



AGENDA **LAMBTON COUNTY COUNCIL**

Wednesday, November 26, 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 5, 2025, pursuant to s. 239(2) (b),(c),(d) and (k) of the *Municipal Act, 2001*.
- b) to receive a staff presentation and report regarding negotiations between the County and Stones 'N Bones Museum and the City of Sarnia for the potential acquisition and display of museum materials, pursuant to s. 239(2)(K) of the *Municipal Act, 2001*.
- c) to receive a report and provide instructions regarding negotiations for the leasing of facilities between the County and (a) St. Joseph's Hospice Sarnia-Lambton and (b) the Town of Plympton-Wyoming, pursuant to ss. 239(2)(k) of the *Municipal 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. Donor Recognition

There will be a presentation from Warden Kevin Marriott on behalf of Lambton County Council and staff to thank 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, Dieter Wolff, Imperial Oil Ltd., Milton Winberg and Judith J.Craig.

9. DELEGATIONS

- a) Sarah Reaume, CEO of Community Futures Lambton will present to County Council, BizLink. A program that will help business owners who are ready to sell and aspiring entrepreneurs looking to buy to connect anonymously and confidentially through the offer of customized supports.

10. MINUTES OF COUNCIL (OPEN SESSION)

- a) Reading and adoption of the Lambton County Council (Open Session) minutes dated November 5, 2025.

11. BOARD OF HEALTH (Lambton Public Health)

A) Board of Health Information Reports

- a) Information Report dated November 26, 2025 Regarding 2025 Ontario Public Health Standards.
- b) Information Report dated November 26, 2025 Regarding Clinical and Family Services Q3 2025 Activity Report.
- c) Information Report dated November 26, 2025 Regarding Health Equity in Lambton County.
- d) Information Report dated November 26, 2025 Regarding Health Protection Q3 2025 Activity Report.

B) Board of Health Other Business

12. INFORMATION REPORTS

A) Corporate Services Division

- 38 - 40 a) Information Report dated November 26, 2025 Regarding Court Services - 2025 3rd Quarter Statistics and Activity.

B) Finance, Facilities and Acquisitions Division

- 41 - 44 a) Information Report dated November 26, 2025 Regarding 3rd Quarter - 2025 Budget Monitoring Report.

13. ITEMS NOT REQUIRING A MOTION

- 45 - 56 a) Lambton Senior Advisory Board meeting minutes date May 27, 2025 and July 22, 2025.
- 57 - 59 b) Sarnia Lambton Economic Partnership Board meeting minutes dated September 23, 2025.
- 60 - 62 c) Tourism Sarnia-Lambton Board meeting minutes dated October 9th 2025.

14. REPORTS REQUIRING A MOTION

A) Corporate Services Division

- 63 - 76 a) Report dated November 26, 2025 Regarding Status Report for 2020-2025 Accessibility Plan & Draft 2026-2031 Accessibility Plan.

15. COMMITTEE MINUTES

- 77 - 82 a) Committee of the Whole (Open Session) minutes dated November 19, 2025.

16. OTHER BUSINESS

17. NOTICE OF BY-LAWS

- 83 - 84 a) 23 of 2025 A By-Law to Appoint a County Treasurer.
- 85 - 86 b) 24 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 November 26, 2025.

A) First and Second Reading of By-Laws

- a) #23 and #24 of 2025

B) Third and Final Reading of By-Laws

- a) #23 and #24 of 2025

18. ADJOURNMENT

Recommendation

That the Warden declare the meeting adjourned and that the next regular meeting of County Council be held on Wednesday, February 4, 2026 with the In-Camera Session to commence at 9:00 a.m.

