	(224,858)	(152,033)	439,328
NET FINANCIAL DEBT, beginning of the year	(17,811,382)	(17,811,382)	(18,250,710)
<b>NET FINANCIAL DEBT, end of the year</b>	<b>(18,036,240)</b>	<b>(17,963,415)</b>	<b>(17,811,382)</b>

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

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED APRIL 30, 2024**

	April 30, 2024	April 30, 2023
	\$	\$
<b>OPERATING ACTIVITIES</b>		
Annual Deficiency	(1,392,136)	(930,917)
Uses of Cash		
Increase in Accounts Receivable	(23,297)	(119,786)
Increase in Other Accounts Receivable	0	(32,873)
Decrease in Accounts Payable & Accrued Liabilities	(186,423)	(3,268)
Decrease in Deferred Revenue	0	(53,316)
	(209,720)	(209,243)
Sources of Cash		
Decrease in Other Accounts Receivable	41,037	0
Decrease in Prepaid Expenses	11,629	141,771
Increase in Deferred Revenue	573,182	0
	625,848	141,771
Non-cash Charges to Operations		
Amortization	1,228,474	1,228,474
Accretion	31,637	30,626
	1,260,111	1,259,100
Cash Provided by Operations	284,103	260,711
<b>FINANCING TRANSACTIONS</b>		
Long Term Debt Principal Repayments	(763,145)	(735,399)
(DECREASE) IN CASH	(479,042)	(474,688)
<b>BANK INDEBTEDNESS, beginning of the year</b>	(964,364)	(489,676)
<b>BANK INDEBTEDNESS, end of the year</b>	(1,443,406)	(964,364)

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

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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT APRIL 30, 2024**

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**1. ACCOUNTING POLICIES**

(a) Management's Responsibility for the Financial Statements

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

(b) Basis of Accounting

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

(c) Non-Financial Assets

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

(i) Tangible Capital Assets (TCAs)

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

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

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

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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT APRIL 30, 2024**

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(d) Revenue Recognition

Rental revenue from leases with contractual rent increases is recognized based on the straight-line method, over the period of the contract.

Revenues from rental properties include rent from tenants under lease agreements, property tax and operating cost recoveries, and incidental income.

(e) Government Transfers

Government transfers are recognized as revenue in the financial statements when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers are recognized as deferred revenue when transfer stipulations give rise to a liability. Transfer revenue is recognized in the statement of operations as the stipulation liabilities are settled.

(f) Financial Instruments

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

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

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

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

(g) Use of Estimates

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

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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT APRIL 30, 2024**

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(h) Asset Retirement Obligations

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

**2. BANK INDEBTEDNESS**

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

The Corporation has a revolving line of credit of \$2,000,000 with its banker that bears interest at the bank prime rate minus 0.50% per annum. As of April 30, 2024, the Corporation has an unused line of credit balance of \$578,936.

**3. DEFERRED REVENUE**

The balance of \$696,028 (2023 - \$122,846) represents a payment advance of \$648,139 on the fiscal 2025 County of Lambton Grant and \$47,889 tenant rent paid in advance.

**4. LONG-TERM DEBT**

	<u>2024</u>	<u>2023</u>
Demand loan, interest 2.062%, repayable \$81,867 monthly including principal and interest, amortizing to September 2040	13,671,828	14,364,557
Demand loan, interest prime less 0.5%, repayable \$6,588 principal plus interest, amortizing to September 2038	<u>1,139,741</u>	<u>1,210,157</u>
	<u>\$14,811,569</u>	<u>\$15,574,714</u>

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

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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT APRIL 30, 2024**

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

Year	Amount
2025	\$ 786,207
2026	800,927
2027	815,953
2028	831,292
2029	846,951
2030 to 2034	4,481,280
2035 to 2039	4,878,511
Thereafter	<u>1,370,448</u>
	<u>\$14,811,569</u>

The repayment terms are in absence of request of demand for repayment. The gross interest paid relating to the Corporation's long-term debt was \$347,059 (2023 - \$350,342).

**5. ASSET RETIREMENT OBLIGATIONS**

The Corporation's financial statements include an asset retirement obligation for the remediation of asbestos contained within buildings. The related asset retirement costs are being amortized on a straight-line basis. The liability has been estimated using a net present value technique with a discount rate of 3.30% (2023 – 3.30%). The estimated total undiscounted future expenditures are \$3,513,104 (2023 - \$3,513,104), which are to be incurred over the remaining productive useful life of the buildings of 40 years. The liability is expected to be settled at the end of the buildings' productive useful life in 2062.

The carrying amount of the liability is as follows:

	<u>2024</u>	<u>2023</u>
Asset retirement obligation, beginning of year	\$ 958,690	\$ 928,064
Increase due to accretion expense	<u>31,637</u>	<u>30,626</u>
	<u>\$ 990,327</u>	<u>\$ 958,690</u>

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

**6. PENSION AGREEMENTS**

Commencing in October 2014, the Corporation provided a group Registered Retirement Savings Plan through Manulife Financial. The Corporation makes contributions to the plan on behalf of 3 members of its staff. The amount contributed for fiscal 2024 was \$32,436 (2023 - \$31,504) and is included as an expenditure on the Statement of Financial Operations.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT APRIL 30, 2024**

**7. EXPENSES BY OBJECT**

	2024	2023
Salaries, wages and employee benefits	\$ 517,257	\$ 591,697
Amortization	1,228,474	1,228,474
Accretion	31,637	30,626
Materials and contracts	2,656,196	2,782,946
Bank and long term debt interest	422,569	380,953
	\$ 4,856,133	\$ 5,014,694

**8. FINANCIAL INSTRUMENT RISK MANAGEMENT**

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

(a) Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Corporation is exposed to credit risk resulting from the possibility that a customer or counterparty to a financial instrument defaults on their financial obligations; if there is a concentration of transactions carried out with same counterparty; or of financial obligations which have similar economic characteristics such that they could be similarly affected by changes in economic conditions. The Corporation is exposed to credit risk through its accounts receivable.

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

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

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

	2024			2023		
As at April 30	Accounts Receivable	Less: Impairment Allowance	Total	Accounts Receivable	Less: Impairment Allowance	Total
Current	\$105,629	\$ -	\$105,629	\$130,483	\$ -	\$130,483
31 to 60 days	-	-	-	12,065	-	12,065
61 to 90 days	24,782	-	24,782	13,674	-	13,674
Over 90 days	64,200	-	64,200	15,092	-	15,092
Total	\$194,611	\$ -	\$194,611	\$171,315	\$ -	\$171,314

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT APRIL 30, 2024**

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

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

(b) Liquidity Risk

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

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

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

	2024			
	within 6 months	6 months to 1 year	1 - 5 years	>5 years
Bank Indebtedness	\$ 1,443,406	\$ -	\$ -	\$ -
Accounts Payable and Accrued Liabilities	321,570	-	-	-
Long-Term Debt	391,282	394,925	3,295,123	10,730,239
	<u>\$ 2,156,258</u>	<u>\$ 394,925</u>	<u>\$ 3,295,123</u>	<u>\$ 10,730,239</u>

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

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



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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT APRIL 30, 2024**

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(c) Market Risk

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

(d) Interest Rate Risk

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

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

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

A 1% move in interest rates, with all other variables held constant, could impact the interest paid on the loans by \$148,116 (2023 - \$155,747). This change would be recognized in annual surplus (deficiency). This sensitivity analysis was prepared on the basis that the prime rate increases by 1% and uses the assumption that the prime rate will not increase by more than 1% over the next fiscal year. The methods and assumptions used have not changed from the prior period.

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

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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
NOTES TO THE FINANCIAL STATEMENTS  
AS AT APRIL 30, 2024**

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**9. BUDGET FIGURES**

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

	<b>2024</b>
	<b>\$</b>
Financial Plan (budget) deficiency for the year	1,901,712
Add:	
Capital Expenditures	-
Principal Payments	763,146
Less:	
Amortization	<u>1,220,000</u>
Budget Deficiency per Statement of Operations	<u>(1,444,858)</u>

**10. ECONOMIC DEPENDENCE**

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

**11. COUNTY OF LAMBTON AGREEMENT**

The Corporation has a four year funding agreement with the County of Lambton which will provide a \$600,000 per annum grant, indexed to inflation beginning May 1, 2020. In fiscal 2024, the Corporation received \$632,333 (2023 - \$616,098) from the County of Lambton.

**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION  
SCHEDULE OF TANGIBLE CAPITAL ASSETS  
FOR THE YEAR ENDED APRIL 30, 2024**

**Schedule 1**

	<b>Balance, beginning of year \$</b>	<b>Additions \$</b>	<b>Disposals \$</b>	<b>Other- Donations, Writedowns \$</b>	<b>Balance, end of year \$</b>
<b>COST</b>					
Land	1,136,989	0	0	0	1,136,989
Buildings	33,573,396	0	0	0	33,573,396
Building (ARO)	500,808	0	0	0	500,808
Building Contents	972,796	0	0	0	972,796
Information Technology	2,217	0	0	0	2,217
Work In Progress	0	0	0	0	0
<b>TOTAL COST</b>	<b>36,186,206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,186,206</b>
<b>ACCUMULATED AMORTIZATION</b>					
Land	0	0	0	0	0
Buildings	16,164,479	1,220,127	0	0	17,384,606
Building (ARO)	166,936	8,347	0	0	175,283
Building Contents	972,796	0	0	0	972,796
Information Technology	2,217	0	0	0	2,217
Work In Progress	0	0	0	0	0
<b>ACCUMULATED AMORTIZATION</b>	<b>17,306,428</b>	<b>1,228,474</b>	<b>0</b>	<b>0</b>	<b>18,534,902</b>
<b>NET BOOK VALUE</b>					
Land	1,136,989	0	0	0	1,136,989
Buildings	17,408,917	(1,220,127)	0	0	16,188,790
Building (ARO)	333,872	(8,347)	0	0	325,525
Building Contents	0	0	0	0	0
Information Technology	0	0	0	0	0
Work In Progress	0	0	0	0	0
<b>NET BOOK VALUE - 2023</b>	<b>18,879,778</b>	<b>(1,228,474)</b>	<b>0</b>	<b>0</b>	<b>17,651,304</b>

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

**Schedule 1**

	<b>Balance, beginning of year \$</b>	<b>Additions \$</b>	<b>Disposals \$</b>	<b>Other- Donations, Writedowns \$</b>	<b>Balance, end of year \$</b>
<b>COST</b>					
Land	1,136,989	0	0	0	1,136,989
Buildings	33,573,396	0	0	0	33,573,396
Building (ARO)	500,808	0	0	0	500,808
Building Contents	972,796	0	0	0	972,796
Information Technology	2,217	0	0	0	2,217
Work In Progress	0	0	0	0	0
<b>TOTAL COST</b>	<b>36,186,206</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>36,186,206</b>
<b>ACCUMULATED AMORTIZATION</b>					
Land	0	0	0	0	0
Buildings	14,944,352	1,220,127	0	0	16,164,479
Building (ARO)	158,589	8,347	0	0	166,936
Building Contents	972,796	0	0	0	972,796
Information Technology	2,217	0	0	0	2,217
Work In Progress	0	0	0	0	0
<b>ACCUMULATED AMORTIZATION</b>	<b>16,077,954</b>	<b>1,228,474</b>	<b>0</b>	<b>0</b>	<b>17,306,428</b>
<b>NET BOOK VALUE</b>					
Land	1,136,989	0	0	0	1,136,989
Buildings	18,629,044	(1,220,127)	0	0	17,408,917
Building (ARO)	342,219	(8,347)	0	0	333,872
Building Contents	0	0	0	0	0
Information Technology	0	0	0	0	0
Work In Progress	0	0	0	0	0
<b>NET BOOK VALUE - 2022</b>	<b>20,108,252</b>	<b>(1,228,474)</b>	<b>0</b>	<b>0</b>	<b>18,879,778</b>

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**THE COUNTY OF LAMBTON COMMUNITY DEVELOPMENT CORPORATION**  
**SCHEDULE OF ACCUMULATED SURPLUS**  
**FOR THE YEAR ENDED APRIL 30, 2024**  
**Schedule 2**

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	<b>April 30, 2024</b>	<b>April 30, 2023</b>
	<b>\$</b>	<b>\$</b>
<b>SURPLUS</b>		
Invested in Tangible Capital Assets	17,651,304	18,879,778
Operating Deficit	(2,768,596)	(1,841,789)
Unfunded		
Long Term Debt	(14,811,569)	(15,574,714)
<b>ACCUMULATED SURPLUS</b>	71,139	1,463,275
	71,139	1,463,275