19. O CANADA!



Sarah Reaume

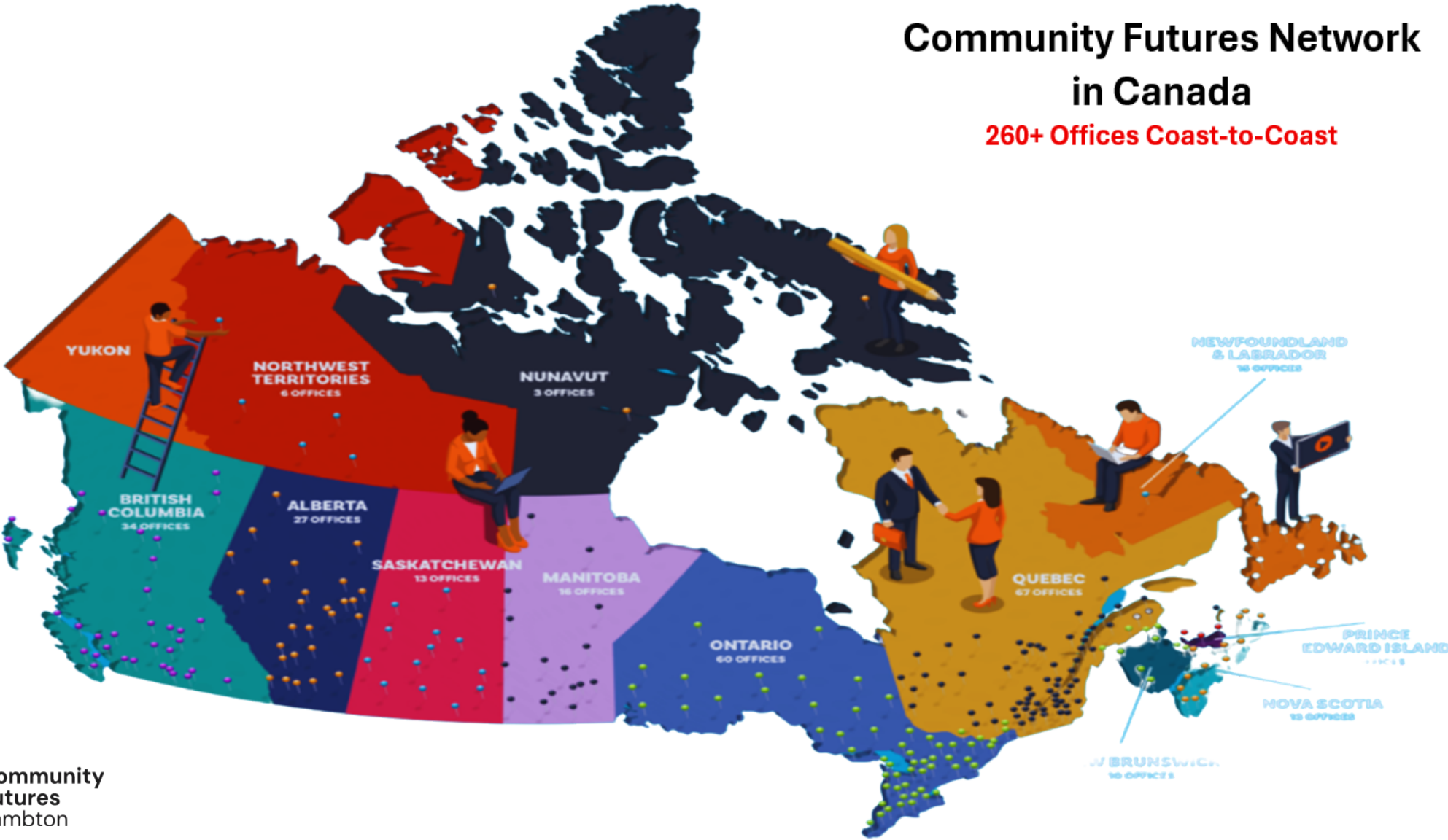
CEO, Community Futures Lambton



Council Presentation
November 2025

Community Futures Network in Canada

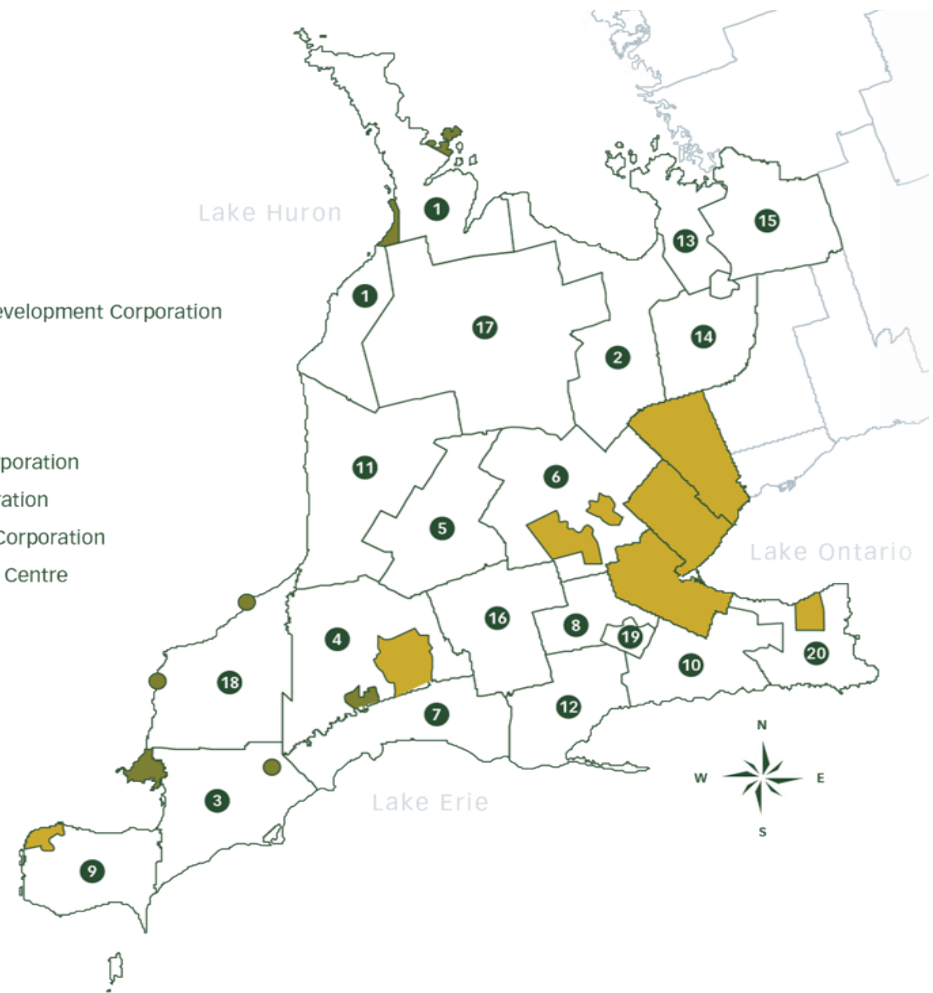
260+ Offices Coast-to-Coast



COMMUNITY FUTURES WESTERN ONTARIO

- 1 Bruce Community Futures
- 2 Community Futures South Georgian Bay
- 3 Community Futures Chatham-Kent
- 4 Community Futures Middlesex
- 5 Perth Community Futures
- 6 Wellington-Waterloo Community Futures
- 7 Elgin Business Resource Centre
- 8 Enterprise Brant
- 9 Community Futures Essex
- 10 Grand Erie Business Centre Inc.
- 11 Community Futures Huron

- 12 Venture Norfolk
- 13 North Simcoe Community Futures Development Corporation
- 14 Nottawasaga Futures
- 15 Orillia Area CDC
- 16 Community Futures Oxford
- 17 Saugeen Economic Development Corporation
- 18 Sarnia-Lambton Development Corporation
- 19 Two Rivers Community Development Centre
- 20 Venture Niagara
- Tecumseh Community Development Corporation
- SOFII





3 CORE SERVICE PILLARS



Funding

We offer repayable loan funding of \$5,000 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.



Background

2018 – 2020	CF offices in Orillia and Collingwood work together to create a Business Transitions Marketing program with funding from Simcoe County
2020 – 2023	CF Orillia successfully applied for \$600K+ funding from the Trillium Foundation over 3 years to fully develop this project. The project was re-branded as “ BizLink ”
2023 – 2025 Area	BizLink program serves Simcoe County under leadership of the Orillia & CDC [Community Futures Program] with success
Sept. 2025 for	The Association of Community Futures in Western Ontario provides funding BizLink to scale-up and roll out to all 21 CF offices in Western Ontario





[3-year data capture: 2020 – 2023: Trillium Grant period]

- **540** workshop participants
- **832** one-on-one coaching session
- **348** unique participants
- **75** successful business transitions (to May 2023)
85 transitions as of December 2024.
2025 is a transition year – Q3/4 rebuild – estimate **90+** by December 2025 (5 years)





Successful outcomes have included...

- the sale of a business that continues 'as-before' operations
- the sale and re-brand of a business that operates in the same industry
- and the sale of business assets and the ceasing of business operations





75 (+20 more 2024/25) successful business transitions

Equates to nearly +\$74 million retained in the
Simcoe County local economy 334.5 Full Time
Equivalent (FTEs) preserved/created

Presuming a 3-to-5 time turn rate of \$ retained in
the Simcoe County community ...

3x = \$147 million/year retained

5x = \$245 million/year retained

*Data based on the 2020-23 Trillium Grant period only.





Canadian Federation of Independent Business

2022 Research Report on Business Transitions

- Currently **60%** of business owners are **50+ years of age**
- Of the **1.22 million** SMEs in Canada ... **76%** of business owners plan to exit their business within the **next 10 years** (Over 900,000 businesses!)
- These businesses equate to **\$2 trillion** in business assets that will either change hands or (worse case) ... disappear
- Only **1 in every 10** business owners have a formal business succession plan in place to ensure a smooth transition



Extrapolate data for Sarnia-Lambton ...





BizLink

Buyers. Sellers. Connected & Supported.

Preparation is Everything!

- **Promote succession planning that is not “in-the-moment”**

[Sales package (showcasing the business). Accurate valuation (no money left on the table)].

- **Tax implications can be significant**

[Professional legal & accounting support ... financials for tax vs. financials for sale purposes]

- **Sellers that are prepared. Buyers that are Bonafide.**
- **Confidential matchmaking.**

****Realizing continuity in economic impact through retained business operations ****





- Confidential intake and matchmaking for buyers and sellers
- Customized marketing tools and business listings
- Connections with valuers, lawyers, accountants and other professionals
- Access to financing and wrap-around business supports
- Succession planning education & coaching



Confidential & Anonymous Wrap-Around Support





**MINUTES
LAMBTON COUNTY COUNCIL**

November 5, 2025

Lambton County Council was in session in Council Chambers, Wyoming, Ontario, at 9:00 a.m. on the above date. Warden in the Chair; Roll called; All members present, except Councillor I. Veen. Councillor 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.

DISCLOSURES OF PECUNIARY INTEREST

None.

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

#1: Loosley/Ferguson: 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 October 1, 2025, pursuant to s. 239(2) (b),(d),(e) and (k) of the *Municipal Act, 2001*.

b) to receive a report seeking instructions from Council regarding a proposed collective agreement with CUPE Local 2926 and UNIFOR Local 302, pursuant to s. 239(2) (d) and (k) of the *Municipal Act, 2001*.

c) to receive a report reviewing instructions from Council regarding personnel compensation matters pursuant to s. 239(2) (b) and (d) of the *Municipal Act, 2001*.

d) to receive a report regarding the potential acquisition of property in the City of Sarnia, and to provide instructions in relation thereto, pursuant to s. 239(2) (c) of the *Municipal Act, 2001*.

e) to review the Committee of the Whole In-Camera minutes dated October 15, 2025 pursuant to s. 239(2) (c) of the *Municipal Act, 2001*.

Carried.

Time: 9:31 a. m.

OPEN SESSION

The Warden declared that County Council go back into Open Session. Council then reconvened at 9:34 a.m.