# Western

Sarnia-Lambton  
Research Park



**Western**  
Sarnia-Lambton  
Research Park



# AGM Update



February 5, 2025

# Agenda

1. Increasing Utilization & Value
2. Research & Commercialization
3. A Bright Future: Plan for Growth



**Western**  
Sarnia-Lambton  
Research Park





# Western Affiliation



Discovery Park



HEALTH



MATERIALS



ENVIRONMENTAL  
SUSTAINABILITY



Advanced  
Manufacturing Park



MATERIALS



ENVIRONMENTAL  
SUSTAINABILITY



Sarnia-Lambton  
Research Park



SUSTAINABLE  
CHEMISTRY



MATERIALS



ENVIRONMENTAL  
SUSTAINABILITY



Western Research Parks



Western  
Sarnia-Lambton  
Research Park





Western  
Research Parks

2016

- Outstanding Research Park

2015

- 5<sup>th</sup> Top Research Park in NA

2014

- 7<sup>th</sup> Top Research Park in NA



Western  
Sarnia-Lambton  
Research Park



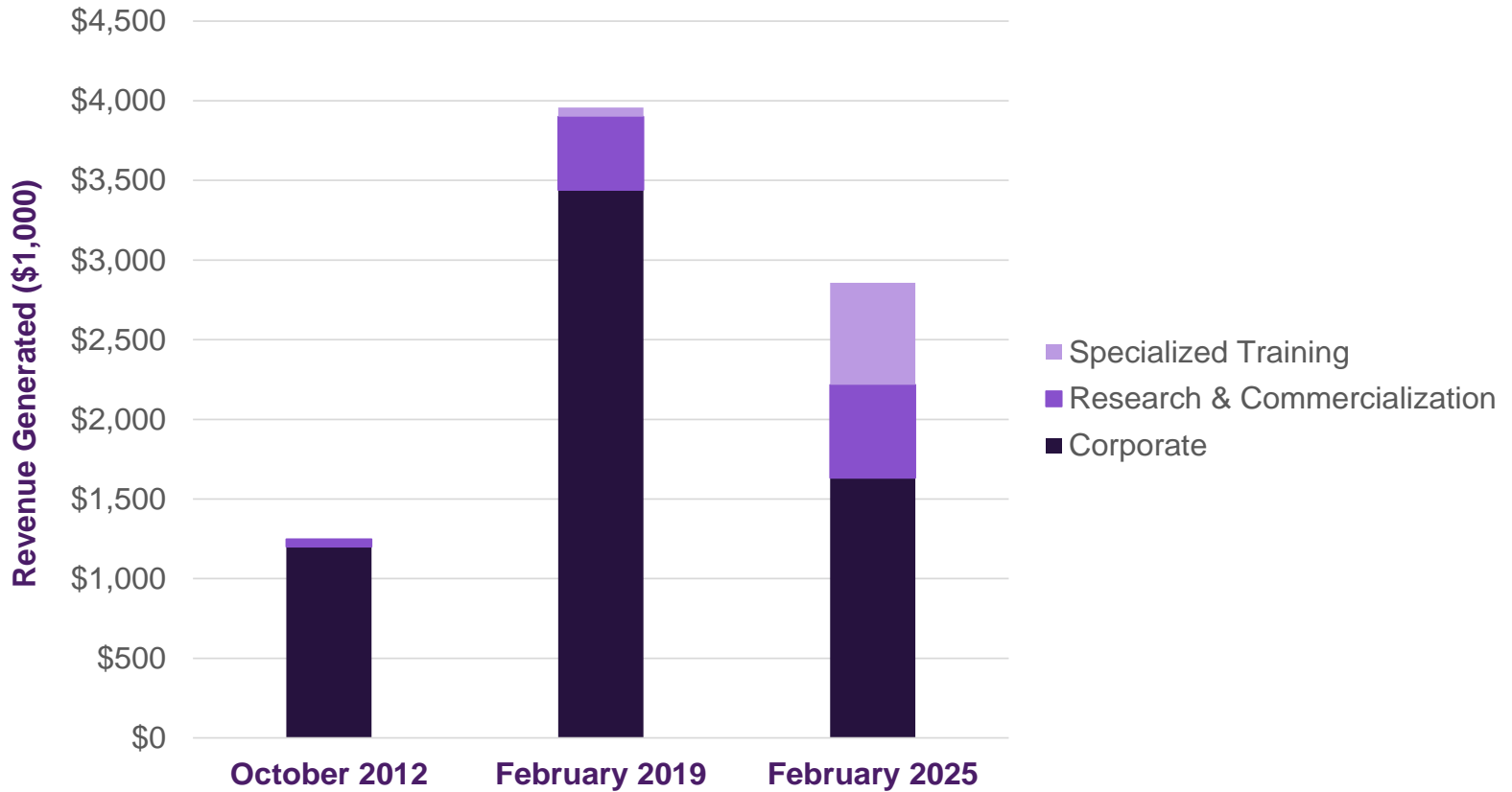
# Real Estate Occupancy



Western  
Sarnia-Lambton  
Research Park



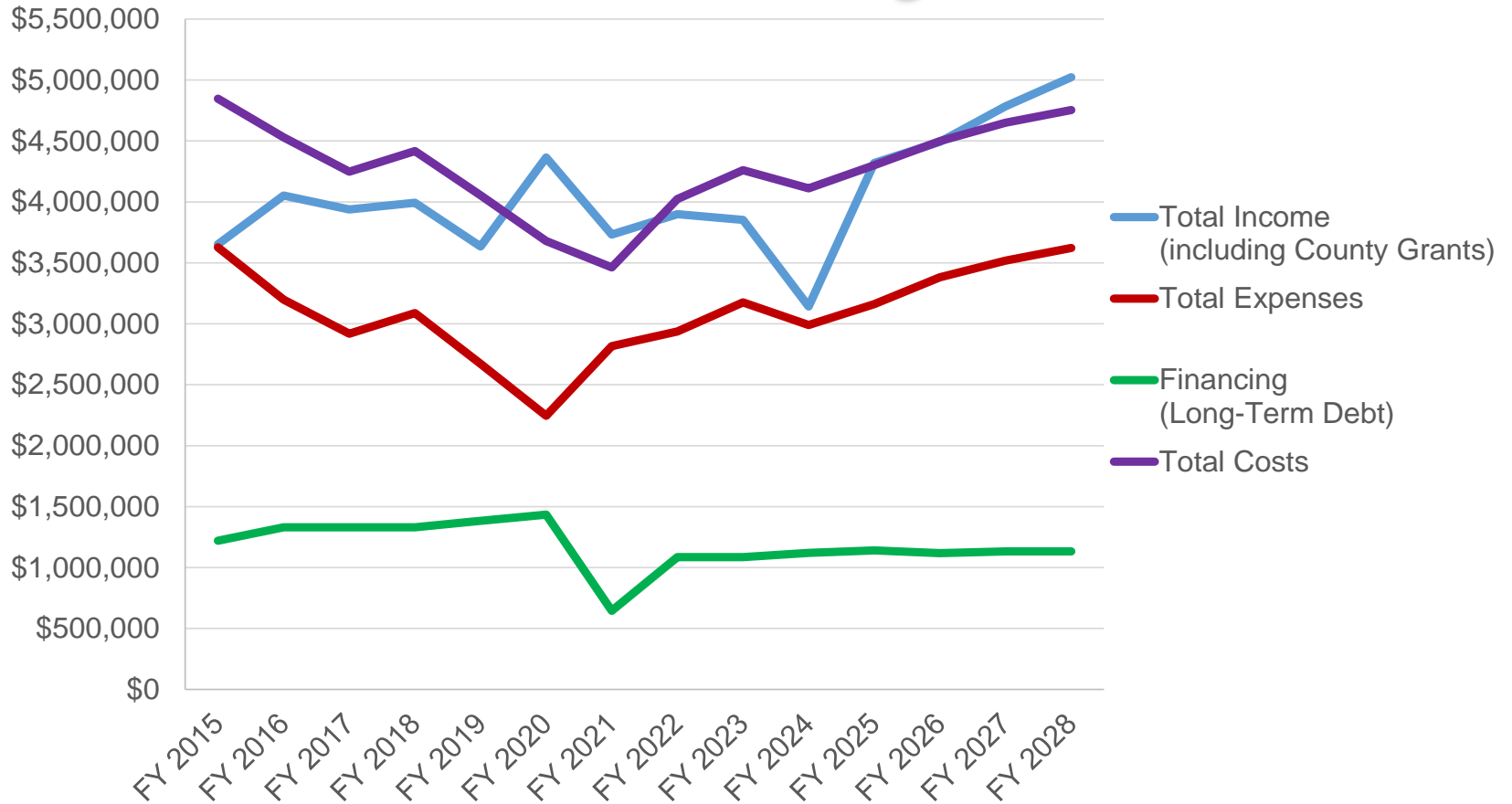
# Real Estate Revenue



**Western**  
Sarnia-Lambton  
Research Park



# Financial Projections

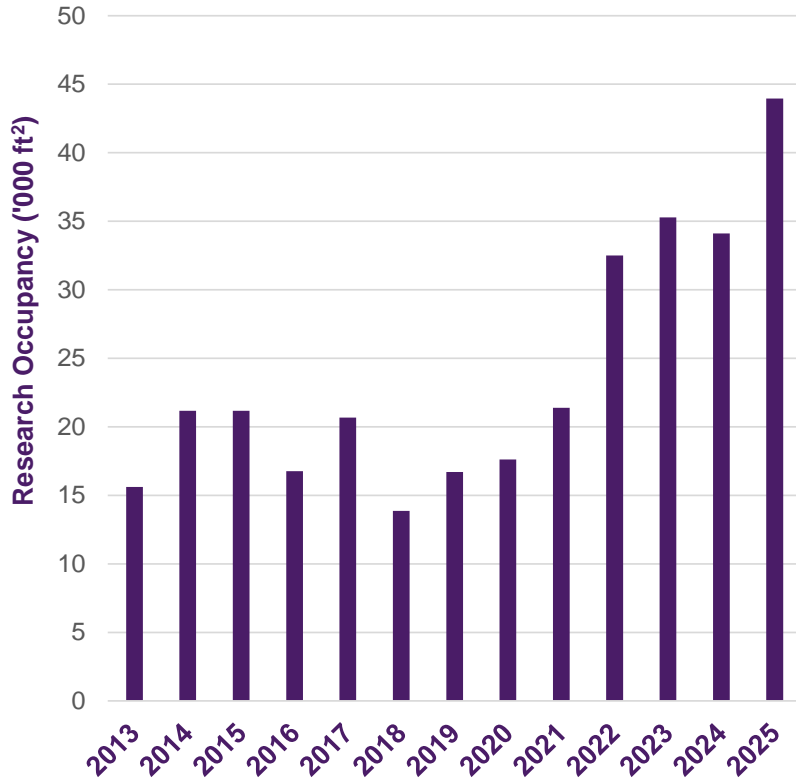


**Western**  
Sarnia-Lambton  
Research Park

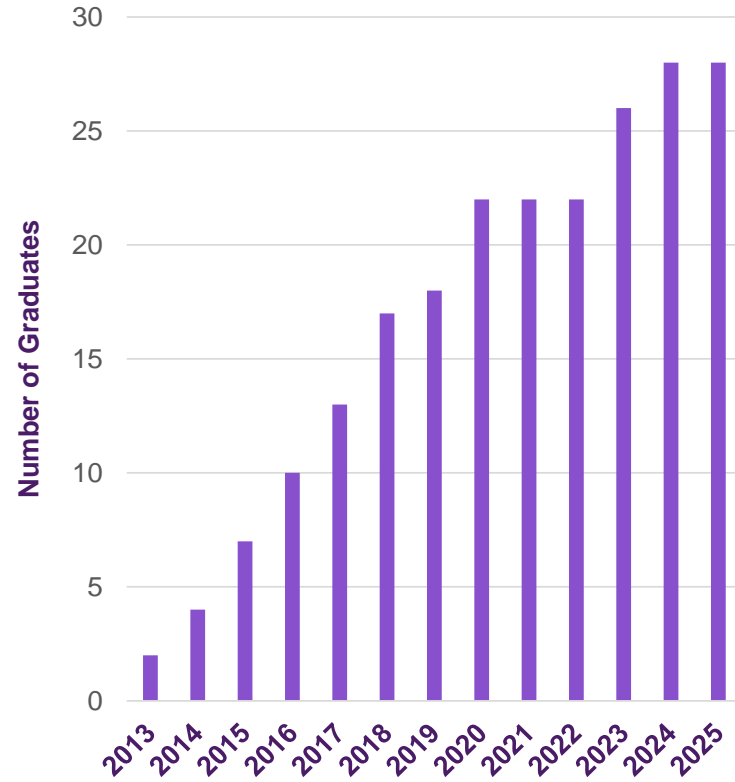


# Fulfilling Our Mandate

## Research and Innovation Occupancy



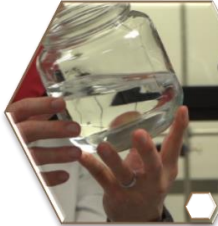
## Regional Benefits



**Western**  
Sarnia-Lambton  
Research Park



# Research Tenants

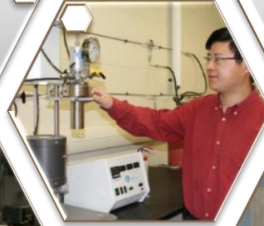


Bioplastics



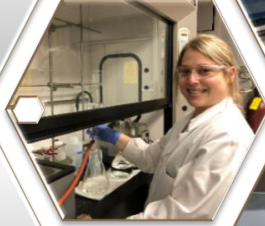
Reverse Engineering

Forestry Biorefinery



Hydrochemolytic Upgrading

Water Treatment



Wastewater Treatment



Natural Health Products



Additive Manufacturing



Lambton Water Centre

Bioindustrial Processing



Advanced Manufacturing



Lambton Manufacturing Innovation Centre



Bio-Industrial Process Research Centre



Western  
Sarnia-Lambton  
Research Park

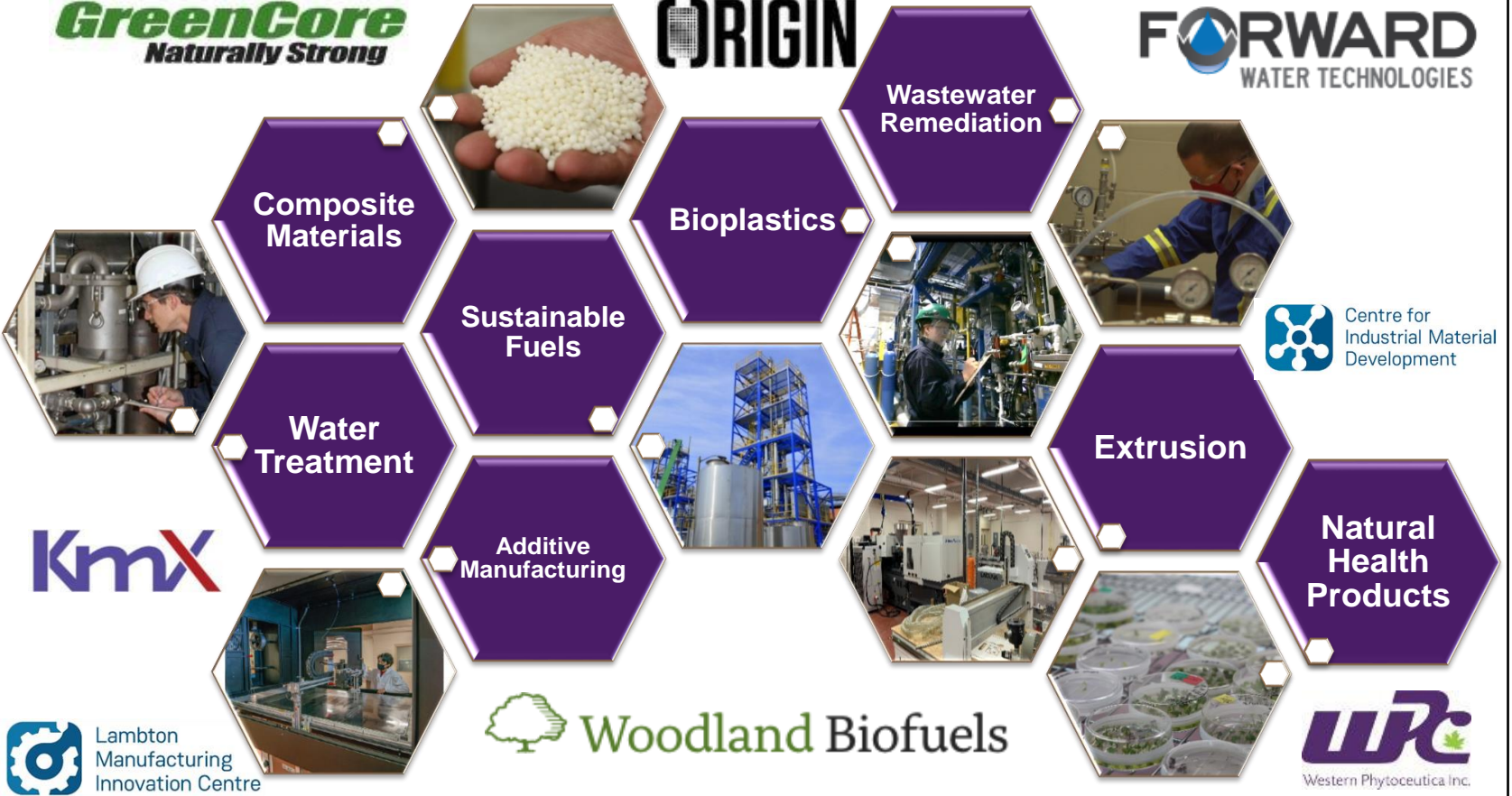


# Commercialization Tenants

**GreenCore**  
Naturally Strong

**ORIGIN**

**FORWARD**  
WATER TECHNOLOGIES



 **Western**  
Sarnia-Lambton  
Research Park

 **Discoveries  
That Matter**



# Elevating Success Progress

Continued recovery plan implementation to return the Park to financial sustainability:

- New website and targeted digital ad campaign launched
- Meaningful actions improving financial performance
- Increased engagement with stakeholders and partners
- Development of strategic plan focused on tenant attraction and retention

**Since May 2024:  
42K ft<sup>2</sup> space leased  
15% occupancy increase**



**TECHNOLOGY**  
Canada's largest clean-tech incubator

Customizable Leasing Options Available

# Strategy Development

*Stiletto: Make a Point Consulting* is developing a 5-year economic development plan to guide decisions for the Park and position it for future success. The plan is grounded in:

- Current trends and best practices for research and technology parks in North America
- Analysis of existing assets at the Park and in the ecosystem
- Extensive stakeholder feedback through interviews, working sessions and surveys
- *A working session with Lambton County Council will be held on Wednesday, February 19, 2025 to obtain Councillors' input into the new strategy*
- Strategic plan completion and implementation in the Spring of 2025



Western  
Sarnia-Lambton  
Research Park



# 2024 Successes

Priority & Goal	Successes
<p><b>Pillar of Economic Growth</b></p> <p>To become an essential pillar of regional economic growth</p>	<ul style="list-style-type: none"> <li>• Secured quickly growing companies and organizations at the Park with 75+ new technology-based jobs</li> <li>• 6 new companies and organizations established at the Park, and expansion of 6 existing tenants</li> <li>• New tenants aligned with the mission and vision of the Park</li> </ul>
<p><b>Asset Management &amp; Maximization of Value</b></p> <p>To manage the Park facility as a strategic asset of Sarnia-Lambton</p>	<ul style="list-style-type: none"> <li>• New leases totalling 42K ft<sup>2</sup></li> <li>• Renewal of 32K ft<sup>2</sup> of office and research suite leases</li> <li>• Development and ongoing implementation of recovery plan, including targeted digital marketing campaign, new and interactive website, formalizing partnerships, and responsible restructuring of capital</li> </ul>
<p><b>Research &amp; Commercialization Focused</b></p> <p>To lead regional innovation as a world-class technology incubator</p>	<ul style="list-style-type: none"> <li>• \$6.6M BIC Ag-Sci Cluster funding announcement at the WSLRP, including funding for a project in Alvinston</li> <li>• Began development of new strategic plan for tenant retention and attraction, aligned with Sarnia-Lambton’s priority sectors</li> <li>• Recognized by TechAlliance as the catalyst for Canada’s sustainable future</li> </ul>
<p><b>Knowledge Centre</b></p> <p>To operate as the knowledge centre in Intelligent Sarnia-Lambton</p>	<ul style="list-style-type: none"> <li>• Use of meeting rooms by new clients for multi-day and multi-week training sessions for entrepreneurship, leadership and specialized training programs</li> <li>• New Western Engineering Outreach events for youth: 1<sup>st</sup> Go CODE Girl and Discovery Western Camp in Sarnia-Lambton</li> <li>• Continued participation with Western Engineering’s CBE Capstone students and their biochemical design projects, and increasing awareness of Sarnia-Lambton to graduating engineering students</li> </ul>

# Key PARK Metrics

Priority	Performance Indicator	2020	2021	2022	2023	2024
Pillar of Economic Growth	Economic Impact of Park on Sarnia-Lambton	\$43M	\$55M	\$57M	\$65M	\$67M
	Number of graduates	0	0	2	3	1
Asset Management & Maximization of Value	Occupancy rate	81%	81%	84%	72%	71%
	Real estate revenue	\$3.3M	\$3.0M	\$2.9M	\$2.6M	\$2.4M
Research & Commercialization Focused	New technology-based jobs created	33	17	71	46	75
	New projects developed	4	6	13	16	23
Knowledge Centre	Outreach and networking events	6	13	24	25	32
	Collaborations between tenants	1	6	6	10	10



**Western**  
Sarnia-Lambton  
Research Park



# 2024 News Headlines

- 2024 Events To Encourage Diversity in Engineering and Coding
- Alvinston Soil Project Among 13 Initiatives Supported Through \$6.5M Federal Investment
- Evening Course for Entrepreneurs Returning to the Sarnia Area
- Forward Water Technologies Corp Announces Completion of First Trials for the Production of Lithium Carbonate
- Forward Water Technologies Corp. Business Update: New Projects Initiated with Major Corporations in the Food and Beverage Sector
- Forward Water Technologies Corp. Collaborates with Cleantech Lithium PLC in Pilot Plant for Lithium Chloride Eluate Production
- Lambton Ranked Second in Research Among Canadian Colleges
- Life Sciences Ontario 2024 Road Trip Around the Province: Sarnia-Lambton
- Major Funding Announcement for Sarnia-Based Bioindustrial Innovation Canada
- More Companies Leasing at Western Sarnia-Lambton Research Park
- NOVA Chemicals Supports STEM Outreach At Western: Discovery Western Camp at the WSL Research Park
- Origin Material's Alchemy: Converting Wood Chips into Real Plastic
- Prime Office Space Available at the Western Sarnia-Lambton Research Park
- Research Park Hosts Unique Events Involving Students
- Sarnia Research Park Responding to Demand for Lab Space
- Successful Development of Ginseng for Health Food, Nutraceuticals and Artisan Food Processing
- Sustainability-Focused Research Projects Get Federal Funding
- The Intersection of Innovation and Opportunity
- Western Sarnia-Lambton Research Park Announces New Tenant



**Western**  
Sarnia-Lambton  
Research Park



# 22 Years of Innovation

Research Park Expansion

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

Economic Impact **\$1B+** since 2003

Attracted **29 New Companies** to Sarnia-Lambton since 2012

Supported **43 Startup Companies** since 2012

**26 Graduates** since 2012

**1000+ Direct and 5,100+ Indirect Research and Technology Jobs** created by tenants since 2012

**\$3.2B+ Grants and Investments** received by tenants since 2012

**3 New Commercial Plants: \$2.3B Capital Investment and 250+ Jobs**

Innovating Today to Transform Tomorrow



**Western**  
Sarnia-Lambton  
Research Park



# Summary

The Park delivering on its mission

Innovation ecosystem development &  
expanded research base

Attracting jobs and regional economic  
returns



**Western**  
Sarnia-Lambton  
Research Park



**Western**  
Sarnia-Lambton  
Research Park





# Western

Sarnia-Lambton  
Research Park



Briefing Note – January 2025

Western Sarnia Lambton Research Park

To: Lambton County Council, CLCDC Board of Directors, CLCDC Board of Advisors

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## INTRODUCTION

In 2024, the County of Lambton Community Development Corporation (CLCDC) sought financial assistance from the County of Lambton to support it in the financial recovery of the Western Sarnia-Lambton Research Park (“Research Park”). At that time, the Research Park’s occupancy had fallen to 57%.

To assist it in its recovery efforts, the County of Lambton provided the Research Park with a grant of \$1,350,000.00, with a 50% payment in May 2024, and a subsequent 50% payment in September 2024, after an update to the County.

With that assistance, the Research Park put into motion a recovery plan. This briefing note provides County Council with an update on the Research Park’s recovery efforts and seeks financial assistance as part of the County’s 2025 budgeting process to further advance the recovery.

## BACKGROUND

The Research Park’s occupancy fell to 57% (from a high of 95% in 2019) due to deteriorating business conditions caused by the pandemic. Revenues significantly declined as a result.

Following a review early calendar year 2024, the Research Park developed a recovery plan entitled “Project Elevating Success”. To assist the Research Park recover, the County of Lambton granted the Research Park \$1,350,000.00 as noted above.

## RECOVERY EFFORTS – “ELEVATING SUCCESS”

Following a business review by *Kewin Consulting*, the following objectives were set in motion:

1. Increase Marketing Reach and Effectiveness
2. Restructure Sufficient Capital, Responsibly
3. Formalize Stakeholder Linkages and Processes
  - *Junction Digital* was retained to develop and implement a digital-focused marketing strategy based on the business review, which has increased the Research Park’s awareness level and contributed to the increased occupancy
  - *Stiletto: Make a Point Consulting* was subsequently retained to update the Research Park’s multi-year strategic plan, incorporating *Kewin Consulting*’s business review. This plan will focus on business attraction and retention including stakeholder and tenant engagement in key sectors forming an actionable strategic framework to guide the Park’s decisions over the next five years
  - *Kewin Consulting* continues to assist with the coordination of the objectives

The Research Park has seen early success from its recovery effort. Although the Research Park’s occupancy rate was as low as 57% in May 2024, the Research Park’s occupancy has increased by more than 15% since. Its leased rate is now 72.3% (as of January 2025). Said differently, over the

Briefing Note – January 2025

Western Sarnia Lambton Research Park

To: Lambton County Council, CLCDC Board of Directors, CLCDC Board of Advisors

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course of eight (8) months, the Research Park has successfully leased out an additional 42,000 square feet. Operating expenses were also reduced and capital projects deferred where practicable.

However, despite early successes, the Research Park's revenues do not yet cover the expenses. It requires additional time – and assistance – to achieve a balanced budget and move to a surplus.

Accounting for current business conditions, the Research Park is forecasting it will achieve break even in early calendar year 2026 when approximately 92% of its space is leased.

However, in the interim, the Research Park requires up to \$900,000.00 in further assistance. It seeks that assistance from the County of Lambton, to continue its recovery efforts.

## **ASSISTANCE SOUGHT**

The Research Park is seeking up to \$900,000.00 in further assistance from the County of Lambton, either in a form of a grant or loan, disbursed in four (4) payments in 2025, estimated as follows:

- \$350,000, on or about June 2025;
- \$300,000, or such lesser amount, if required, on or about September 2025;
- \$150,000, or such other lesser amount, if required, on or about November 2025;
- \$100,000, or such other lesser amount, if required, on or about December 2025.

On the other hand, it should be noted that if the Research Park's recovery forecast noted above does not materialize, a further ask for financial assistance, could be forthcoming, up to a maximum of \$420,000, although this is unlikely given the results so far.

Moreover, for greater certainty, the assistance sought above is in addition to the base grant of extended by the County of Lambton to the Research Park annually since 2020 which is set for \$661,000 for 2025 and would be scheduled to be paid in May 2025.

The Research Park is committed to open communications on its efforts. It would return to County Council with an update on its recovery efforts as part of the AGM in February 2025 and again in September 2025. If requested, an update can be made at any time.

## **CONCLUSION**

The Research Park is grateful for the County's assistance in 2024, in the amount of \$1.35M.

Meaningful steps have been taken to improve the Research Park's financial performance. Based on current business conditions and forecast, the Research Park reasonably estimates to balance its budget and break even by early calendar year 2026. In the meantime, however, additional injection of additional financial capital is required to see the Research Park conclude its recovery efforts.

**The County of Lambton  
Community Development  
Corporation**

**RESOLUTIONS**

**Annual General Meeting**

Wednesday, February 5, 2025  
9:30 a.m.

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

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

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

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



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

**alPHa Sections:**

Boards of Health Section

Council of Ontario Medical Officers of Health (COMOH)

**Affiliate Organizations:**

Association of Ontario Public Health Business Administrators

Association of Public Health Epidemiologists in Ontario

Association of Supervisors of Public Health Inspectors of Ontario

Health Promotion Ontario

Ontario Association of Public Health Dentistry

Ontario Association of Public Health Nursing Leaders

Ontario Dietitians in Public Health

[www.alphaweb.org](http://www.alphaweb.org)

**BOH 02-15-25**

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January 20, 2025

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

Dear Minister Bethlenfalvy,

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

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

We are pleased with the choices that have been made at the provincial level regarding Ontario's unique public health system, with approaches to reorganization, programming, and funding having been included in the ongoing Strengthening Public Health initiative that was first announced in 2023.

The four mergers involving nine of Ontario's public health units have been formally announced, and we are grateful for the ongoing support of the Ministry of Health, including commitments to providing the required financial resources, as we navigate the complex processes to finalize them. We are also grateful that it is recognized by all parties that mergers are not – nor are these intended to be – cost-saving exercises. This recognition also acknowledges that, despite the existence of the four new entities as of January 1 of this year, a great deal of work remains to realize the intended efficiencies through harmonizing resources and consolidating operations.

The second aspect of Strengthening Public Health is the revision of the Ontario Public Health Standards, which lay out in substantial detail the legislated expectations for programs and services of all Ontario boards of health. While this process is ongoing, early reviews suggest that these expectations are more likely to expand than to contract. Our members of course welcome any new responsibilities that are designed to improve population health and the resource commitments required to carry these out.

The third aspect of this initiative is a promise to review the public health funding model itself, which is currently shared between the Province (~75%) and obligated municipalities (~25%). These discussions have not yet begun, but we were grateful for the predictability afforded by the interim promise of 1% increases over the past three years. As we enter the final year of this pledge, we are looking forward to the more detailed discussion that has been promised.

While we are embracing the Strengthening Public Health approaches to addressing long-term stability and capacity, we want to be very clear that local public health is facing substantial budget pressures that need to be addressed now.

Providing Leadership in Public Health Management

As the CMOH observed as part of the announcement of this initiative, the goal is to “optimize capacity, stability, and sustainability in public health and deliver more equitable health outcomes for Ontarians”. He further observed that “there are long-standing challenges within the public health sector in Ontario related to capacity, stability and sustainability that have been identified through multiple reports over the past 20 years”.

In his [2023 Annual Report](#), the CMOH urged an end to the “boom and bust” public health funding cycles that see the scaling back of resources that places public health systems at a disadvantage at the onset of each crisis. He emphasized the need to invest in public health up front and consistently, and repeated that such investments save money and provide long-term social and economic benefits (p. 11).

We acknowledge and appreciate the concrete financial commitments to public health that have been made in recent years (e.g. mitigation funding when the cost-sharing proportions were briefly changed, one-time investments related to the pandemic response, 1% year-over-year increases), but these have not and will not come close to addressing the longstanding and increasing capacity issues that local public health has experienced.

According to the Bank of Canada, inflation has averaged over 4% per year since 2020, which means that the 1% increases are insufficient and amount to de facto year-over-year funding cuts. In addition, inflation does not account for cost increases related to the decision to cost-share programs that were previously 100% funded by the Province, significant population growth, capital and technical expenditures, and increased expectations under the OPHS mandate.

As part of our 2023 budget submission, we included the following key findings. These needs are ongoing:

- Overall, the current funding envelope for public health units in Ontario is not sufficient to meet the provincially mandated standards. Though this has been the case for many years, our 2023 survey indicated that local public health units are projecting additional budget pressures from multiple sources in the coming years, including collective agreements, substantially increased inflationary pressures, the additional demands of the response to the co-circulation of respiratory diseases including flu, RSV and COVID-19, and the backlog of programs and services that has built up over nearly three full calendar years.
- Effectively meeting the Ontario Public Health Standards, excluding the Healthy Babies Healthy Children program for 2023 would have required an estimated \$132M in total additional funding, representing an average increase of 11.8% across health units. This represents an increase of just 0.2% of the entire Ministry of Health budget.
- Effectively meeting the requirements of the Healthy Babies Healthy Children program for 2023 would have required an estimated \$12.5M in total additional funding, representing an average increase of 13.8% across health units. This represents an increase of only 0.08% of the entire Ministry of Children, Community and Social Services budget.

Investments in public health generate significant returns, including better health, lower health care costs, and a stronger economy. According to the [Ministry of Health's 2023-24 Budget](#), transfers to Ontario's Local Official Health Agencies amounted to \$939,443,900, which was approximately 1.3% of the Ministry's entire operating budget for that year. Not only does this demonstrate a tremendous return on investment given the significant benefit to the health of the people of Ontario, but also that

even the high-percentage increases required for local public health to carry out its mandate would be relatively modest in dollar amounts.

alPHa has produced a [series of infographics](#) that demonstrate the return on investment that public health provides through programs and services that promote well-being, prevent disease and injury, and protect population health. In so doing, local public health supports the Ontario government in its goals to be efficient, effective, and provide value for money. The Ministry of Health's Strengthening Public Health initiative demonstrates the government's commitment to local public health, and we are asking that an explicit commitment be made to providing local public health agencies with the sufficient and sustainable funding required in the 2025 Budget.

We always welcome this opportunity to provide comments on desired spending priorities for the coming year and would like to note that many of our members will also be providing their own input. We strongly urge you to take each of these into careful consideration, as these will reflect the diverse local needs and priorities that will delve further into the details of public health work and the resources required to carry it out.

We look forward to working with you and welcome this opportunity to advocate for a sustainable and resilient public health system. Please have your staff contact Loretta Ryan, Chief Executive Officer, alPHa, at [loretta@alphaweb.org](mailto:loretta@alphaweb.org) or 647-325-9594 for any follow-up.

Sincerely,



Trudy Sachowski  
alPHa Chair

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

**Encl.**

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

# PUBLIC HEALTH MATTERS

Providing Leadership in Public Health Management

**alPha**

Association of Local PUBLIC HEALTH Agencies

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A PUBLIC HEALTH PRIMER

SPRING 2022

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

## OUR ASK

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

## PUBLIC HEALTH RESPONSE

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

*Public health professionals are responsible for the following:*

### CASE AND CONTACT MANAGEMENT:

Identify and isolate cases.

### DATA ANALYSIS:

Identify sources of infection and patterns of transmission.

### OUTBREAK CONTROL:

Protect vulnerable populations in higher risk settings.

### PUBLIC HEALTH MEASURES:

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

### ADVICE TO GOVERNMENT:

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

### ADVICE TO THE PUBLIC:

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

### VACCINATION EFFORTS:

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

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

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



Population Health Assessment



Health Equity



Effective Public Health Practice



Emergency Management



Chronic Disease Prevention and Well-Being



Food Safety



Healthy Environments

# PUBLIC HEALTH MATTERS

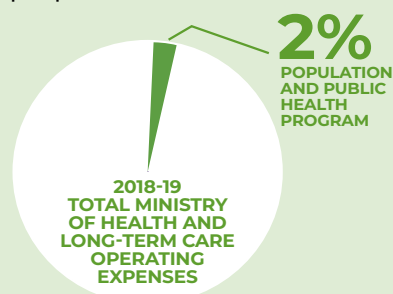


## RETURN ON INVESTMENT

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

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

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



## IMPACT ON RESOURCES



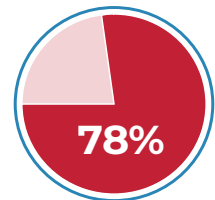
The COVID-19 response **pre-empted most activities** mandated by the Ontario Public Health Standards.

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



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

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



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

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



Healthy Growth and Development



Immunization



Infectious and Communicable Diseases Prevention and Control



Oral Health



Safe Water



School Health



Substance Use and Injury Prevention



Providing Leadership in  
Public Health Management

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# PUBLIC HEALTH MATTERS

#2 of Series

## PUBLIC HEALTH FALL VACCINE SUCCESS

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

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

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

### MORE CLINICS, INCREASED CAPACITY, BROADER OUTREACH, EXTRAORDINARY RESULTS

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

#### FALL 2022 VACCINATION BY THE NUMBERS



1,100+

Fixed site clinics\*



2,000+

Mobile clinics\*



700+

Influenza clinics



1,000+

Student  
Immunization and  
catch-up clinics



400+

Mpox  
clinics



3,000+

Homebound  
vaccinations

\* co-administration of multiple vaccines

### COMMUNICATION AND PUBLIC EDUCATION ABOUT VACCINE CAMPAIGNS



3,300+

Social  
media posts



4,500,000+

Social media  
engagement and  
impressions



700+

Media releases,  
responses, and  
interviews



Population  
Health  
Assessment



Health  
Equity



Effective Public  
Health Practice



Emergency  
Management



Chronic Disease  
Prevention and  
Well-Being



Food  
Safety



Healthy  
Environments

January 11, 2023

# PUBLIC HEALTH MATTERS

## PUBLIC HEALTH FALL VACCINE SUCCESS



### ACCESS INCREASED

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



### DATA-DRIVEN ACTIVITIES

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



### INTEGRATED SERVICES AND COMMUNITY OUTREACH

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



### AMPLIFIED MESSAGES

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



Population  
Health  
Assessment



Health  
Equity



Effective Public  
Health Practice



Emergency  
Management



Chronic Disease  
Prevention and  
Well-Being



Food  
Safety



Healthy  
Environments

# PUBLIC HEALTH MATTERS

Providing Leadership in Public Health Management

**alPha**

Association of Local PUBLIC HEALTH Agencies

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## A BUSINESS CASE FOR LOCAL PUBLIC HEALTH

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

### OUR ASK

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

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

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

### INVESTMENT IN LOCAL PUBLIC HEALTH

Investment in local public health includes the following returns:



#### REDUCED HOSPITALIZATIONS AND DEATHS:

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

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



#### SAFE COMMUNITIES:

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



#### HEALTHY CHILDREN:

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



Population Health Assessment



Health Equity



Effective Public Health Practice



Emergency Management



Chronic Disease Prevention and Well-Being



Food Safety



Healthy Environments

# PUBLIC HEALTH MATTERS



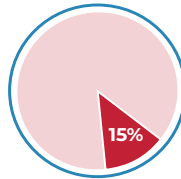
## FUNDING

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

The end of mitigation funding (\$46.8M) from the province would equal a **loss** to the overall funding of local public health programs.

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

## PUBLIC HEALTH LEADS TO HEALTH CARE SAVINGS



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

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

### Smoking, alcohol, diet and physical activity

improvements could prevent \$89B in health care costs = 22% of all health care costs over 10 years.

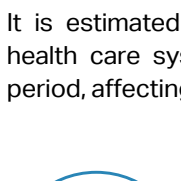


**Alcohol use** is another major contributor to health care and societal cost. It is estimated that alcohol use costs the Ontario economy \$5.3B in health care, law enforcement, corrections, prevention, lost productivity and premature mortality.

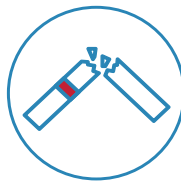


## COVID-19 RECOVERY

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



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



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



Healthy Growth and Development



Immunization



Infectious and Communicable Diseases Prevention and Control



Oral Health



Safe Water



School Health



Substance Use and Injury Prevention



**Association of Local  
PUBLIC HEALTH  
Agencies**

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

**alPHA Sections:**

Boards of Health Section

Council of Ontario Medical Officers of Health (COMOH)

**Affiliate**

**Organizations:**

Association of Ontario Public Health Business Administrators

Association of Public Health Epidemiologists in Ontario

Association of Supervisors of Public Health Inspectors of Ontario

Health Promotion Ontario

Ontario Association of Public Health Dentistry

Ontario Association of Public Health Nursing Leaders

Ontario Dietitians in Public Health

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**BOH 02-16-25**

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E-mail: [info@alphaweb.org](mailto:info@alphaweb.org)

December 17, 2024

Hon. Sylvia Jones  
Minister of Health  
College Park 5<sup>th</sup> Flr,  
777 Bay St Toronto, ON M7A 2J3

Dear Minister Jones,

**Re: Ontario Auditor General Performance Audit – Ontario’s Opioid Strategy**

On behalf of the Association of Local Public Health Agencies (alPHA) and its Boards of Health Section, Council of Ontario Medical Officers of Health Section, and Affiliate organizations, I am writing in response to the findings of the Ontario Auditor General as these pertain to Ontario’s Opioid Strategy.

As noted in the Performance Audit, Ontario’s drug/opioid poisoning crisis - with its devastating consequences to individuals, families, and communities - continues to escalate, and affects every part of Ontario. It outlines the policy response to it in considerable detail and provides several recommendations to improve it. We are on the whole supportive of each and are pleased that you have responded positively.

alPHA has already applauded the government’s commitment of \$378-million for Homelessness and Addiction Recovery Treatment (HART) Hubs, and we acknowledge the recent passage of the Safer Streets, Stronger Communities Act, 2024 that will support implementation. The provision of dedicated services to connect individuals in need of primary care and mental health services, addiction care, and support, social services, transition shelters, and housing among others, is something we enthusiastically welcome. We would like to reiterate though our central concern with this initiative, namely the explicit exclusion of harm reduction supports as part of this continuum of care. This is an essential element of a comprehensive drug strategy that includes preventing overdose deaths, reducing transmission of blood-borne infectious diseases, reducing drug use in public places, and safe handling of hazardous syringes. It also often serves as the first point of connection with the services outlined above. Without it, the well-intentioned HART hubs may not connect with many patients who need these the most.

The Auditor General’s report echoes this concern in Section 4.2, CTS Sites, in much more detail, alongside further concerns about the process and rationale behind the decision to change these services. We are pleased to note that you have already agreed with the related recommendation, particularly the commitment to engage with public health units with respect to their current harm reduction strategies.

To lay the groundwork for this engagement, we believe it is important to note that harm reduction is a key element of four separate programs under the Ontario Public Health Standards: *Infectious and Communicable Diseases Prevention and Control, Chronic Disease Prevention and Well-Being, School Health, and Substance Use and Addictions*. The approach for each is supported by the Substance Use Prevention and Harm Reduction Guideline. In keeping with this, our members have a legislated mandate to ensure these services are available, in collaboration with health care providers, community partners, and priority populations.

Providing Leadership in Public Health Management

In 2022, alPHa members passed [RESOLUTION A22-4: Priorities for Provincial Action on the Drug/Opioid Poisoning Crisis in Ontario](#), which endorses nine priorities for a multi-sectoral approach to the opioid crisis. We invite you to review these with a view to public health's approaches within their mandate, and how these relate to a more comprehensive one.

Local public health agencies are well positioned to continue to play a key role in a multi-sectoral response to the opioid crisis. We would be pleased to speak with you and your staff. To schedule a meeting, please have your staff contact Loretta Ryan, Chief Executive Officer, alPHa, at [loretta@alphaweb.org](mailto:loretta@alphaweb.org) or 416-595-0006 ext. 222.

Sincerely,



Trudy Sachowski, Chair, alPHa

**Copy:** Dr. Kieran Moore, Chief Medical Officer of Health, Ontario  
Elizabeth Walker, Executive Lead, Office of the Chief Medical Officer of Health

The Association of Local Public Health Agencies (alPHa) is a not-for-profit organization that provides leadership to Ontario's boards of health. alPHa represents all of Ontario's boards of health, medical officers and associate medical officers of health, and senior public health managers in each of the public health disciplines – nursing, inspections, nutrition, dentistry, health promotion, epidemiology, and business administration. As public health leaders, alPHa advises and lends expertise to members on the governance, administration, and management of health units. The Association also collaborates with governments and other health organizations, advocating for a strong, effective, and efficient public health system in the province. Through policy analysis, discussion, collaboration, and advocacy, alPHa's members and staff act to promote public health policies that form a strong foundation for the improvement of health promotion and protection, disease prevention and surveillance services in all of Ontario's communities.



Trust • Engagement • Accountability • Leadership

December 5, 2024

Minister of Mental Health and Addictions  
The Honourable Ya'ra Saks  
Minister of Health  
Mark Holland  
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Ottawa, ON  
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Sent via email:  
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**RE: Health Canada's Order Amending Schedules 2 and 3 to the Tobacco and Vaping Products Act (Flavours) and Standards for Vaping Products' Sensory Attributes Regulation**

The Board of Health for Haliburton, Kawartha, Pine Ridge District Health Unit (HKPRDHU) is writing in support of Health Canada's Order Amending Schedules 2 and 3 to the Tobacco and Vaping Products Act to ban all e-cigarette flavours excluding mint, menthol and tobacco. The Board of Health also recommends strengthening Health Canada's amendment by including mint and menthol in the ban. This legislation is a necessary step in addressing the growing public health crisis of youth vaping in our communities.

Flavoured e-cigarettes are particularly popular among youth, contributing significantly to their decision to start vaping<sup>1</sup>. In 2024, 9 out of 10 middle to high school students reported using vape flavours, with fruit, candy and mint being the most popular<sup>1</sup>. The Canada Gazette reports 99% of e-cigarettes sold in Canada are flavoured<sup>2</sup>, which enhances their appeal while also concealing the harsh effects of nicotine<sup>3</sup>. Additionally, documents from the tobacco industry

<sup>1</sup> Centers for Disease Control and Prevention (CDC). "Why Youth Vape." [Why Youth Vape | Smoking and Tobacco Use | CDC](#)

<sup>2</sup> Canada Gazette. "Regulations Amending the Tobacco Products Regulations." 2021. [Canada Gazette, Part 1, Volume 155, Number 25: Order Amending Schedules 2 and 3 to the Tobacco and Vaping Products Act \(Flavours\)](#)

<sup>3</sup> A Review of the Use and Appeal of Flavoured Electronic Cigarettes." PubMed Central (PMC). <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC6709993>



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indicate that adolescents and young adults not only prefer flavoured tobacco products, but they are particularly susceptible to them<sup>3</sup>. Furthermore, the Canadian Lung Association highlights that mint and menthol are the second most desired flavours after candy and fruit<sup>4</sup>. They further emphasize that 70.3% of youth aged 15 to 19 prefer candy or fruity flavours, while 10.3% opt for mint or menthol<sup>4</sup>. Similarly, among those aged 20 to 24, 62.3% choose fruity or candy flavours, with 20.9% selecting mint or menthol<sup>4</sup>.