RISE AND REPORT MOTIONS OF THE IN-CAMERA SESSION

The Clerk noted that County Council went In-Camera to discuss the following:

a) to review and approve the Lambton County Council (Closed Session) minutes dated October 1, 2025.

b) to receive a report seeking instructions from Council regarding a proposed collective agreement with CUPE Local 2926 and UNIFOR Local 302.

c) to receive a report reviewing instructions from Council regarding personnel compensation matters.

d) to receive a report and instructions on the potential acquisition of property in the City of Sarnia.

e) to review and approve the Committee of the Whole In-Camera minutes dated October 15, 2025, which included a report regarding the acquisition of the property in the Township of Dawn-Euphemia.

Take Our Kids to Work Day

The Warden welcomed the students participating in Take Our Kids to Work Day. There were 15 students participating throughout the County facilities with some of them joining in person for part of the meeting today.

PRESENTATIONS

Melissa Fitzpatrick, General Manager, Social Services and Ian Hanney, Manager, Homelessness Prevention and Social Planning presented to Council an update regarding the Out of the Cold Overflow Shelter.

#2: Broad/Ferguson: That Melissa Fitzpatrick, General Manager, Social Services and Ian Hanney, Manager, Homelessness Prevention and Social Planning presentation to Council regarding the Out of the Cold Overflow Shelter dated November 5, 2024 be received and filed.

Carried.

Dr. Karalyn Dueck, Medical Officer of Health presented to Council regarding the details of Lambton Public Health's 2025-2026 Respiratory Season Preparation.

#3: Sageman/Miller: That Dr. Karalyn Dueck, Medical Officer of Health presentation to Council regarding the details of Lambton Public Health's 2025-2026 Respiratory Season Preparation dated November 5, 2025 be received and filed.

Carried.

MINUTES OF COUNCIL (OPEN SESSION)

That Lambton County Council (Open Session) minutes dated October 1, 2025 were presented.

#4: Atkinson/Agar: That the Lambton County Council (Open Session) minutes dated October 1, 2025 be accepted as presented.

Carried.

BOARD OF HEALTH (Lambton Public Health)

Board of Health Correspondence to Receive and File

BOH 11-06-25 A letter from Dr. Kit Young Hoon, Medical Officer of Health, Marilyn Herbacz, Chief Executive Officer and Doug Lawrance, Board of Health Chair, Northwestern Health Unit, dated October 8, 2025, regarding a report that examines how changes in alcohol availability influence community health and safety.

#5: Case/Cook: That correspondence BOH 11-06-25 be received and filed.

Carried.

Board of Health Information Reports

#6: Miller/Loosley: That the following Information Reports from the Board of Health be received and filed:

- a) Information Report dated November 5, 2025 regarding Breastfeeding and Infant Feeding Support.
- b) Information Report dated November 5, 2025 regarding Physical Activity and Nutrition - Program Updates.
- c) Information Report dated November 5, 2025 regarding Rabies Prevention and Control Program Update.

Carried.

CORRESPONDENCE

Correspondence to Receive and File

CC 11-05-25 A letter dated September 23, 2025 from Jan Simpson, National President, Canadian Union of Postal Workers regarding the planned Federal Government's mandate review of Canada Post from October 2025 to March 2026 and asks County Council to:

1. **Pass a resolution asking for a delay on this mandate review;**
2. **Ask the Government to commit to a fully transparent, public process involving input and hearings from all stakeholders in all regions; and**
3. **Make a written and/or oral submission to the upcoming mandate review - if you have the capacity and depending upon how the review is structured.**

#7: Case/McRoberts: That correspondence CC 11-05-25 be received and filed.

Carried.

Correspondence from Member Municipalities

CC 11-04-25 A resolution from The Town of Plympton-Wyoming dated October 08, 2025 that calls on the Province of Ontario to reconsider the fee freeze mandate and to implement a funding framework that protects municipal taxpayers from cost recovery deficits, while supporting a sustainable and balanced approach to conservation authority financing.

#8: Broad/White: That County Council endorse the resolution in correspondence CC 11-04-25 as follows:

WHEREAS conservation authorities serve a critical function in safeguarding Ontario's natural heritage, overseeing watershed management, mitigating flood risks, and advancing climate resilience;

AND WHEREAS the Province of Ontario's recent mandate to freeze conservation authority fees has significantly hindered their capacity to deliver essential services;

AND WHEREAS Conservation Authorities are now expected to process an increasing volume of permit applications under a fee structure that remains frozen, despite rising costs of living and wage pressures, further compounding operational and fiscal challenges;

AND WHEREAS municipalities are increasingly compelled to absorb the resulting financial shortfalls, leading to unsustainable downloading of costs onto local taxpayers;

AND WHEREAS the intent behind the provincial fee freeze was to reduce development-related expenses and accelerate housing supply; And whereas this policy has inadvertently shifted the financial burden from a user-pay cost recovery model to the municipal tax base, thereby straining local budgets and compromising the principle of fair and equitable funding;

NOW THEREFORE, be it resolved that the Council of the Town of Plympton-Wyoming urges the Province of Ontario to reconsider the fee freeze mandate and to implement a funding framework that protects municipal taxpayers from cost recovery deficits, while supporting a sustainable and balanced approach to conservation authority financing.

Carried.

INFORMATION REPORTS

Social Services Division

Information Report dated November 05, 2025 Regarding Out of the Cold Overflow Shelter

#9: Case/Cook: That Information Report dated November 05, 2025 regarding Out of the Cold Overflow Shelter be received and filed.

Carried.

#10: Bradley/Dennis: That County Council endorse making the goal of closing the Out of the Cold Overflow Shelter by April 1, 2025.

A recorded vote starting with Councillor Bradley was requested by Councillor Bradley on motion #10 of this day's minutes.

Councillor	Vote
J. Agar	No (3)
G. Atkinson	No (3)
D. Boushy	Yes (3)
M. Bradley	Yes (3)
A. Broad	No (1)
T. Case	No (2)
D. Cook	No (3)
B. Dennis	Yes (3)
D. Ferguson	No (1)
B. Hand	Yes (1)
B. Loosley	Yes (2)
K. Marriott	No (1)
C. McRoberts	Yes (3)
S. Miller	No (2)
D. Sageman	No (2)
I. Veen	No (1)
B. White	Yes (3)

Yeas - 18; Nays - 19.

Defeated.

ITEMS NOT REQUIRING A MOTION

#11: White/Boushy: That the following items be received and filed:

- a) Lambton Creative County Committee minutes dated March 27, 2025.
- b) Sarnia Lambton Economic Partnership minutes dated May 27, 2025.
- c) Tourism Sarnia-Lambton minutes dated September 4, 2025.

Carried.

COMMITTEE MINUTES

That Committee of the Whole (Open Session) minutes dated October 15, 2025 were presented.

#12: Miller/Broad: That the Committee of the Whole (Open Session) minutes dated October 15, 2025 be accepted as presented.

Carried.

NOTICE OF BY-LAWS

22 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 November 5, 2025.

First and Second Reading of By-Laws

#13: Ferguson/Hand: That By-Laws #22 of 2025, as circulated, be taken as read a first and second time.

Carried.

Third and Final Reading of By-Laws

#14: Hand/Ferguson: That By-Laws #22 of 2025, as circulated, be taken as read a third and final time.

Carried.

ADJOURNMENT

#15: Broad/Sage: That the Warden declare the meeting adjourned and that the next regular meeting of County Council be held on Wednesday, November 26, 2025 with the In-Camera Session to commence at 9:00 a.m.

Carried.

Time: 10:33 a.m.

Kevin Marriott, Warden

Ryan Beauchamp, Deputy Clerk



PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LAMBTON PUBLIC HEALTH
PREPARED BY:	Dr. Karalyn Dueck, Medical Officer of Health Kevin Churchill, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 26, 2025
INFORMATION ITEM:	2025 Ontario Public Health Standards

BACKGROUND

Through the report to Lambton's Board of Health ("**BOH**") (County Council) dated [October 4, 2023](#), titled: *Update on Province's New Plan to Strengthen Public Health and Implications for Lambton Public Health*, staff provided information regarding the memorandum from the Ministry of Health ("**the Ministry**") regarding the Provincial Strategy to Strengthen Public Health ("**the Strategy**") – [CC 10-08-23](#).