The 2023 Ontario Student Drug Use and Health Survey reports that among youth who identified vaping in the past year, 87% reported vaping nicotine<sup>5</sup>. The appeal of flavoured vaping liquid contributes to nicotine addiction, which adversely affects mental and physical health, exacerbating conditions such as anxiety, depression and stress<sup>6</sup>. Furthermore, research suggests that vaping can lead to smoking combustible cigarettes, despite it being advertised as a smoking cessation option<sup>7</sup>. In fact, some research shows that youth who vape are 3.6 times more likely to begin smoking tobacco later in life<sup>7</sup>. While it is important to have smoking cessation options available, it is crucial to disincentivize youth from being lured into vaping through appealing flavours and other deceptive tactics.

The widespread use of flavours and their impact on youth highlight the urgent need for regulatory action. In addition to banning the flavours, we also recommend banning mint and menthol as they are the second most desired flavour. This measure will address the primary factor driving youth to vaping and reduce the overall appeal of e-cigarettes. We strongly encourage the government to move forward with this legislation and remain dedicated to ensuring the health and safety of youth.

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<sup>4</sup> Canadian Lung Association. "New Vaping Regulations a Positive Step Towards a Nicotine-Free Generation." [New vaping regulations: Steps in the right direction | Canadian Lung Association](#)

<sup>5</sup> Drug Use Trend Report 2023." Ontario Student Drug Use and Health Survey, Centre for Addiction and Mental Health (CAMH). <https://www.camh.ca/en/>.

<sup>6</sup> Truth Initiative. "Mental Health and Nicotine Resources." 2023. <https://truthinitiative.org/mental-health-and-nicotine-resources>.

<sup>7</sup> Association Between E-Cigarette Use and Future Combustible Cigarette Use: Evidence from a Prospective Cohort of Youth and Young Adults, 2017–2019." ScienceDirect. [Association between e-cigarette use and future combustible cigarette use: Evidence from a prospective cohort of youth and young adults, 2017–2019 - ScienceDirect](#)





Yours truly,

BOARD OF HEALTH FOR THE HALIBURTON,  
KAWARTHA, PINE RIDGE DISTRICT HEALTH UNIT

David Marshall  
Chair, Board of Health  
Haliburton, Kawartha, Pine Ridge District Health Unit

Cc: (via email)

Honourable Michael Tibollo, Associate Minister of Mental Health and Addictions  
Dr. Kieran Moore, Chief Medical Officer of Health  
Honourable David Piccini, MPP, Northumberland-Peterborough South  
Laurie Scott, MPP, Haliburton-Kawartha Lakes-Brock  
Ontario Boards of Health  
Association of Local Public Health Agencies



**PUBLIC HEALTH SERVICES DIVISION**

<b>REPORT TO:</b>	<b>WARDEN AND LAMBTON COUNTY COUNCIL</b>
<b>DEPARTMENT:</b>	<b>LAMBTON PUBLIC HEALTH</b>
<b>PREPARED BY:</b>	<b>Amy Pavletic, Manager (A), Health Protection Crystal Palleschi, Manager, Clinical and Family Services</b>
<b>REVIEWED BY:</b>	<b>Kevin Churchill, General Manager Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>February 5, 2025</b>
<b>INFORMATION ITEM:</b>	<b>Assessment of the Immunization Status of School Pupils and the Suspension Process – 2024-25 School Year Update</b>

**BACKGROUND**

The Ontario Public Health Standards (“**OPHS**”) require Boards of Health (“**BOH**”) via the public health unit, to assess, maintain records, and report on the immunization status of children attending schools, in accordance with the OPHS *Immunization for Children in Schools and Licensed Child Care Settings Protocol, 2018* and in accordance with the *Immunization of School Pupils Act* (Ontario) (the “**Act**”). Requiring proof of immunization for designated vaccine-preventable diseases protects children’s health and reduces the risk of outbreaks in schools.

Lambton Public Health’s (“**LPH**”) role is to implement the OPHS protocol and to enforce the Act, which includes the operation of a school vaccination program, working closely with school boards to support parents/guardians reporting their child’s immunization records. In accordance with the Act, LPH must have a complete record of required vaccinations or a valid exemption form on file for every student attending school in Lambton County.

Parents/guardians of school pupils are required under Section 3 of the Act to complete the prescribed program of immunization for each designated disease under the Act, which includes the provision of up-to-date reporting of their child’s vaccination status or the provision of one of the prescribed exemption forms under the Act. The failure to do so constitutes non-compliance with the Act. Section 6 of the Act authorizes the Medical Officer of Health to issue orders that require persons operating a school to suspend pupils from attendance for such non-compliance with the Act.

This report serves to provide County Council with an update on the assessment of the immunization status of school pupils in Lambton County, and the suspension process for the 2024-25 school year. LPH last reported details of enforcement of the OPHS protocol

Assessment of the Immunization Status of School Pupils (page 2)  
and the Suspension Process - 2024-25 School Year Update

February 5, 2025

and the Act for the 2023-24 school year in its report titled, 'Assessment of the Immunization Status of School Pupils and the Suspension Process', dated [July 5, 2023](#).

## **DISCUSSION**

In accordance with the OPHS *Immunization for Children in Schools and Licensed Child Care Settings Protocol, 2018* and the Act, LPH works in partnership with local school boards to implement a process for support in reporting of immunizations, or issuance of a suspension if information required by the Act is not received at LPH. According to Public Health Ontario's ("PHO") new online [interactive immunization data tool](#), immunization coverage for LPH's catchment of Lambton County is above the Ontario average for all nine (9) designated vaccine-preventable diseases: tetanus, diphtheria, pertussis, polio, measles, mumps, rubella, meningococcal, and varicella. High immunization coverage of school students protects children's health and reduces the risk of outbreaks in schools.

For the 2024-25 school year, approximately 3,000 first notice letters ("**first notices**") were sent to students at the beginning of January, indicating incomplete immunization records at LPH. Of these, approximately 2,000 were for elementary school students and approximately 1,000 were for high school students. The number of first notices mailed this school year is similar to pre-COVID-19 pandemic, when 2,602 first notices were mailed in the 2019-20 school year. First notices mailed this school year were half the amount mailed in the 2023-24 school year, when approximately 6,000 first notices were mailed after enforcement of the OPHS protocol, when the Act was re-commenced post-pandemic.

If a student has received a first notice, the child's immunization status or a valid exemption must be submitted to LPH by January 31, 2025, to avoid a suspension order being mailed at the beginning of February. The suspension order that takes effect March 4, 2025, will be cancelled where circumstances for making the order no longer exist, including a parent/guardian reporting their child's immunization record or submitting a valid exemption form to LPH. Immunizations and valid exemption forms can be reported by:

1. Immunization Records:

- [LambtonPublicHealth.ca](#) to submit online via Immunization Connect Ontario (ICON).
- Mail/Drop off a copy at 160 Exmouth St., Point Edward, ON, N7T 7Z6.

2. Valid Exemption Forms:

- Instructions for obtaining and reporting a valid exemption can be found at [LambtonPublicHealth.ca](#). Mail/Drop off a copy at 160 Exmouth St., Point Edward, ON, N7T 7Z6.

Parents/guardians who are unable to book an appointment for the required immunizations with their health care provider can visit [LambtonPublicHealth.ca](#) to view details regarding LPH community clinic options. For any questions, parents/guardians should contact LPH via the dedicated call centre phone number at: 226-254-8222 or toll-free 1-800-667-1839.

Assessment of the Immunization Status of School Pupils (page 3)  
and the Suspension Process - 2024-25 School Year Update

February 5, 2025

### **FINANCIAL IMPLICATIONS**

All costs associated with LPH's Health Protection programs and services are provincial and municipal cost-share funded, as approved in LPH's 2024 Health Protection Budget.

### **CONSULTATIONS**


In the preparation of this report LPH's Medical Officer of Health, County of Lambton's legal services, and LPH's Public Relations Coordinator were consulted.

### **STRATEGIC PLAN**

LPH's role in the operation of a school vaccination program is consistent with the guiding principles, vision, mission, and areas of effort identified in the County's Strategic Plan. The school vaccination program supports the County's areas of effort toward community development, health, and wellness; service and communications; and partnerships.

### **CONCLUSION**

LPH meets the OPHS mandated requirement to implement a school vaccination program in accordance with the *Immunization for Children in Schools and Licensed Child Care Settings Protocol, 2018* and in accordance with the *Immunization of School Pupils Act* (Ontario). LPH works in partnership with local school boards to implement a process for supporting reporting of student immunizations, or issuance of a suspension if information required by the Act are not received at LPH. The number of first notices of incomplete immunization records at LPH is similar to pre-COVID-19 pandemic, and half the number sent compared to the 2023-24 school year after enforcement of the OPHS protocol and the Act was re-commenced post-pandemic. PHO's immunization coverage data for Lambton County school-age children indicates rates above the Ontario average for all nine (9) designated vaccine-preventable diseases under the Act, which protects children's health and reduces the risk of outbreaks in schools.

	<b>PUBLIC HEALTH SERVICES DIVISION</b>
<b>REPORT TO:</b>	<b>WARDEN AND LAMBTON COUNTY COUNCIL</b>
<b>DEPARTMENT:</b>	<b>LAMBTON PUBLIC HEALTH</b>
<b>PREPARED BY:</b>	<b>Crystal Palleschi, Manager, Clinical and Family Services</b>
<b>REVIEWED BY:</b>	<b>Kevin Churchill, General Manager Stéphane Thiffeault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>February 5, 2025</b>
<b>INFORMATION ITEM:</b>	<b>Clinical and Family Services Q4 2024 Activity Report</b>

**BACKGROUND**

Clinical and Family Services provides legislated public health programs, in accordance with the Ontario Public Health Standards and protocols. This multi-disciplinary team focuses on healthy growth and development, home visiting, positive parenting, breastfeeding, sexual health clinics, harm reduction, contraception, prenatal education, and oral health programs.

The purpose of this report is to provide County Council with an update on the fourth quarter of 2024 (the period from October 1, 2024, to December 31, 2024), including key program indicators within Clinical and Family Services. Annual totals for 2024 are also provided in this report.

**DISCUSSION**

The following sections highlight program goals and key indicators under the two main service areas within Clinical and Family Services.

**Reproductive Health, Harm Reduction, and Oral Health**

Reproductive Health programs are designed to prevent, test, treat, and reduce the burden of sexually transmitted infections (“**STI**”). Reproductive Health programs also promote contraception and safer sex, which can save health care resources by preventing unintended pregnancies.

Needle and syringe programs and other harm reduction programs play a key role in the collection and disposal of used substance-use equipment. Removing used equipment from circulation helps to reduce the risk of transmission of human immunodeficiency virus

(HIV), hepatitis C, hepatitis B, and other blood-borne pathogens associated with accidental needle-stick/sharps injury and equipment sharing.

Oral Health programs aim to improve oral health status and outcomes for eligible children and seniors through the delivery of Healthy Smiles Ontario and Ontario Seniors Dental Care Program.

The following table provides 2024 fourth quarter and annual indicators for reproductive health, harm reduction, and oral health programs.

<b>Activity</b>	<b>Q4</b>	<b>Total - 2024</b>
<b>Reproductive Health</b>		
# of clinic visits	358	1,529
% of clinic visits related to STI testing	27%	32%
% of clinic visits related to STI treatment	11%	12%
% of clinic visits related to sexual health counselling	50%	58%
<b>Harm Reduction</b>		
# of client visits	743	1,879
# of needles distributed	166,279	410,429
# of inhalation supplies distributed	18,317	82,771
# of community sharps disposal bin inspections	42	191
# of community sharps disposal bins exchanged	26	49
# of naloxone kits distributed*	752	3,559
<b>Oral Health – School Dental Screening</b>		
# of schools completed	17	47
# of students screened	1,166	3,624
<b>Oral Health – Ontario Seniors Dental Care Program</b>		
# of newly eligible clients	15	119
# of seniors received treatment	180	948

\* Includes naloxone kits distributed by LPH and North Lambton Community Health Centre who report this data through Ontario’s Harm Reduction Database, NEO365. Additional kits are distributed by other community partners, but are not reported in the provincial database.

**Child Health and Healthy Growth and Development**

Supporting young families and infants prenatally and postpartum is a key component of Healthy Growth and Development and Child Health programs. These programs and supports are designed to give infants the best possible start in life, promoting resilience and healthy relationships. The Postpartum sessions are delivered in partnership with The Family Counselling Centre and St. Clair Child and Youth Services.

The following table provides 2024 fourth quarter and annual indicators for child health and healthy growth and development programs.

<b>Activity</b>	<b>Q4</b>	<b>Total - 2024</b>
# of family health line calls	95	415
# of breastfeeding inquiries	35	171
# of healthy growth & development inquiries	21	88
# of prenatal teaching sessions	11	45
# of Healthy Babies Healthy Children home visits	405	1,792
# of parents attending parent drop-in	599	2,301
# of postpartum support group sessions	7	26
# of participants in postpartum support group	6	21

**FINANCIAL IMPLICATIONS**

All costs associated with Clinical and Family Services programs are provincial and municipal cost-share funded, as included in the approved 2024 LPH budget. The exception is the Ontario Seniors Dental Care Program, which is 100% funded by the province.

**CONSULTATIONS**

In the preparation of this report, Lambton Emergency Medical Services, and the Ontario Harm Reduction Database were consulted. LPH's Medical Officer of Health was also consulted in the preparation of this report.

**STRATEGIC PLAN**

The programs, services, and activities delivered by Clinical and Family Services staff contribute to the 2024-2027 Lambton County Strategic Plan, Community Health and Wellness Area of Effort - *Implementing, monitoring and updating community health and wellness-related plans and priorities*. Many of the programs are delivered in partnership with local community agencies, fulfilling the Partnerships Area of Effort.

**CONCLUSION**

Clinical and Family Services continue to deliver valuable programs in accordance with the Ontario Public Health Standards. This report highlights the breadth and scope of activities undertaken by the Clinical and Family Services team and provides an update on fourth quarter and annual indicators for 2024.

CC 02-11-25

Warden Marriott and County Councillors

My name is Lee Michaels and I have lived at [REDACTED] for the past 35 years. I am proud to live in Watson Woods: an established, thriving community bounded by Cecil Street to the east, Lincoln Park to the south, Watson Street to the west and Maxwell Street to the north. We are a tight-knit community, consisting of seniors, young couples with children, singles and middle-aged professionals. We have annual Easter Egg hunts and block gatherings for the wee ones, hosted two community Canada Day Parades during Covid, and know most of our neighbours and the names of their dogs. It's like living in a small village within a city.

In the past ten months, we have seen a marked increase in break and enters and thefts. On November 23, I had two bikes worth a combined \$1,400 stolen from my locked garage. Both bikes were locked together with another chain locked to a power washer. The thief entered by jimmying open a locked window. A neighbour, on her way to work at the hospital, saw a disheveled man headed east on Maxwell with two bikes at 4 a.m. Another neighbour, a musician, had \$5,000 worth of musical equipment stolen from his locked van. Someone has had their BBQ tank stolen. A leaf blower left on a front porch in daylight hours was stolen as the owner went to get a recharged battery for it. Lawn furniture and cushions are stolen on a regular basis.

Over the past few months, at least four bikes have been stolen from locked garages, along with other rechargeable yard equipment. Vehicles are broken into. Three neighbours have had to call police because of unsavoury drug addled individuals screaming or disrobing in their backyards. Others have had derelicts bathing in their swimming pools or urinating in their front yards. In the fall there were reports of addicts collapsing or staggering on driveways or lawns, or defecating in public. With the onset of cold weather, there have been women, either high or drunk, banging on doors or walking into unlocked porches, looking for a place to warm up.

We have a Watson Woods Facebook page in which we communicate, and have recently formed a form of Neighbourhood Watch, the Watson Woods Response Group. If a neighbour is frightened or observing a crime in progress, they can, after immediately calling police, contact the Response Group, who in turn will respond to their address to try to protect them or thwart a robbery. We also have people who have offered their homes as "safe houses" for children, women or seniors who may need an immediate safe place to go.

Over the years we have experienced some petty crime: theft of a lawn ornament or teens rifling through unlocked vehicles, but nothing of this magnitude.

This surge in criminal and lewd activity, as well as the presence of strung out individuals, is in direct correlation with the opening of the LaurelLea-St Matthews "Out of the Cold" homeless shelter on Exmouth Street. When it originally opened in March of 2023, it was intended to be a "temporary shelter."



<https://www.theobserver.ca/news/local-news/temporary-homeless-shelter-opening-at-empty-sarnia-church>

We are a compassionate neighbourhood, willing to assist the homeless and welcomed this supposedly "temporary" shelter. It is the responsibility of each and every one of us to help the needy: the seniors [letter to council](#) living on a meagre pension, the working poor, and the mentally and physically challenged.

But in the past 19 months, the clientele has changed from the homeless to the addicted. Drive past the former church at 8 a.m. and you will see individuals "tweaking out": motionless, hunched over, arms hanging down. When the doors open, there are always 2-5 men hanging around outside the fenced off area, usually with bikes that they obviously cannot afford, selling them for a pittance, or selling drugs to whomever has the money to buy them.

(In a strange twist of fate, the morning our two bikes were stolen-November 23- while driving north on East Street at 8:10 am, I saw a young man standing with my distinctive purple and cream coloured Schwinn bike-talking to an older chap in a motorized wheelchair. After a bit of "persuasion", he agreed to sell my own bike back to me for the same sum he said he paid for it (\$10) from "a guy" at the "overflow" as the shelter is called , ten minutes earlier. I knew he wasn't the thief because the man seen with the two bikes was tall, and this homeless teen was short) .

On the Sunday after the theft, I drove past the "Overflow" at 8 a.m. where four bigger, scruffy guys were standing around with almost new, obviously stolen bikes, and other items, looking for buyers.

The "Out of the Cold" shelter, supposedly a temporary fix for the homeless, has transformed our neighbourhood into an area where parents are nervous about leaving their kids playing outside. Residents attending night time activities at nearby Canon Davis Memorial Church have a friend following them home in their car. Seniors are nervous to walk in broad daylight through the neighbourhood. Single women or widows are afraid to get together to play cards at night and then walk home alone.

We have done everything possible to protect our neighbourhood, but we are beginning to feel that our concerns are being ignored and law-abiding taxpayers are being held hostage by thieves, as well as possibly violent and out-of-control addicts. House the homeless, yes, but to turn a blind eye to rampant theft and public lewdness because the law might be "infringing on their rights" or "proof of ownership if necessary" is absolutely mind-boggling. The lunatics are running the asylum, and society has become impotent to do anything about it.

We beg you to order staff/security to impose drug tests on clients at the "Out of the Cold shelter." Homeless housing, the safety of both its residents and those near such shelters, are the County's mandate.

We beg Sarnia Police Services, if possible, to increase police patrols in our neighbourhood during the prime theft hours of 2 am until 4 am. We ask for increased police patrols around the Exmouth Street Shelter.

And we ask you to debate whether the "Out of the Cold" shelter, supposedly a temporary fix for 26 truly homeless individuals, is honestly meeting its original mandate.

We are all residents of Lambton County. A portion of our tax bill goes to Lambton County. We, as taxpayers in the City of Sarnia, deserve the same consideration as do those in rural or small town Lambton County.

Thank you for your consideration

Lee Michaels  


CC 02-12-25

2024 12 14

Mr. Stephane Thiffeault  
Chief Administrative Officer  
County of Lambton

Dear Sir,

My name is Margo Harrison and I have lived at [REDACTED], Sarnia, for twenty years. I am writing this letter to express concern about the recent increase of criminal incidents in our area.

I am aware of the letter (Lee Michaels) that has been sent to you outlining many of the types of activities we are experiencing. So, for brevity's sake I will not go back and repeat those stories.

I am a seventy five year old widowed woman living alone in this community. When my husband and I first moved in we learned we had to lock our cars at night due to ruffians roaming the community and rifling the cars looking for loose change. But never did we have the occurances we now experience. I have invested in an alarm system, extra locks and additional lighting in an effort to protect my property.

The increase has happened since the opening of the overflow shelter at the Laurel Lee church. It was intended to be temporary but has been continued for months. The residences around it have complained of a variety of negative activities and security has been added and a fence built. That has not stopped the issues. I have contacted some city of Sarnia councilors and have asked for assistance. Specifically, I have asked that the shelter be closed and additional policing occur in our community during the night hours.

I understand that County Council made the decision to open the overflow shelter. It can make the decision to close it. We, in the city proper, are paying taxes in good faith and should have governance that also acts in good faith for all the people of our county.

I ask that you share this with County Councilor members and look forward to action dealing with our community concern.

Sincerely,

Margo Harrison  
[REDACTED]  
[REDACTED]  
[REDACTED]  
[REDACTED]

CC 02-18-25

# Delegation Request Form

Please note, there is a **10 minute time limit** for all delegation presentations.

**Main Contact Name: \***

Heather - Martin

**Group/Organization (if any): ?**

Vision 74 Inc.

**Street Address: \***

229 Wellington Street

**City / Town: \***

Sarnia

**Postal Code: \***

N7T 1G9

**Phone: \***

519-330-6548

**Email: \***

hmartin@vision74.com

**Subject of Presentation: \***

Small House Concept in Long-Term Care

**Describe the full nature of your presentation: \* ?**

Long-term Care Capital Development is the responsibility of the Province of Ontario, both funding, design and approval. County of Lambton's plans for Small House addition to Lambton Meadowview Villa is inconsistent with government requirements for building design and staffing making small households too expensive. The math doesn't work.

September 20, 2020 - proposed 10 bed addition at \$3,664,444  
September 21, 2021 - updated 10 bed addition at \$6,061,770  
September 20, 2023 - updated 12 bed addition at \$9,800,000  
July 3, 2024 - updated 12 bed addition at \$11,225,755  
October 2, 2024 - updated 12 bed addition at \$12,220,755

I respectfully request that Council reconsider proceeding with the Small House Development Plan given the significant impact on the Levy for Construction and subsequent operational costs.

**Provide the name, title and group/organization of all presentation participants: \***

Heather Martin, CEO, Vision '74 Inc.

**Privacy Statement**

Personal information on this form is collected under authority of the Municipal Act, S.O. 2001, c.25 and will be used in the preparation of the applicable Council agenda. Your name, address, comments, and any attachments and materials distributed, will be collected and maintained for the purpose of creating a record that is available to the general public in a hard copy format and on the internet in an electronic format pursuant to Section 27 of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56, as amended.

All information submitted will be considered to be public information and therefore subject to full disclosure, unless you expressly request the removal of your personal identity information. Please note that all meetings are open to the public except where permitted to be closed to the public under legislated authority.

Questions about the collection of this information may be directed to the County Clerk at 519-845-5402 or [clerk@county-lambton.on.ca](mailto:clerk@county-lambton.on.ca).

**CC 02-14-25**



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

January 23, 2025

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: Shelters - Hours of Operation**

Dear Ms. Leger:

At the January 20, 2025 meeting of Sarnia City Council, the following resolution was adopted:

***That staff be directed to dismantle all encampments immediately. Most notably the one in Rainbow Park; and***

***That Sarnia City Council request the County of Lambton take a serious review of the hours of service at shelters.***


Lambton County Council's consideration of the request to review the hours of service at shelters is respectfully requested.

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>LONG-TERM CARE DIVISION</b></p>	
<b>REPORT TO:</b>	<b>WARDEN AND LAMBTON COUNTY COUNCIL</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>February 5, 2025</b>
<b>INFORMATION ITEM:</b>	<b>Small House Project Reconsideration Request</b>

**BACKGROUND**

Lambton County Council, at its meeting on October 2, 2024, endorsed the following motion regarding the Small House project at Lambton Meadowview Villa:

*#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:*
  - a. *\$2.5M from LTC Reserves;*
  - b. *\$8.72M from debt (recoverable);*
  - c. *\$0.6M from provincial grants; and*
  - d. *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 January 28, 2025, staff received a delegation request, included as correspondence CC 02-18-25 of today’s agenda, to request that Council reconsider proceeding with the Small House development plan.

Under the County’s Procedural By-Law, Council must adopt a motion of reconsideration before a person may be permitted to address Council regarding a position previously adopted by Council. In the event that a motion to reconsider is adopted, no further action

on the course set by the original motion may be taken until the matter is actually considered again.

As such, the purpose of this report is to provide Council with information on the potential immediate adverse consequences of proceeding with a motion for reconsideration on the project.

## **DISCUSSION**

### **Executive Summary**

As explained in further detail below, if a motion for reconsideration is adopted, there will be an increase in risk and costs associated with the project, by potentially forfeiting key funding sources essential to the project's long-term viability and escalating construction costs. Balancing the immediate timeline and the long-term funding implications is critical, as the potential loss of the Construction Funding Subsidy Top-Up would pose significant challenges, if the project is delayed.

### **Benefits of the Small House**

The Small House model represents an innovative and highly specialized approach to long-term care, particularly for residents with dementia. It is designed to create a home-like environment where residents experience increased autonomy and personalized care, all within a smaller, more intimate setting. This model has demonstrated significant benefits, including a reduction in responsive behaviors, fewer hospital admissions, and improved quality of life outcomes for residents. Additionally, Canadian and international research from similar projects have shown that smaller, specialized settings lead to increased staff retention, reduced moral distress among caregivers, and better overall care outcomes<sup>i</sup> ([Report link](#)).

### **Funding and Project Timelines**

As previously reported, project timelines to meet Ministry of Long-Term Care (“**MLTC**”) requirements for additional construction subsidy top-up were very aggressive and staff and project team members have been able to achieve both preliminary plan and working drawings approval and funding approval from the MLTC. Staff signed off on the MLTC Development Agreement which outlines the terms and conditions for funding, design, construction, and operation of these beds. Staff commenced tendering the project on January 30, 2025, to obtain the final estimate of cost for construction which will inform our Approval to Construct (“**ATC**”) submission due to MLTC by no later than **February 28, 2025**. The County is eligible for Construction Funding Subsidy (“**CFS**”) Top-Up only if we receive written Ministry approval to begin construction on the project by **March 31, 2025**.

The project funding as approved by County Council at its October 2, 2024 meeting, is based on construction estimates provided by an estimator. Costs of construction will be known following receipt of submissions to the County's tender. The tendering process



which began on January 30, 2025 will allow staff to complete a final estimate of cost based on local bids. Should these costs be materially different, and specifically greater than the current estimated cost of \$12.2M approved by Council, staff will return to Council with an update and, if applicable, further direction and instructions.

If Council adopts a motion for reconsideration, all work on the project must cease until the motion is debated and resolved. This action would have the immediate effect of delaying and negatively impacting our tendering process and would likely delay the ATC submission, ultimately risking the project's subsidy top-up.

If Council decides to adopt a motion to reconsider at today's meeting, staff ask that Council consider the matter prior to February 28, 2025, the ATC deadline that the County is facing, and thus, preferably, at a Special Meeting of Council following its Committee of the Whole meeting on February 19, 2025.

### **FINANCIAL IMPLICATIONS**

Any changes in the timeline for the Small House project due to Council reconsideration could have significant financial consequences, particularly regarding the CFS Top-Up allocated by the MLTC. With the November 1, 2024 approval awarded, the County is now eligible for enhanced capital funding under the [Long-Term Care Home Capital Development Funding Policy, 2022](#). The MLTC's funding model, crucial for supporting the Small House project, includes:

**Construction Funding Subsidy:** This subsidy is a 25-year per diem payment of \$22.28 per resident day ("PRD"), which staff proposed to be used to offset mortgage payments. The CFS provides a financial incentive to mitigate long-term project costs. The approval of these 12 beds, ensures the County qualifies for the CFS funding stream, provided all regulatory and timeline requirements are met.

**CFS Top-Up:** Additionally, the MLTC funding approval offers a time-limited top-up subsidy of \$35 PRD for construction funding. This subsidy equates to approximately \$3.8 million in additional CFS payments over 25 years. Losing access to this time limited funding would directly increase the County's financial burden if the project were restarted after debating the motion for reconsideration.

If the reconsideration is adopted, there would be risk of additional costs associated with any delay including:

**Sunk Costs:** Planning for this project has progressed at an accelerated pace due to tight deadlines set by the MLTC, resulting in planning and design expenses totaling \$796,832 as of December 1, 2024. Delays or cancellation of the project would risk these expenditures becoming sunk costs and could also lead to additional expenses.

**Future Construction:** Additionally, potentially delaying the current construction timeline also exposes the project to increasing costs as tender pricing may not be held past 90 days.

### **CONSULTATIONS**

The General Manager, Long-Term Care, General Manager, Corporate Services, and the LTC Finance Coordinator were consulted for this report.

### **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 residents with dementia, the County is investing in a solution that will benefit residents, families, and staff alike, establishing an environment where person-centered care can thrive. Any delay at this critical juncture would likely risk the projects viability as crucial provincial long-term financing would be at risk. Despite the higher initial costs, staff assess that the model's long-term benefits and alignment with current research and best practices support this investment.

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<sup>i</sup> SK Sinha, S Naylor, A Arulnamby, A Brierley. There's No Place Like Home: Why Canada Must Prioritize Small Care Home Models in its Provision of Long-Term Care. Toronto, ON: National Institute on Ageing (2025), Toronto Metropolitan University. Can be accessed via [Report link](#)



**SOCIAL SERVICES DIVISION**

<b>REPORT TO:</b>	<b>WARDEN AND LAMBTON COUNTY COUNCIL</b>
<b>DEPARTMENT:</b>	<b>HOMELESSNESS PREVENTION AND SOCIAL PLANNING</b>
<b>PREPARED BY:</b>	<b>Ian Hanney, Manager</b>
<b>REVIEWED BY:</b>	<b>Valerie Colasanti, General Manager Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>February 5, 2025</b>
<b>INFORMATION ITEM:</b>	<b>Homelessness Prevention Services</b>

**BACKGROUND**

In October 2023, and January 2024, Lambton County Council received reports which offered an overview of emergency housing in Lambton County, including the extension of the Out of the Cold program operating at 837 Exmouth Street, in the City of Sarnia. These reports described the continued elevated demand for emergency housing services, despite tremendous housing outcomes across the network of community providers that support individuals experiencing homelessness. The January 2024 report also described the services and outcomes offered through the local Housing and Homelessness Resource Centre (“**HHRC**”) that is co-located at this site. Several subsequent monthly reports offered regular key outcomes related to both the Out of the Cold Program and HHRC.

In December 2024, Lambton County Council received a report that further described the elevated local demand for emergency housing, which led to a business case submission to the Ministry of Municipal Affairs and Housing through the Encampment Response Initiative funding. This submission sought additional short-term dollars to support this elevated demand.

This report seeks to offer a brief overview of the services and outcomes of both the Out of the Cold program, and the HHRC, including recent changes resulting from a community meeting held in December 2024 with neighbourhood representatives.

**DISCUSSION**

In partnership with several local service providers, two programs are operated at 837 Exmouth St. Sarnia that serve households experiencing homelessness. The overnight Out of the Cold emergency housing program is operated at this site in close partnership with the Inn of the Good Shepherd. With assistance from various community health and human

service agencies, the County of Lambton also coordinates and operates the daytime HHRC at this site.

#### Out of the Cold Program

The Out of the Cold program offers up to 35 shelter beds for individuals experiencing homelessness. Beyond overnight shelter services, this program offers associated basic need supports such as food security for shelter residents. Since its inception, the program has supported more than 9,000 shelter bed night stays, with a monthly average of approximately 650 stays. More than 160 unique individuals have been supported through this program.

The Inn of the Good Shepherd has extended their agency, including the staffing compliment and numerous related necessary operations, to operate the Out of the Cold program. Shared oversight, staffing, and frequent collaboration between the County of Lambton and the Inn of the Good Shepherd have been necessary to operate this initiative. Despite significant strain on the limited shared workforce and the high regular operating cost, this program was continued across 2024 to offer adequate emergency housing opportunities for the significantly increased number of individuals living unsheltered in our community. Demand for this program has increased markedly due to the cold weather in recent months. Recently, occupancy between the Out of the Cold program and the Good Shepherd's Lodge is consistently near or above 90%.

This site and the Good Shepherd's Lodge also offer low-barrier overnight warming centres in instances of extreme weather warnings that are issued by Lambton Public Health.

#### Housing and Homelessness Resource Centre

The HHRC operates on weekdays using opposite hours from the Out of the Cold program so that individuals can remain sheltered if they choose during daytime hours. The HHRC is a multidisciplinary repurposed church space that offers lower-barrier day-programming for individuals experiencing homelessness. Various social and health service agencies support the operations of the program, including the Inn of the Good Shepherd, the Canadian Mental Health Association, Lambton Public Health, and Lambton EMS Community Health Integrated Care ("CHIC") Team. On-site programming is offered through a wide range of partners to meet the most relevant needs of individuals experiencing homelessness, including Service Canada, Community Legal Assistance, the Mobile Care Bus, North Lambton Community Health Centre and more.

Through a collaborative approach, individuals experiencing homelessness are supported with basic needs, health services, and primarily housing supports with the central goal of progressing along the housing continuum. Individuals living in an encampment often visit the HHRC several times prior to opting to accept services, including permanently leaving the encampment to stay at the emergency shelter, as it takes time for them to build trust with the staff. The HHRC has supported almost 9,000 visits from those experiencing homelessness, served more than 375 unique individuals, and 208 individuals have

progressed from an experience of homelessness into more permanent housing directly through the County homelessness team in connection with this program. An additional 79 individuals have been housed through community partners across this same duration through this collaborative approach.

In line with best practices, the low-barrier approach taken at HHRC has drastically increased the number of individuals who seek services necessary to move from the street or shelter into housing.

#### Operational Contingencies

Offering the mandated essential services for the most vulnerable members of our community can pose operational challenges. To reduce the potential impact on the surrounding community, numerous measures were introduced at the site. These initial mitigation strategies were informed by a Crime Prevention Through Environment Design (“**CPTED**”) inspection performed by Sarnia Police Services. These measures have since been enhanced using feedback from partner agencies, in addition to a community meeting requested by members of the neighbouring properties in December 2024. A second CPTED was also recently completed by Sarnia Police Services in January 2025. The recommendations from this community meeting and the recent CPTED assessment are being actioned, and include changes to lighting, cameras, signage, building access and locks.

To reasonably address concerns raised in the community meeting held December 2024, the following mitigation strategies were discussed and have been implemented:

#### Increased Monitoring

There has been an increase in the staff/security presence in the areas surrounding the shelter to discourage loitering and ensure clients respect private property. This includes doubling every security shift to ensure two guards are monitoring the property at all times with frequent, tracked mandatory minimum external rounds. A security vehicle has also been stationed outside of the site entrance at all times.

#### Designated Smoking Area

A designated smoking area within the shelter’s premises has been implemented to encourage clients to use this space rather than public areas.

#### Fencing

Fencing has been erected around the property to reduce visibility of the smoking area and provide more privacy to the neighbours. Covering for the fencing, that permits the wind to blow through without removing the covering, has been installed.

**Community Education**

Staff have reinforced, and will continue to reinforce, with individuals attending the shelter and the HHRC the importance of respecting the neighbourhood and avoiding disruptive behaviors like loitering and smoking near residential homes.

**Site Maintenance**

On a regular basis, staff and clients make rounds to remove refuse or clutter on the property. Many individuals utilizing the services volunteer to complete this task on a consistent basis. A dedicated dumpster is utilized and frequently emptied to better enable the reduction of debris on property.

**Collaborative Solutions**

We work closely with many community agencies along with the Sarnia Police IMPACT team, the Lambton EMS CHIC team, and many other multidisciplinary agencies to ensure a harmonious environment for both shelter clients and the neighborhood.

**Coordinated Intake**

For the overnight shelter service, individuals cannot initially directly access the site for a bed. Instead, all intakes and referrals are facilitated in a coordinated manner through the Good Shepherd's Lodge to reduce the amount of in-person traffic surrounding the site.

**FINANCIAL IMPLICATIONS**

There is no financial impact on the County Budget as a result of this report.

**CONSULTATIONS**

Consultations have taken place with members of the County of Lambton Housing and Homelessness Advisory Committee, the Coordinated Access Community Collaborative Table, Sarnia Police Services, the internal Social Services Division team, and numerous social service agencies in the community.

**STRATEGIC PLAN**

Delivering emergency housing and the multidisciplinary health and housing services at HHRC 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**

The Out of the Cold program and HHRC provide critical resources to reduce unsheltered homelessness in the County of Lambton and provide life-saving health and basic need supports including shelter to the most vulnerable members of our community. Both programs are imperative to continue to operate while the multi-year Supportive and Affordable Housing Strategic Development Plan is implemented to address the affordable and supportive housing crisis in Lambton County.

**MINUTES**

**LAMBTON SENIORS' ADVISORY COMMITTEE**

Wyoming Administration Building (Committee Room #1)/ MS Team      Sept 17, 2024

Committee Representatives	
COL County Council	Councilor Dan Sageman
Municipality of Brooke-Alvinston	Jeannette Douglas
Township of Dawn-Euphemia	Heather Childs
Township of Enniskillen	Mary Lynne McCallum
Municipality of Lambton Shores	Bill Weber
Village of Oil Springs	Cathy Martin
Town of Petrolia	Sherry Hamilton
Town of Plympton-Wyoming	Maggie Eastman
Village of Point Edward	Lois Lafond
City of Sarnia	Vacant
Township of St. Clair	Avril Helps
Township of Warwick	Jodi Campbell
Navigating Senior Care Lambton	Arlene Patterson

Present: Bill Weber (Chair), Sherry Hamilton, Lois Lafond, Heather Childs, Jodi Campbell, Avril Helps, Nancy Wai (COL staff), Arlene Patterson, Cathy Martin, Dan Sageman, Heather Childs, Maggie Eastman' Mary Lynn McCallum (Vice-Chair)

Regrets: Jeannette Douglas, Matthew Butler

1. Welcome/Call to Order/Land Acknowledgement

- B. Weber called the meeting to order at 9:01 a.m.
- B. Weber read the County of Lambton land acknowledgement statement.



2. Approval of the Agenda/Additions

Addition of Senior's Games Presentation

Carried.

2.1 Presentation from Ernie Morenz of the Senior's Games.

Ernie Morenz: Representing the largest, active Port Franks community seniors group (n=265); Ernie was involved in Seniors Games 55+ for the last number of years; This past spring, Ernie formed a planning group in Lambton County and is in need of more support.

The group is looking at hosting 3-4 games next spring: Point Edward (cribbage); Petrolia (euchre); Arkona (bid euchre); Port Franks (bridge, pepper, bid euchre)

The benefits of being involved are to keep the brain active and maintain health.

2025 will be the year of Summer Games; ideally, each district hosts events within their area; and then participants can advance on to the regionals.

**Request: Ask members to go back to each community to secure more volunteers, and to maybe host an event in one of the municipal facilities (rent-free). Hosting events for free will offset the costs and enable hosts to offer a low-cost meal. Ernie provided Senior Games Association 55+ games flyer and volunteer outline to all. Please contact Ernie Morenz at 519-243-1797 for information or to register a municipality**

[www.osga55plus.ca](http://www.osga55plus.ca)

**ACTION: Flyers to be distributed to those who were not attending meeting in-person and who sent regrets**

3. Approval of the Minutes from May 28, 2024

#2 (Heather C. /Arlene P.): That the minutes May 28, 2024, be approved as presented.

Carried.

4. Business Arising from the Last Meeting

4.1 Update on action items from the May 28 SAC meeting.

i) Lambton Seniors Advisory Committee Municipal Council  
Presentation – Review Slideshow

Slideshow presentation comments – overall, was well done

Dan S- Formatting will need to be fixed as it bleeds on the edge of the slideshow. In addition, the speaking notes are vast.

Bill W - Council presentations are generally under 10 minutes

Sherry H -content looks good; speaking notes are very thorough and that's important, especially the description and history of the committee

Bill W -How do members want to approach municipalities? Timing by end of November, if possible

Sherry H - Before budget deliberations, the sooner the better

Bill W-Vacant spot for City of Sarnia rep; Matt has followed up with the city and since there was only one applicant, they've been asked to go back and find another representative

All - Members would be most comfortable to co-present with Mary Lynne or Bill

Bill W- Virtual meetings are attended by a lot of people and viewed by a lot, so there would be good promotion of the committee

Arlene P-Are we asking for any funding?

Bill W: We are a committee of County, so any dollars would flow through the County

Motion: Ask Matt to coordinate an effort to meet/schedule with each of the 11 Councils through to the end of November (10 minute presentation)

Moved by Sherry H, seconded by Maggie E

Carried

**ACTION: Matt to coordinate scheduling of minimum 2 presenters/council across the 11 municipalities, using a formal approach and the resources are already available to share**

All members are encouraged to attend each other's council meetings to show support

**ACTION: Matt to share schedule and locations of all confirmed meetings with Committee members**

ii) Review Event Set-up – Tablecloth and Pull-up banner.

All were pleased with the tabletop pull-up banner and 6-foot tablecloth

Sherry H: If we have a mechanism to obtain information from our seniors to bring forward to Councils, this can be incorporated into the respective Council presentations.

Posters from the library kiosks are available for members to take and use

**ACTION: Contact Matt to borrow the tabletop pull-up banner and tablecloth for any community presentation/event**

5. New Business

5.1 Review of Terms of Reference.

Nancy W. – Confirmed new term of Committee begins Feb 2025.

If members are interested in continuing for the next term, the renewal process would need to start with each Council. If members are not interested in continuing, Councils will need to be notified to recruit a new member.

**ACTION: Members to contact Matt if they're NOT interested in renewing Council representation on Committee; all other members who are interested will still need their memberships re-affirmed by their respective Councils**

Arlene P – I'm representing Navigating Senior Care Lambton and wondering what more I can do. I've been advocating and doing this work for 30+ years

Maggie E - It's critical to be more active and advocate more; how do we address the critical issues affecting residents, like discharges without home care, lack of coordination and service discontinuation.

Arlene P/Maggie E - Many gaps in the system are due to not following legislation, rules and health practice.

Bill W - Senior Advisory Committee will support members who are meeting with Health Care Administrators to advocate for health care

Maggie E - to provide a brief summary to Matt regarding her meeting with Bluewater Health Administration about the experience that a family member had

Heather C – Suggested asking health care providers to please document in the medical file that the patient has expressed that they are not safe going home (in the absence of adequate discharge planning)

Arlene P – Suggested using a notebook to document every interaction that people have with the health care system so that it serves as a way to record information and to hold health care practitioners accountable

Maggie E - Concern for those people who have no supports, who have no knowledge of how to use the system and doesn't know how to advocate for themselves; seniors need to be taught how to know their rights

6. Standing Items

6.1 Committee roundtable

Sherry H. – At the Petrolia Town meeting it feels that the municipality is deferring to the County for the responsibility of seniors through the Seniors Advisory Committee. Vacant municipal properties could be used for seniors' services/social services for the community. This could be an opportunity in the future.

Members have brought forth transportation issues with their municipalities. Requests would need to be submitted as a prepared package and be approved through budget deliberations.

7. Next steps/Action Items

Next meeting scheduled for November 26th at 9:00 a.m. (virtual MS Teams)

8. Adjournment

*Lois L. and Jodi C. move to adjourn.*

B. Weber adjourned the meeting at 10:12 a.m.

TOURISM SARNIA-LAMBTON  
Board of Directors Meeting Minutes  
WEDNESDAY September 19, 2024, 9:00 am

**HELD AT:** Tourism Sarnia-Lambton

**PRESENT:** Bev Hand, Stephane Thiffeault, Angela Edlington, Kevin Marriott, Matthew Slotwinski, Geoff Eisenbraun, ~~Rose Atkins~~, Al Duffy, Kelly Provost, Thera Wagner, Mark Perrin (Executive Director)

**REGRETS:**, Laura Boogemans, Dan Sageman, Jamie Maness, Nicola Harney.

**1. CALL TO ORDER**

Meeting called to order at 9:00am.

**2. COMPLETION AND ACCEPTANCE OF AGENDA**

**3. DECLARATION OF CONFLICT OF INTEREST**

NONE

**4. APPROVAL OF MINUTES OF JULY 17<sup>th</sup> & AUGUST 28 MINUTES**

Stephane Thiffeault and seconded by Bev Hand and Approved

**5. BUSINESS ARISING FROM THE MINUTES/AGENDA:**

NONE

**6. FINANCIAL ACTIVITIES**

a) BDO 2023 Financial Report

Motion by Bev Hand seconded by Kevin Marriott and Approved

b) Financial Update - Provided

Motion by Stephane Thiffeault seconded by Thera Wagner and Approved

**7. OPERATIONAL ACTIVITIES**

a. Directors Report

b. Hockey Canada U17 World Hockey Challenge Update

i. Letter – Motion for Letter to be written and supported by Hockey Canada seeking ice reduction - Motion by Angela Edlington seconded by Thera Wagner and Approved

c. Stars on Ice / Silver Stick Update

d. Silverstick – Tournament

e. Lease Renewal – Committee Struck to Review, Complete Analysis and Report with Recommendations.

TOURISM SARNIA-LAMBTON  
Board of Directors Meeting Minutes  
WEDNESDAY September 19, 2024, 9:00 am

8. IN CAMERA – None


9. UPCOMING MEETING DATES:

- a) Next Board Meeting Dates, Location being TSL.  
November 21, 2024

ADJOURNMENT

Motion by Kelly Provost seconded by Stephane Thiffeault and Approved

  
\_\_\_\_\_  
BOARD CHAIR

  
\_\_\_\_\_  
SECRETARY

Dated Nov 21/24

Dated Nov. 21, 2024

**DRAFT MINUTES**  
**LAMBTON CREATIVE COUNTY COMMITTEE**

**Via Electronic Conferencing**

**September 26, 2024**

Present: Warden Kevin Marriott, Barbara Prescott, Beverly Bressette, Brad Loosley (Chair), Dave Ferguson, Tracey Kingston. Also, Andrew Meyer, Tara Pounds, Jessica Cohmer (Recording Secretary).

Regrets: Chrissy McRoberts, Kirsty Kilner-Holmes.

1. Welcome/Call to Order

B. Loosley welcomed committee members and called the meeting to order at 1:00 p.m.

2. Approval of the Agenda

Motion #1: B. Prescott / D. Ferguson:  
That the September 26, 2024 Creative County Committee Agenda be approve as presented.

Carried.

3. Declaration of Pecuniary Interest

No pecuniary interest declared.

4. Approval of Minutes – June 27, 2024

Motion #2: K. Marriot / B. Prescott  
That the June 27, 2024 Minutes be approved as presented.

Carried.

5. Unfinished Business

There was no unfinished business to report.

6. New Business

a) Status Updates – 2024 Creative county Supported Projects

T. Pounds provided the committee with a short status update on the 2024 Creative County Grant Program projects. The committee approved twenty-three applicants for the 2024 Creative County Grant Program, in which three declined funding. The declined 2024 Creative County Grant funding total of \$9,380 was retained in reserve for future use at the direction of the committee. A. Meyer and T. Pounds continue to follow-up with current and outstanding projects.

Motion #3: D. Ferguson / B. Bressette

To accept the verbal status report provided by T. Pounds on the 2024 Creative County Grant Program recipients as presented.

Carried.

b) Request for Consideration of Additional Grant Support

A. Meyer advised the committee the following approved grant contributions were declined:

- #1300 Look of Lambton 2024, funding total of \$2,500
- #1302 Alice's Adventures in Wonderland: A Ballet narrative, funding total of \$1,980
- #1303 2024 Cultural Activation of the City of Sarnia's CIP Identified Areas, funding total \$4,900

The declined 2024 Creative County Grant funding total of \$9,380, and the final payment no longer required from applicant # 1276 Kiwanis Club of Forest, *Indigenous Film and food Festival- Celebrating Together* funding total of \$675 was placed in the Creative County Grant Program reserve; Total reserve of \$10,055.

A. Meyer provided submitted proposals to committee for consideration of additional funding from the 2024 grant recipients who identified unmet fundraising for their projects; #1280 Le Centre Communautaire Francophone de Sarnia-Lambton, *Notre chansons dans notre place*, and #1287 Bonnie Sitter, *Farmerette Documentary Film*.



Recipient #1280 Le Centre Communautaire Francophone de Sarnia-Lambton, *Notre chansons dans notre place* has identified a need to raise an additional \$5,000 to meet their project goal. After a review of eligible expenses, staff proposed to the committee for consideration awarding \$2,500 additional grant funding from the Creative County Grant Program reserve to complete this project.

Recipient #1287 Bonnie Sitter, *Farmerette Documentary Film* is seeking an additional \$8,735. After a review of eligible expenses, staff proposed to the committee for consideration awarding \$4,455 additional grant funding from the Creative County Grant Program reserve to complete this project; The total additional funding allocated to these two projects would total total \$6,955. It was noted by members that the application for additional funds is outside of our typical process, and is being considered on an exception basis as there were several approved grant contributions that were declined, making additional funds available for enhanced support.

Motion #4: K. Marriott / T. Kingston

That the committee support the untypical additional funding of \$2,500 to recipient #1280 Le Centre Communautaire Francophone de Sarnia-Lambton, *Notre chansons dans notre place* and \$4,455 to recipient #1287 Bonnie Sitter, *Farmerette Documentary Film*.

Carried.

c) Creative County Grant Program (CCGP) Analysis and Council Report – 10 Year Review

A. Meyer provided the committee with a review of the Creative County Grant Program (CCGP) since its inception in 2013, as prepared by staff. The purpose of the CCGP was defined through the Cultural Plan developed in 2010, including the stated purpose to build a creative community, celebrate the County's unique identity, and enrich the quality of life for all residents.

Over the past twelve years, over 200 projects have been supported through CCGP with a total investment of over \$730,000 from the County of Lambton. CCGP has supported projects with a total cost of over \$4.4M (based on anticipated expenses reported by applicants).

The benefits that result from the CCGP include enhanced capacity for community organizations, improved quality of life through community

programs that may not otherwise exist without the fund, and a measurable local economic impact.

The investment over 12 years (\$730,000) measured against the total project costs leveraged (\$4.4M) represents a Return On Investment (ROI) of approximately 500% (16% per year), or stated differently – an investment gain of \$3.67M. The members discussed the success of the program, and noted that the analysis prepared by staff summarizes a satisfactory outcome to support continued investment in the CCGP.

Areas of improvement were also identified and will be explored further with the committee at a future meeting. These include a more fulsome annual review of program criteria, reporting requirements and the application process, as well as progress reporting by applicants, the development of a contribution agreement defining expectations for the grant, and a review of the payment ratio to consider providing only 50% of funding as the initial payment (rather than 75%). The full report and recommendation will be prepared for the next County Council Committee of the Whole session on October 16, 2024, for consideration.

Motion #5: K. Marriott / B. Prescott

That the Creative County Grant Program Analysis report prepared by staff be approved, and that based on the success of the program, a continued investment be considered, subject to budget considerations.

Carried.

d) 2025 CCGP Application Intake

A. Meyer provided the committee with a brief outline of the 2025 CCGP application process. Applications will open for submission October 7, 2024, and will close November 18, 2024 at 4:00pm. All applications will be reviewed by the committee at the next scheduled meeting on November 28, 2024. Applicants will be notified of the committee's decisions by December 31, 2024.

Motion #6: D. Ferguson / B. Bressette

That the committee approve the application intake; application period opening October 7, 2024 and closing November 18, 2024.

Carried

7. Scheduling of Meetings

The committee is scheduled to meet in person on **November 28, 2024 at 1:00pm** at the **County of Lambton Administration Building, Wyoming**, to review the applications submitted for the 2025 grant year and discuss the 2025 committee schedule dates.

8. Adjournment

Motion #8: D. Ferguson / T. Kingston.

That this meeting be adjourned at 1:45 p.m.

Carried.



**BOARD OF DIRECTORS MEETING**

**Tuesday, November 19th, 2024 at 8:00AM**

**In-Person – Sarnia Golf and Curling Club**

**Attendance:** Marriott, Kevin Plain, Jeff  
Lee, Adrienne Reaume-Zimmer, Paula  
Dochstader, Nick Bradley, Mike  
Cayea, David Thiffeault, Stephane  
Germain, Darryl Noble, Peter  
Kingston, Tracy Edlington, Angela  
Kardas, Rob Houryaband, Hesam  
  
Slotwinski, Matthew (CEO) Piggott, Cindy (Executive Assistant)

**Regrets:** McEachran, Carrie Knapp, Tim  
Kabbes, Don

**Call to Order**

Quorum Present

**Land Acknowledgement**

**Agenda**

- No additions/deletions to the agenda

**Motion:** To approve the agenda as submitted.

**Moved by:** N. Dochstader **Seconded by:** S. Thiffeault **Carried**

**Declaration of Conflict of Interest**

None declared.

**Approval of Minutes**

**Motion:** That the minutes of the Board Meeting held September 24<sup>th</sup>, 2024 be approved as submitted.

**Moved by:** D. Germain **Seconded by:** K. Marriott **Carried**

**Chair Update**

- A. Lee welcomed everybody and thanked them for their support this past year.

**Welcome to new Vice President of Economic Development – Hesam Houryaband**

**CEO Update**

- M. Slotwinski shared the CEO report executive summary

**Committees**

**Governance Committee**

- By-Law Review Update Schedule  
**Motion:** That the Board approve the implementation of a by-law review schedule with a two-year review for all SLEP by-laws.

**Moved by:** P. Reaume-Zimmer **Seconded by:** S. Thiffeault **Carried**

- AEDO Reaccreditation metrics have been submitted and approved by the AEDO Committee granting SLEP reaccreditation until 2027.
- Cyber Security/Insurance Policy Update – Discussion around moving away from County insurance policy based on current County deductibles.

**Finance Committee**

- YTD Financials Update
- Year-End Projections
- 2025 Draft Budget Review

**New Business**


- NetZero project and potential funding options were discussed. More information to be shared as details are available. It was requested by Mayor Mike Bradley to schedule a meeting with both the CLCDC and SLEP boards to discuss options and obtain approvals on next steps. SLEP will coordinate with CLCDC.

**Next Meeting**

- Board Meeting –Tuesday January 28<sup>th</sup>, 2025 at 8:00 AM Virtual/Hybrid

**Motion to Adjourn**

**Moved by:** K. Marriott **Seconded by:** S. Thiffeault **Carried**

  
\_\_\_\_\_  
Chair  
Adrienne Lee

  
\_\_\_\_\_  
Secretary-Treasurer  
Stephane Thiffeault

**MINUTES**  
**COUNTY OF LAMBTON AGRICULTURAL ADVISORY COMMITTEE**

**December 11, 2024**

A meeting was held at Committee Room #3 in the County of Lambton Administration Building at 10:00 a.m. on the above date.

**Present**

Chair Mr. G Atkinson and Members Mr. C. Anderson, Mr. H. van Wieren, Mr. M. Rombouts, Ms. J. Ball, Mr. J. Zekveld, Mr. R. Core, Mr. B Podolinsky. Staff members were present, including Mr. K. Marriott, Warden, County of Lambton, Mr. J. Cole, General Manager, Infrastructure and Development Services, Ms. C Nauta, Manager, Planning and Development Services (temporary), Mr. K. Bulgin, Planner, Planning & Development Services, Ms. L. Bydeley, Executive Assistant, Infrastructure and Development Services. Mr. B. Boyle, Facilitator was also in attendance.

**Absent**

Mr. S. Leystra.

**Guests**

Staff members including Mr. W. Nywening, Senior Planner and Ms. M Cossa-Rossi, Senior Planner, Mr. A. Meyer, General Manager, Cultural Services. Ms. J. Van Zwol, St. Clair Region and Conservation Authority was also in attendance.

**Welcome**

Mr. G. Atkinson welcomed the group to the meeting.

**Approval of Minutes**

The County of Lambton Agricultural Advisory Committee minutes dated August 14, 2024 were presented.

#1: van Wieren/Rombouts: That the County of Lambton Agricultural Advisory Committee minutes dated August 14, 2024 be accepted as presented.

Carried.

**Items for Discussion**

**A) Drainage Discussion**

The group discussed current drainage issues affecting farmers in Lambton County and potential actions that could be taken to improve the systems.

CLAAC December 11, 2024 (page 2)

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**B) Agricultural Producers' Planning and Building Permit and Inspection Issues**

Ms. C Nauta introduced the new Development Services department effective January 1, 2025. Any building or planning needs for all municipalities except Sarnia, plumbing or septic inspections county wide, property standards or by-law enforcement for all municipalities except Sarnia and Lambton Shores and any weed and weedlot by-law administration is carried out by this department.

**C) 2024 Provincial Planning Statement**

Ms. M. Cossa-Rossi and Mr. W. Nywening presented changes that came into effect on October 20, 2024. The group discussed the implications these changes could have for farmers in Lambton County.

**D) County of Lambton Land Stewardship Program**

Mr. A Meyer and Ms. J. Van Zwol shared information about the development of a Lambton County Land Stewardship Program. CLAAC members provided input on projects they would like to see included in the program. Consultation has also taken place with the St. Clair Region Conservation Authority and the Ausable Bayfield Conversation Authority.

**E) Responsibility for Various Roads in Lambton County**

This was deferred to the next meeting.

**F) Selection of Vice Chair from CLAAC Members**

The nominations for the position of Vice Chair were opened and closed. It was announced by the Chair, Mr. G. Atkinson, that Mr. M. Rombouts was chosen as the Vice Chair.

#2: Anderson/Core: That Mr. M. Rombouts be acclaimed as Vice Chair of the County of Lambton Agricultural Advisory Committee.

Carried.

**G) Tool for CLAAC Communication with County Staff**

Discussion will be held at the next meeting about how CLAAC members prefer to connect with County staff.

**Other Business**

The next meeting date was scheduled for Wednesday, March 26, 2025 at 10:00 a.m.

Members congratulated Mr. K. Marriott on being elected to a 3<sup>rd</sup> term as Warden of Lambton County Council.

**Adjournment**

CLAAC December 11, 2024 (page 3)


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#3: van Wieren/Rombouts: That the Chair declare the meeting adjourned with the next meeting to be held on Wednesday, March 26, 2025 at 10:00 a.m. at the County of Lambton Administration Building, Wyoming, Ontario.

Carried.

Time: 12:00 p.m.



 <p style="text-align: center;"><b>PUBLIC HEALTH SERVICES DIVISION</b></p>	
<b>REPORT TO:</b>	<b>WARDEN AND LAMBTON COUNTY COUNCIL</b>
<b>DEPARTMENT:</b>	<b>EMERGENCY MEDICAL SERVICES</b>
<b>PREPARED BY:</b>	<b>Stephen Turner, Manager</b>
<b>REVIEWED BY:</b>	<b>Kevin Churchill, General Manager Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>February 5, 2025</b>
<b>SUBJECT:</b>	<b>2025 EMS Service Enhancement</b>

**BACKGROUND**

At its meeting on November 29, 2023, Lambton County Council was presented with the [EMS Master Plan 2024-2028](#) and endorsed its 16 recommendations, in principle, with the following resolution being passed.

*#5: Bradley/Dennis:*

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

*Carried.*

Council will recall that one of the EMS Master Plan’s recommendations included adding 12 hours of daily service. This report is intended to provide Council with an update on the Master Plan’s recommendation to add 12 hours of daily service in 2025.

**DISCUSSION**

Recommendation #7 of the EMS Master Plan recommends the addition of 12 hours of daily daytime service in Sarnia for 2025. This service augmentation is intended to address the increasing Unit Hour Utilization of the ambulances in Sarnia and to reduce the need to draw ambulance resources from elsewhere in the County to service this demand. While call volumes have not increased as quickly as anticipated during 2024, it is still believed that volumes will continue to increase close to the predicted average over the 5-year forecast of the Master Plan. Additionally, as identified in the Master Plan, 62% of Lambton EMS calls occur in Sarnia while only 36% of EMS resources are based within the

city limits, requiring ambulances from the rest of the county to be brought into the city on standby for coverage. This movement has resulted in longer response times in the County’s rural regions, which approach 27 minutes in some areas. The proposed service enhancement is intended to help to address this concern.

It is recommended that this service commence in June of this year, as proposed in the Master Plan, and be referred to budget for council’s consideration.

**FINANCIAL IMPLICATIONS**

Outlined below is a capital and operating project expenditure summary and recommended “source of funding” report for the proposed service enhancement:

The additional 12 hours of service will require the addition of four (4) full-time equivalent (“FTE”) beginning in June 2025 and the purchase of an ambulance and associated equipment. The service enhancement would be funded by the levy in 2025 and eligible for 50% recovery through the Land Ambulance Service Grant in subsequent years.

<b>Capital Expenditures</b>	<b>Estimated Cost</b>
Ambulance and Equipment	\$322,250
<b>Total Estimated Capital Cost</b>	<b>\$322,250</b>
<b>Operating Expenditures</b>	<b>Estimated Cost (annualized)</b>
12 hours of Ambulance Service (4 FTE)	\$600,000
<b>Total Estimated Operating Cost</b>	<b>\$600,000</b>
<b>Source of Funding</b>	<b>Funding Amount</b>
Levy	\$600,000
EMS Capital Reserve	\$322,250
<b>Total Source of Funding</b>	<b>\$922,250</b>

**CONSULTATIONS**

The General Manager Public Health Services, the General Manager of Finance and the Divisional Finance Coordinator were consulted in the development of this report.

**STRATEGIC PLAN**

Developing the EMS Headquarters and progressing the recommendations identified in the EMS Master Plan are well aligned with the Areas of Effort outlined in the Lambton County Strategic Plan through:

*Services and Communications* – Anticipating and aligning service delivery to emerging needs and expectations.

*Community Development, Health, and Wellness* – Implementing the Lambton EMS Master Plan.

**CONCLUSION**


The EMS Master Plan has identified several key strategies to help modernize Lambton's Emergency Medical Services and meet the growing needs of the community. The proposed service enhancement is intended to help improve response times throughout the county while reducing crew workload. The service enhancements identified in the Master Plan are modest and have been distributed for implementation through the 5-year horizon of the plan to reduce the impact on the County's annual budget.

**RECOMMENDATION**

**That the associated costs for 12 hours of ambulance service consisting of:**

- (a) \$600,000 of staffing costs to be funded by levy; and,**
- (b) \$322,250 of capital costs for an ambulance and equipment to be funded by EMS capital reserves,**

**be referred to the 2025 Budget deliberations for Council's further consideration.**

	<b>PUBLIC HEALTH SERVICES DIVISION</b>
<b>REPORT TO:</b>	<b>WARDEN AND LAMBTON COUNTY COUNCIL</b>
<b>DEPARTMENT:</b>	<b>EMERGENCY MEDICAL SERVICES</b>
<b>PREPARED BY:</b>	<b>Stephen Turner, Manager</b>
<b>REVIEWED BY:</b>	<b>Kevin Churchill, General Manager Stéphane Thiffault, Chief Administrative Officer</b>
<b>MEETING DATE:</b>	<b>February 5, 2025</b>
<b>SUBJECT:</b>	<b>EMS Headquarters Development</b>

**BACKGROUND**

At its meeting on November 29, 2023, Lambton County Council was presented with the [EMS Master Plan 2024-2028](#) and endorsed its 16 recommendations, in principle, with the following resolution being passed.

*#5: Bradley/Dennis:*

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

*Carried.*

A key component from the EMS Master Plan, Recommendation #2, requires the establishment of a headquarters joining administration, operations, logistics and storage in one location in the area of Highway 40 and Highway 402. This report is intended to provide County Council with an update on the progress towards that goal.

**DISCUSSION**

Since the Master Plan was presented to County Council in November 2023, staff have been working to develop concepts and siting options for the proposed headquarters. As stated in the Master Plan, this concept needed to include provisions for administrative, training, logistic, storage and operational space. Preliminary estimates indicated that approximately 24,000 square feet would be needed to accommodate all of these functions. Council will recall that initial concepts explored the possibility of siting the new headquarters at the existing George Street station location in Sarnia, however, this was

ultimately determined not to be feasible due to the limited size of the parcel and the adverse impact on existing operations during the construction phase.

Through discussions with the Western Sarnia-Lambton Research Park (“**WSLRP**”), the parties identified that both existing commercial office space and vacant land were available to host the proposed headquarters. By using the existing commercial floorspace to host the administrative and training facilities, staff were able to reduce the space required for new construction by 10,000 square feet, thus reducing the capital costs associated with the new build by approximately \$3 Million. Lambton EMS Administration, Community Paramedicine and Community Health Integrated Care teams have already relocated to commercial space at WSLRP. The new building is proposed to be sited adjacent to the existing commercial space and would house the operations, storage and logistic wing of the headquarters to create a campus. Having administration and operations co-located is important to ensure better connection between the service’s leadership and the day-to-day operations of the service.

On January 24, 2025, staff met with the Board of the County of Lambton Community Development Corporation (“**CLCDC**”) to provide an overview of the proposed project and to answer any questions. At that meeting, staff received the Board’s approval to enter into negotiations regarding a lease agreement for lands for the purpose of construction of EMS headquarters building on the Research Park grounds, pending County Council budget approval.

ROA Studio architects were presented with the functional requirements for the EMS headquarters building that included space to house three (3) concurrent shifts of paramedics and operations supervisors, up to eighteen (18) vehicles (including active and spare ambulances, supervisor vehicles, Community Paramedicine and Community Health Integrated Care vehicles, and the Emergency Support Unit), and sufficient space to store and maintain medical supplies and equipment. The concept plan prepared by ROA in Appendix A herein outlines the proposal to accommodate those needs. ROA has provided an initial Class D costing estimate of \$10,795,706 to construct this building.

**FINANCIAL IMPLICATIONS**

Outlined below is a capital project expenditure summary and recommended “source of funding” report for the proposed new EMS headquarters:

<b>Capital Expenditures:</b>	<b>Estimated Cost</b>
Development, Design/Architectural	\$1,050,025.00
Construction	\$8,859,137.00
Contingency @ 10%	\$885,914.00
<b>Total Estimated Capital Cost</b>	<b>\$10,795,076.00</b>
<b>Source of Funding</b>	<b>Funding Amount</b>
Debenture	\$9,715,568.00

EMS Capital Reserve	\$1,079,508.00
<b>Total Source of Funding</b>	<b>\$10,795,076.00</b>

It should be noted that the above project costs are preliminary, based on architectural costs estimates. Should these costs be materially different, and specifically greater than currently estimated, after the project is tendered, Staff will return to Council for further directions and instructions.

The \$9.7 Million of additional debt is within the authorized County of Lambton total debt limits prescribed by the province. Based on existing provincial legislation, it is anticipated that the County is eligible to recover 50% of the capital and interest costs of the project over a 40-year period through the Ministry of Health’s Land Ambulance Service Grant (LASG). Construction of the proposed EMS Headquarters is subject to successful land lease negotiations with the CLCDC. Once constructed and operational, the anticipated impact on levy to service the debt noted would be 0.3%-0.4% commencing in 2027 assuming 50% provincial funding.

**CONSULTATIONS**

The General Manager Public Health Services, General Manager of Finance, the Manager of Procurement and Projects, Divisional Finance Coordinator, the Ministry of Health’s Emergency Health Services Branch Southwest Field Office, and the Executive Director of the Western Sarnia-Lambton Research Park and Board of the CLCDC were consulted in the development of this report.

**STRATEGIC PLAN**

Developing the EMS Headquarters and progressing the recommendations identified in the EMS Master Plan are well aligned with the Areas of Effort outlined in the Lambton County Strategic Plan through:

*Services and Communications* – Anticipating and aligning service delivery to emerging needs and expectations.

*Community Development, Health, and Wellness* – Implementing the Lambton EMS Master Plan.

*Progressive Organizational Culture* – Investing in technology to modernize delivery of services and operations.

*Partnerships* – Collaborating with strategic partners to leverage available resources and service opportunities.

**CONCLUSION**

The EMS Master Plan has identified several key strategies to help modernize Lambton's Emergency Medical Services and meet the growing needs of the community. New space and facilities for the additional crews and ambulances will be required in order to implement the service enhancement recommendations contained within the plan. Adding new ambulances in the locations where they are required will not be feasible until a station in the east end of Sarnia can be established. The recommendations contained within this report to begin construction on a new headquarters will allow for new ambulance shifts to be added in 2025/2026.

**RECOMMENDATIONS**

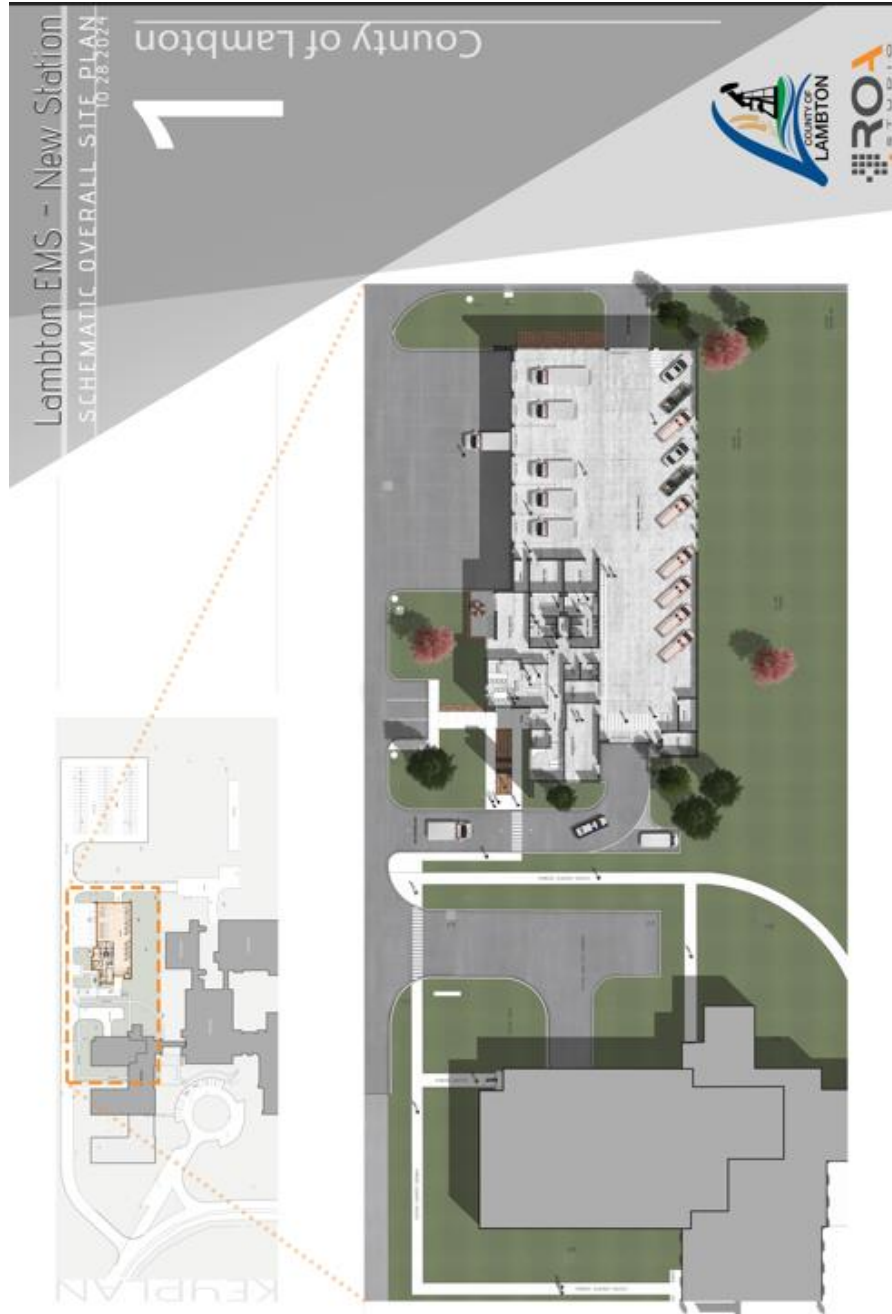
**a) Subject to the lease contemplated in paragraph (b) being secured, that the associated costs to construct a new EMS Headquarters estimated at \$10,795,076 be funded through:**

- i) debenture (\$9,715,568); and,**
- ii) reserves (\$1,079,508)**

**and be referred to the 2025 Budget deliberations for Council's further consideration.**

**b) That staff be authorized to enter into land lease negotiations with the County of Lambton Community Development Corporation for the new EMS Headquarters and return to Council thereafter for final instructions and approval of said lease.**

APPENDIX A







**MINUTES**  
**COMMITTEE OF THE WHOLE**  
**(Infrastructure & Development Services/Public Health Services –**  
**Emergency Medical Services/Cultural Services/Long-Term Care/Corporate**  
**Services/Finance, Facilities and Acquisitions/Social Services)**  
**January 15, 2025**

A meeting was held at the County Building at 9:01 a.m. on the above date.

**Present**

Chair K. Marriott and Members J. Agar, G. Atkinson, D. Boushy, A. Broad, T. Case, D. Cook, B. Dennis, D. Ferguson, B. Loosley, S. Miller, and I. Veen attended in person. Members M. Bradley, C. McRoberts and B. White attended virtually. Various staff were present including the following General Managers: Mr. J. Cole, General Manager, Infrastructure and Development Services, Mr. K. Churchill, General Manager, Public Health Services, Mr. A. Meyer, General Manager, Cultural Services, Mr. M. Gorgey, General Manager, Long-Term Care, Mr. L. Palarchio, General Manager, Finance, Facilities and Acquisitions, Ms. V. Colasanti, General Manager, Social Services, Ms. O. Leger, General Manager, Corporate Services, County Solicitor and Clerk, and Mr. S. Thiffault, Chief Administrative Officer.

**Absent**

B. Hand.

**Disclosures of Pecuniary Interest**

Councillor B. Loosley declared a pecuniary interest regarding items 4. A) a) and 4. B) b) of the Committee of the Whole (Open Session) agenda dated January 15, 2025, regarding correspondence EMS 02-09-25 and the 2024 Year-End EMS Operational Update report, due to his son being employed with Lambton EMS, and therefore recused himself from discussions during the deliberations of these items.

**INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION**

**Correspondence to Receive and File**

**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](#).

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.

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.

#1: Boushy/Miller: That correspondence IDS 02-01-25, PD 02-05-25, and PD 02-06-25 be received and filed.

Carried.

#### Information Reports

#### Information Report dated January 15, 2025 Regarding Upcoming 2025 Public Works Conferences

#2: Cook/Atkinson: That Information Report dated January 15, 2025 regarding Upcoming 2025 Public Works Conferences be received and filed.

Carried.

#### PUBLIC HEALTH SERVICES DIVISION - Emergency Medical Services Department

#### Correspondence to Receive and File

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.

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#3: Atkinson/Agar: That correspondence EMS 02-09-25 be received and filed.

Carried.

Information Reports

Information Report dated January 15, 2025 Regarding 2024 Year-End EMS Operational Update

#4: Sageman/Ferguson: That Information Report dated January 15, 2025 regarding 2024 Year-End EMS Operational Update be received and filed.

Carried.

CULTURAL SERVICES DIVISION

Correspondence to Receive and File

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.

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.

#5: Veen/Cook: That correspondence MGA 02-07-25 and MGA 02-08-25 be received and filed.

Carried.

Reports Requiring a Motion

Report dated January 15, 2025 Regarding Joint Library Facilities Review - Progress Report

#6: Veen/Ferguson:

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

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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 DawnEuphemia 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.

Carried.

Report dated January 15, 2025 Regarding Museums, Gallery and Archives Collection Management October to November 2024

#7: Case/Atkinson: That the Museums, Gallery and Archives Collections Management October to November, 2024 Report be accepted, and items recommended for acceptance to, or deaccession from, the collection be approved for inclusion in or removal from, the respective permanent collections.

Carried.

LONG-TERM CARE DIVISION

Correspondence to Receive and File

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

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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.

#8: Miller/Cook: That correspondence LTC 02-02-25 be received and filed.

Carried.

Information Reports

#9: Ferguson/Broad: That the following Information Reports from the Long-Term Care Division be received and filed:

a) Information Report dated January 15, 2025 regarding Small House Project Funding Approval.

b) Information Report dated January 15, 2025 regarding Vulnerable Occupancy Annual Fire Drills 2024.

Carried.

CORPORATE SERVICES DIVISION

Reports Requiring a Motion

Report dated January 15, 2025 Regarding 2025 Services and Fees Schedule

#10: Cook/Broad:

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.

Carried.

Councillor B. Hand joined the meeting virtually at 9:08 a.m.

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Report dated January 15, 2025 Regarding County of Lambton Elected Official Remuneration

#11: Case/Broad:

- 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, 50th 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.

Carried.

Report dated January 15, 2025 Regarding Council Attendance at Conferences, Conventions and Seminars Policy

#12: Broad/Miller: 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.

Carried.

FINANCE, FACILITIES AND ACQUISITIONS DIVISION

No Agenda Items.

SOCIAL SERVICES DIVISION

Correspondence from Member Municipalities

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.

#13: Bradley/Loosley: That the County of Lambton consult with its respective member municipality's Council as it relates to any proposed location(s) for a temporary homeless

shelter(s) situated within that municipality, and that that Council shall have the final approval as to whether a temporary shelter shall be situated at the proposed location.

Carried.

Information Reports

#14: Boushy/Miller: That the following Information Reports from Social Services Division be received and filed:

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

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

Carried.

Other Business

Ms. Colasanti, General Manager, Social Services Division, reminded Councillors and staff that they are invited to attend the Open House for the new unit at Capel Manor, Sarnia, from 2:00p.m. to 4:00p.m. on this day, January 15, 2025.

Office of the CAO

Correspondence to Receive and File

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.

#15: Loosley/Cook: That County Council endorse Warden Marriott's application to the SWIFT Board as a Western Ontario Wardens' Caucus (WOWC) member representative for a two-year term.

Carried.

Time: 9:22 a.m.

IN-CAMERA

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**#16:** Loosley/Atkinson: 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*.

Carried.

**#17:** (Motion to be dealt with at the Lambton County Council (CLOSED SESSION) meeting dated February 5, 2025.)

Carried.

**#18:** Miller/Loosley: That the Chair declare the Committee go back into Open Session.

Carried.

ADJOURNMENT

**#19:** Veen/Dennis: That the Chair declare the meeting adjourned with the next meeting to be held on Wednesday, February 19, 2025, at 9:00 a.m. at the County Building, Wyoming, Ontario.

Carried.

Time: 9:32 a.m.

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Kevin Marriott, Chair

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Olivia Leger, Clerk



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**From:** Brian White <brian.white@sarnia.ca>  
**Sent:** Thursday, January 16, 2025 2:59 PM  
**To:** Olivia Leger <Olivia.Leger@county-lambton.on.ca>; Stephane Thiffeault <Stephane.Thiffeault@county-lambton.on.ca>  
**Cc:** Dan Sageman <dsageman@lambtonshores.ca>; Chris.Avery@opp.ca  
**Subject:** Community Safety and Well Being

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

Good afternoon Olivia.

During our committee appointments on December 4, 2024 I was responsible for a communication error that left me off of the community safety and well-being committee. As co-chair of the committee for the past two years, it was my intention to remain in that position as we are in the midst of some very intricate work, and have had several administrative changes.

Councillor Sageman was appointed to that committee on December 4. I have since had a conversation with my colleague, and Councillor Sageman is agreeable to stepping back from the committee to allow me to be re-appointed, upon council's approval.

Please allow this email to stand as the motion to resolve the aforementioned concern at the next regular meeting of County Council.

Thank you,  
Brian

Brian White  
Councillor  
City of Sarnia & County of Lambton  
519-464-2585

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Brian White  
Councillor  
City of Sarnia  
Phone:  
[www.sarnia.ca](http://www.sarnia.ca)

**THE CORPORATION OF THE COUNTY OF LAMBTON**

**BY-LAW NO. 3 OF 2025**

**"A By-Law to Authorize Bank Borrowing  
for Current Operations to a maximum  
of \$10,000,000"**

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**WHEREAS** the Council of The Corporation of the County of Lambton deems it appropriate to be able to authorize the borrowing of up to \$10,000,000 to meet its operational needs should taxes as collected not be sufficient to fund the current expenditures of the Corporation for the fiscal year 2025;

**AND WHEREAS** the total amount of the revenues of The Corporation of the County of Lambton for the year 2025, not including revenues derivable or derived from the sale of assets, borrowings or issues of debentures or from surplus including proceeds from the sale of assets, is estimated to be approximately \$310,000,000;

**AND WHEREAS** the proposal to authorize the borrowing of \$10,000,000 is within the limits imposed on The Corporation of the County of Lambton under the provisions of Section 407, Part XIII, the *Municipal Act, 2001*, c.25, S.O. 2001;

**NOW THEREFORE** the Council of The Corporation of the County of Lambton hereby enacts as follows:

1. (a) That the Warden and Treasurer are hereby authorized on behalf of The Corporation of the County of Lambton to borrow from time to time, by way of promissory note or bankers' acceptance, from the Canadian Imperial Bank of Commerce, a sum or sums not exceeding in the aggregate Ten Million Dollars (\$10,000,000) to meet, until the taxes are collected, the current expenditures of the Corporation for the year, including the amounts required for the purposes mentioned in the said Section 407.
  - (b) In return for all such authorized borrowings, the Corporation shall give to the said Bank, a bankers' acceptance, or promissory note(s), whichever the Corporation deems to be appropriate, of which it shall be the sole judge. All such notes shall be sealed with the Corporate Seal and signed by the Head and Treasurer.
  - (c) All promissory note(s) provided under this paragraph shall bear interest in accordance with the Banking Agreement between the Corporation and the Canadian Imperial Bank of Commerce, which rate shall be as notified by the Bank to the Treasurer from time to time. All Bankers' Acceptance provided under this paragraph shall bear interest at the prevailing market interest rates.
2. All sums borrowed pursuant to the authority of this By-Law as well as all other sums borrowed in this year and in any previous years from the said Bank for any or all of the purposes mentioned in the said Section 407 shall, with interest

thereon, be a charge upon the whole of the revenues of the Corporation for the current year and for all preceding years, as and when such revenues are received.

3. The Treasurer is hereby authorized and directed to apply in payment of all sums borrowed as aforesaid, together with interest thereon, all of the moneys hereafter collected or received either on account or realized in respect of the taxes levied for the current year and preceding years, or from any other source, which may lawfully be applied for such purposes.

THIS BY-LAW read a first, second and third time and finally passed this 5<sup>th</sup> day of February, 2025.

\_\_\_\_\_  
Kevin Marriott  
Warden

\_\_\_\_\_  
Olivia Leger  
Clerk

DRAFT

**THE CORPORATION OF THE COUNTY OF LAMBTON**

**BY-LAW NO. 4 of 2025**

**"A By-Law to Provide for Services Fees and Charges by  
The Corporation of the County of Lambton"**

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**WHEREAS** sections 9, 10, and 11 of the *Municipal Act, 2001* (Ontario) (hereinafter, the "**Act**") grants the council of a municipality the capacity, rights, powers and privileges of a natural person;

**WHEREAS** without limiting the generality of sections 9, 10, and 11 of the *Act*, section 391(1) of the *Act* authorizes Council to pass by-laws setting out and imposing fees and charges on persons for services or activities provided or done by or on behalf of The Corporation of the County of Lambton ("**County**"), for costs payable to the County in the provision of such services and activities, and for the use of the County's property;

**WHEREAS** County Council wishes to update its fees and charges schedule that has been in effect since February 7, 2024, pursuant to By-Law No. 1 of 2024;

**NOW THEREFORE** the Council of The Corporation of the County of Lambton enacts as follows:

**Short Title**

1. This By-Law may be cited as the "2025 Services Fees and Charges By-Law".

**Fees and Charges**

2. Any person making use of the services and/or activities set out in the County's services fees and charges schedule attached hereto as Schedule "A" (the "**Services Fees and Charges Schedule**"), shall pay the associated fees and charges set out in such schedule.
3. The Services Fees and Charges Schedule shall be effective as of February 5, 2025.

**Precedence and Severability**

4. By-Law No. 1 of 2024 is hereby repealed effective February 5, 2025.
5. Where this By-Law conflicts with any other By-Law of the County, this By-Law shall take precedence to the extent of the conflict.

**Coming Into Force**

6. THIS BY-LAW shall come into force and take effect upon passing hereof.

THIS BY-LAW read a first, second and third time and finally passed this 5<sup>th</sup> day of February, 2025.

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Kevin Marriott  
Warden

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Olivia Leger  
Clerk

DRAFT



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

<b>CORPORATE SERVICES</b>	<b>Detail</b>	<b>Approved Fees 2025</b>
<b>Court Services Department</b>		
Access Card Replacement	Each	\$30.00
Tax Rolling of Fine/Civil Enforcement Fee/Delinquent Fine Collection	Each	\$30.00
NSF Fees*	Per cheque	\$30.00
Credit Card Chargeback Fee	Each	\$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
Multiple Day Recordings	Per Case (1st Day)	\$22.00
	Each Additional Day (Same Case)	\$10.50
<b>Transcript Fees – Paper Format</b>		
Transcription of First Copy	Per Page for a Certified Original	\$7.10
Expedite (Within 5 Business Days)	Per Page for a Certified Original	\$9.60
Daily (Within 24 Hours)	Per Page for a Certified Original	\$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
Reproduction - Paper	Per Page for a Certified Original, subsequent to the original	\$0.80
Minimum Fee	Per Transcript	\$25.00
<b>Transcript Fees – Electronic Format</b>		
Transcription of First Copy	Per Page for a Certified Original	\$6.30
Expedite (Within 5 Business Days)	Per Page for a Certified Original	\$8.80
Daily (Within 24 Hours)	Per Page for a Certified Original	\$11.75
Reproduction - Electronic	Per Transcript, subsequent to the original	\$25.00
Reproduction - Electronic	Per Transcript, at the same time as the original	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 2025</b>
<b>Lambton Heritage Museum &amp; Oil Museum of Canada</b>		
<b>Admission</b>		
Adults	Per Person, Includes HST	\$5.00
Seniors & Students	Per Person, Includes HST	\$4.00
Children	Per Person, Includes HST	\$3.00
Family	Per Family, Includes HST	\$15.00
Organized Tour through Company or Guide - 10% discount		
<b>Memberships</b>		
Individual	Per Year, Includes HST	\$20.00
Family	Per Year, Includes HST	\$30.00
Employees of the County of Lambton	Per Year, Includes HST	\$15.00
<b>Copy Fees</b>		
Photocopies (Black & White)	Per Copy, Includes HST	\$0.50
Photocopies (Colour)	Per Copy, Includes HST	\$0.75
Digital Copies	Per Image, Includes HST	\$5.00
<b>Publication Fee for Image Use</b>		
For Profit	Per Image	\$200.00
Not For Profit	Per Image	\$10.00
<b>Education Programs</b>		
School Program, on-site	Admission Fee Per Child, Includes HST	Admission & Cost Recovery*
General Public, on site	Per Participant, Includes HST	Admission & Cost Recovery*
Cancellation Fee, Education Programs	Per Booking	50% of Cost
Chaperone Fee	Per Chaperone	\$30.00

<b>CULTURAL SERVICES</b>	<b>Detail</b>	<b>Approved Fees 2025</b>
<b>Education Outreach</b>		
In-Person Outreach	Within Lambton County (no HST on School Materials)	Cost Recovery
Travelling Trunk		\$15.00
<b>Rentals - Lambton Heritage Museum - During Regular Business Hours</b>		
Cameron Church	Per Event	\$250.00
Lambton Gallery	Per Event	\$250.00
Meeting Room	Per Event	\$40.00
Kitchen	Per Event	\$40.00
Multi-use Space (half)	Per Event	\$100.00
Multi-use Space (full)	Per Event	\$250.00
Picnic Shelter	Per Event	\$40.00
After Hours Staff Facilitation Fee	Per Staff Member, per hour	\$45.00
In House Refreshments		Cost Recovery
Photo Shoot Fee	Per Sitting	\$100.00
<b>Rentals - Oil Museum of Canada - During Regular Business Hours</b>		
Theatre	Per Event	\$40.00
Pavillion Rental	Per Event	\$40.00
Meeting Room	Per Event	\$40.00
After Hours Staff Facilitation Fee	Per Staff Member, per hour	Cost Recovery
In House Refreshments		Cost Recovery
Photo Shoot Fee	Per Sitting	\$100.00
<b>Lambton Heritage Museum Craft Sale Booth Fees</b>		
Outdoor Space	Per Event	\$175.00
Indoor Space	Per Event	\$225.00
Table Rental Fee	Per Table	\$10.00
Hydro Access Fees	Per Booth	\$10.00
NSF Fee	Per Cheque	\$30.00

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

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



<b>CULTURAL SERVICES</b>	<b>Detail</b>	<b>Approved Fees 2025</b>
<b>Rentals Regular Business Hours</b>		
Norm Gurd Room	Per Event	\$250.00
Lecture Theatre	Per Event	\$250.00
After Hours Staff Facilitation Fee	Per Staff	\$45.00
In House Refreshments	Per Event	Cost Recovery
Photo Shoot	Per Sitting + Applicable Artist Fees	\$100.00
Adult Art Classes	Each	Cost Recovery
Image Reproduction Fee	Each	\$175.00
Administration Fee - Art Loans Other Galleries	Each	\$150.00
<b>Lambton County Library</b>		
<b>Room Rental</b>		
Sarnia Library Theatre Rental	Per Hour	\$20.00
Piano Practice Rental Rate	Per Hour	\$10.00
Sarnia Library Meeting Room - East Room	Per Hour	\$10.00
Sarnia Library Meeting Room - West Room	Per Hour	\$10.00
<b>Other Fees</b>		
After Hours Staff Facilitation Fee	Per Hour	\$45.00
Technician Fee	Per Hour	\$45.00
Facility Damage and/or Cleaning Fee	Based on Actual Repair/Service Costs	
Laundry Fee	Each, Plus HST	\$8.00
Piano Tuning Fee	Billed on Actual Tuning Costs	
<b>Promotional Materials</b>		
Library Bags	Each	\$6.00
Mugs	Each	\$10.00
<b>Other Products &amp; Services</b>		
Replacement/Duplicate Library Card	Each	\$2.00
Non-Resident Library Card	Bi-annually	\$50.00
Thumb Drives	Each	\$5.00
Ear Buds	Per Pair	\$2.00

<b>CULTURAL SERVICES</b>	<b>Detail</b>	<b>Approved Fees 2025</b>
<b>Other Products &amp; Services (continued)</b>		
Exam Proctoring Service	Per Exam	\$100.00
Copying (Copier/Computer) - Black & White	Per Sheet	\$0.25
Copying (Copier/Computer) - Colour	Per Sheet	\$0.25
Copying (from Microfilm)	Per Sheet	\$0.25
Interlibrary Loan Fine or Fee	Based on Lending Library's Requirements	
Interlibrary Loan Non-Pickup Fee	Per Item	\$10.00
Program/Activities Fee	Based on Cost Recovery Plus Disbursement	
Processing Charge (For Material Repairs)	Each	\$5.00
NSF Fee	Per Cheque	\$30.00
Collection Agency Referral Fee	Per Referral	\$25.00
<b>Makerspace</b>		
3D Printing	\$1.00 plus \$0.25 per gram	\$1.00
Book Binding	Per Book	\$1.00
Button Maker	Per Button	\$0.25
Photo Printing	Per Print	\$1.00
CDs and DVDs	Each	\$1.00
<b>Lost or Damaged Materials</b>		
Adult Book (Incl. Hardcover, Trade Paper Soft Cover & Graphic Novels)	Each	\$40.00
Young Adult (YA) Book (Incl. YA Graphic Novels)	Each	\$25.00
Children's Book	Each	\$12.00
Mass-Market Paperback Book	Each	\$10.00
VOX Book	Each	\$50.00
Wonderbook	Each	\$50.00
Audio Book	Each	\$50.00
Chromebook	Each	\$300.00
CD/DVD/Blu-Ray Disc	Each	\$30.00
Magazine/Periodical	Each	\$10.00
Playaways/Theme Kits/Launch Pads	Each	\$100.00

CULTURAL SERVICES	Detail	Approved Fees 2025
<b>Lost or Damaged Materials (continued)</b>		
Book Club Kits	Per Kit	\$300.00
For Each Single Missing Book	Per Book	\$40.00
Video Games	Each	\$60.00
E-Readers/Tablets	Each, varying from \$100-\$300	Cost Recovery
Snowshoes	Per Set	\$100.00
Ontario Parks Day-Use Lending Permit	Each	\$120.00
GPS Units	Each	\$100.00
Daisy Readers	Each	\$455.00
Walking Poles	Per Set	\$40.00
Walking Pole Accessories (Rubber Tips and Baskets)	Per Set	\$10.00
Binoculars	Per Set	\$100.00
Fishing Kit	Per Kit	\$60.00
Fishing Rod	Per Rod	\$40.00
Tackle Box	Per Box	\$20.00
Tool Kit	Per Kit	\$200.00
Individual Tools	Per Tool	\$20.00
Sports Kit	Per Kit	\$100.00
Telescope Kit	Per Kit	\$200.00
Telescope	Each	\$150.00
Individual Telescope Parts	Each	\$20.00
Projector		\$500.00
Cord / Block	Each	\$10.00
Radon Kit	Per Kit	\$200.00
WIFI Hotspot		\$175.00
Yoto Player		\$150.00
Yoto Audio Card	Per Card	\$15.00
Memory Care Kit	Per Kit	\$100.00
Single Items from Memory Care Kits	Each	\$12.00

<b>CULTURAL SERVICES</b>	<b>Detail</b>	<b>Approved Fees 2025</b>
<b>Lost or Damaged Materials (continued)</b>		
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 2025
<b>Procurement &amp; Project Management</b>		
<b>Electric Vehicle Charging</b>		
Electric Vehicle Charging Stations	Per Hour	\$1.91
County Administration Building Station*	Per Hour (flat rate)	\$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
	Per Hour	\$77.00
Meeting Room (Small)	Per Day	\$115.00
	Per Hour	\$21.00
Meeting Room (Large)	Per Day	\$165.00
	Per Hour	\$36.00
Boardroom	Per Day	\$115.00
	Per Hour	\$21.00
After Hours Additional Fee	Per Hour	\$75.00

INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Approved Fees 2025
<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
Municipalities Outside Lambton County	Chargable Rate Per hour, plus mileage rate*	\$90.00
	Plus Stand-by Fee, per week	\$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
Class 3: Cesspool System		\$150.00
Class 4: Leaching Bed System (Entire System)		\$500.00
Septic Tank Replacement Only		\$250.00
Leaching Bed Replacement Only		\$250.00
Class 5: A Holding Tank System		\$500.00
<b>Septic Administration</b>		
File Searches	Each	\$100.00
	24 Hours or Less Rush Fee	\$25.00
Sewage System Assessment	Each (To evaluate proposals to re-use existing septic systems in connection with new connection)	\$100.00
<b>Septic Reviews for Applications Made Under the Land Use Planning &amp; Protection Act:</b>		
Severances	Per Lot	\$100.00
Subdivisions and Multi-lot Severances	More than three	\$400.00
Minor Variances	Per Application	\$100.00
Official Plan Amendments & Rezoning	Per Application	\$100.00

INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Approved Fees 2025
<b>Plumbing Permit</b>		
Basic Fee	Each	\$70.00
Number of Dwelling Units	Each	\$35.00
Fixtures	Each	\$8.00
Soil vent stacks	Each	\$35.00
Catch Basins	Each	\$19.00
R.W.L.	Each	\$7.00
Sanitary Lateral	Each	\$35.00
Rate in excess of 90 metres	Per linear metre	\$1.50
Storm Lateral	Each	\$35.00
Rate in excess of 90 metres	Per linear metre	\$1.50
Water lines	Each	\$35.00
Rate in excess of 90 metres	Per linear metre	\$1.50
Fire Service Main	Per metre	\$1.50
Oil Interceptor	Each	\$35.00
Backflow Preventor	Each	\$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 2025
<b>Official Plan</b>		
Official Plan Amendment	County	\$4,000.00
	Local Municipality Official Plan	\$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	\$525.00
Zoning Compliance Letter (With or Without Survey)	Each	\$100.00
	24 hours or less Rush Fee	\$25.00
<b>Woodland</b>		
Application for Exemption to Clear Woodlands	Per Application	\$1,250.00
Extension for Approved Exemption Permit	Per Extension	\$175.00
Notice of Intents/Goods Forestry Practice Cuts	Per Notice	\$75.00
<b>Exemptions and Changes</b>		
Application for Minor Exemption Requests (Under Section 3)	Per Application	\$275.00
Changes to a Provisional Consent and Reactivation of a Lapsed Plan of Subdivision	Per Application	\$250.00
<b>Plan of Subdivision/Condominium</b>		
Plan of Subdivision/Condominium Application	0-20 lots	\$3,500.00
	21-50 lots	\$4,500.00
	50 + lots	\$6,500.00
Plan of Condominium Conversion Applications	Per Application	\$2,000.00
Exemption request for Condominium/ Condominium Conversion	Per Application	\$750.00
Plan of Subdivision Part Lot Control	Per Application	\$750.00



INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Approved Fees 2025
<b>Plan of Subdivision/Condominium (continued)</b>		
Plan of Subdivision/Condominium Extension to	Per Application	\$250.00
Draft Plan Approval		
Plan of Subdivision/Condominium Re-Submission of Lapsed Draft Plan Approval	Per Re-Submission	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
<b>Signs</b>		
Road Sign - 8" x 28"	Each	\$39.25
Street Sign - 6" x 22"	Each	\$25.25
Street Sign - 6" x 16"	Each	\$21.25
9-1-1 Sign - 5" x 13"	Each	\$16.50
9-1-1 Sign - 5" x 15"	Each	\$18.50
Sign Post	Each	\$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
	Per Cubic Yard	\$18.00
Tires (Passenger Car, Pickup)	Per Tire (Rim Off)	\$2.50
	Per Tire (Rim On)	\$5.00
Sign Permit	Each	\$100.00
Entrance Permit	Each	\$25.00
Damages to Public Property Caused During Collision	Actual Cost	Cost Recovery

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

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

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

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

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

**THE CORPORATION OF THE COUNTY OF LAMBTON**

**BY-LAW NO. 5 OF 2025**

**"A By-Law of The Corporation of the County of Lambton to confirm the resolutions and motions of Lambton County Council which were adopted up to and including February 5<sup>th</sup>, 2025"**

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**WHEREAS** it has been expedient that from time to time, the Council of The Corporation of the County of Lambton should enact the resolutions or motions of Council;

**AND WHEREAS** it is deemed advisable that all such actions which have been adopted by resolution or motion of Council only, should be authorized by By-Law;

**NOW THEREFORE** the Council of The Corporation of the County of Lambton enacts as follows:

- 1) That all actions of Council which have been authorized by a resolution or motion of Council and adopted in open Council and that were recorded in the minutes of Council or the minutes of a Committee of Council and accepted by Council up to and including February 5<sup>th</sup>, 2025 be hereby confirmed.



THIS BY-LAW read a first, second and third time and finally passed this 5<sup>th</sup>  
day of February, 2025.

\_\_\_\_\_  
Kevin Marriott  
Warden

\_\_\_\_\_  
Olivia Leger  
Clerk

DRAFT