One of the Strategy's three initiatives described clarifying roles and responsibilities through updating the Ministry's Ontario Public Health Standards ("**OPHS**"), which outline requirements for public health programs and services delivered by Ontario's 29 local public health units. The statutory basis for the OPHS is from Section 7 of the *Health Protection and Promotion Act*, where the Minister of Health may publish public health standards for the provision of mandatory health programs and services, and every BOH shall comply with them. In February 2024, the Ministry commenced its engagement process to review and update the 2021 version of the OPHS, with the 2025 OPHS and protocols to be published and effective on the Ministry's website January 2, 2026.

The purpose of this report is to provide Lambton's BOH with information regarding the updated 2025 OPHS, and Lambton Public Health ("**LPH**") readiness for implementation in local public health practice.

DISCUSSION

The Ministry has noted that feedback was sought on the 2025 OPHS and protocols via existing tables or sub-groups, along with Ministry selected public health leadership at Public Health Ontario and from public health units. Feedback was also sought by the Ministry from Indigenous partners, to provide advice, guidance, and co-development.

The Ministry instructed public health units to maintain confidentiality of working draft 2025 OPHS documents shared with the field for internal use, on September 25, 2025. Within LPH, the 2025 OPHS were shared for staff review and awareness on October 2, 2025.

The Ministry committed to working with local public health units throughout phases of planning and implementation of the 2025 OPHS, including virtual presentations to onboard local public health unit staff to the content. Detailed virtual orientation sessions were scheduled by the Ministry during October and November, providing an opportunity for public health unit staff to review and discuss with the Ministry leaders.

Upon review of the working draft 2025 OPHS, LPH's leadership team has determined the organization's processes and current work is well prepared for January 2, 2026 implementation.

For the BOH's information, the components of the 2025 OPHS are outlined below:

Foundational Standards

- Principles of need, impact, partnerships, and engagement guide public health work.
- Consolidated from four (4) to two (2) Foundational Standards named:
 - *Population Health Assessment and Surveillance*, and,
 - *Effective Public Health Practice* encompassing three (3) components of *Health Equity, Planning and System Coordination*; and *Quality, Evaluation and Knowledge Exchange*.

Program Standards

- Consolidated from nine (9) to eight (8) Program Standards named:
 - *Comprehensive Health Promotion*;
 - *Emergency Management*;
 - *Food Safety*;
 - *Health Hazard Management*;
 - *Immunization*;
 - *Infectious and Communicable Diseases Prevention and Control*;
 - *Safe Water*; and,
 - *Substance Use Prevention*.

Protocols

- 27 integrated 'protocols' will replace any 'guidelines' included in previous OPHS.
- Previous 'guidelines' content were incorporated into new or existing 'protocols', or have been converted into 'reference documents'.

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 2025 Budget.

CONSULTATIONS

In the preparation of this report, LPH's Managers and Chief Nursing Officer/Professional Practice Lead were consulted.

STRATEGIC PLAN

Preparation for implementation of the updated 2025 OPHS is consistent with the principles, vision, mission, and areas of effort identified in the County of Lambton 2024-2027 Strategic Plan, supporting the areas of effort of *Community Development, Health, and Wellness*, along with *Partnerships*.

CONCLUSION

The working draft 2025 OPHS were shared by the Ministry with local public health units at the end of September 2025, for confidential internal use to enable implementation preparation. Beginning January 2, 2026, the updated 2025 OPHS will set the minimum expectations for the work of Ontario's local public health units. LPH has a long-standing history of delivering effective local public health programs and services, meeting the Ministry requirements and indicators, and anticipates the organization's processes and work as prepared to implement the 2025 OPHS in January 2026.



PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LAMBTON PUBLIC HEALTH
PREPARED BY:	Crystal Palleschi, Manager, Clinical and Family Services
REVIEWED BY:	Kevin Churchill, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 26, 2025
INFORMATION ITEM:	Clinical and Family Services Q3 2025 Activity Report

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 the Lambton Board of Health (County Council) with an update on the third quarter of 2025 (the period from July 1, 2025, to September 30, 2025), including key program indicators within Clinical and Family Services.

DISCUSSION

The following sections highlight goals and key indicators under four program areas within Clinical and Family Services. The tables provide 2025 third quarter and year-to-date indicators for reproductive health, harm reduction, oral health, and child health programs.

Reproductive Health

Reproductive Health programs are designed to prevent, test, treat, and reduce the burden of sexually transmitted infections (“**STIs**”). These programs also promote contraception and safer sex, which can prevent unintended pregnancies.

Reproductive Health Indicator	Q3 2025	YTD
# of clinic visits	337	1,139
% of clinic visits related to STI testing	40%	31%
% of clinic visits related to STI treatment	11%	10%

% of clinic visits related to sexual health counselling	51%	49%
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Harm Reduction

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.

Harm Reduction Indicator	Q3 2025	YTD
# of client visits	323	1,458
# of community sharps disposal bin inspections	48	114
# of community sharps disposal bins exchanged	32	92
# of naloxone kits distributed to LPH clients	155	655

Oral Health

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

Oral Health Indicator	Q3 2025	YTD
School Dental Screening		
# of schools completed	0	29
# of students screened	0	2,412
Ontario Seniors Dental Care Program		
# of newly eligible clients	9	30
# of seniors received treatment	151	304

Child Health

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

Child Health Indicator	Q3 2025	YTD
# of family health line calls	78	276
# of breastfeeding inquiries	31	90
# of healthy growth & development inquiries	25	68
# of prenatal teaching sessions	9	41
# of Healthy Babies Healthy Children home visits	476	1,427
# of parents attending parent drop-in	528	1,746
# of postpartum support group sessions	0	16
# of participants in postpartum support group	0	16

FINANCIAL IMPLICATIONS

All costs associated with Clinical and Family Services programs are cost-share funded between the province and municipality, as included in the approved 2025 LPH budget. The exceptions are the Ontario Seniors Dental Care Program and the Healthy Babies, Healthy Children Program. These two programs are 100% funded by the province.

CONSULTATIONS

In the preparation of this report, Clinical and Family Services Supervisors and the Ontario Harm Reduction Database were consulted. The 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 County of Lambton Strategic Plan 2024-2027, Area of Effort #3 *Community Development, Health and Wellness - 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 Area of Effort #5 *Partnerships*.

Child Health programs align with Lambton Public Health's 2025-2029 Strategic Plan, contributing to the strategic priority of Mental and Physical Health in Early Life, particularly *enhancing services that meet the health needs of children and families from preconception to school entry*.

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 third quarter indicators for 2025.



PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LAMBTON PUBLIC HEALTH
PREPARED BY:	Siobhan Churchill, Supervisor, Health Promotion Jordan Banninga, Manager, Health Promotion
REVIEWED BY:	Kevin Churchill, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 26, 2025
INFORMATION ITEM:	Health Equity in Lambton County

BACKGROUND

The purpose of this report is to provide the Lambton Board of Health (County Council) with information on health equity in Lambton County, and how Lambton Public Health (“LPH”) monitors and addresses health equity in our community.

Health equity means that everyone should have a fair opportunity to achieve their best possible health.¹ In Lambton County and across Canada, social and economic factors like housing, income, education, and discrimination can influence our health. These are known as the social determinants of health. When some populations have better access to these factors than others, it can lead to unfair and preventable differences in health outcomes. These differences are called health inequities.²

As an example, people living in low-income neighbourhoods may experience higher rates of diabetes due to their inability to afford a healthy diet. Community health and individual outcomes in a scenario like this are largely shaped by determinants of health (such as financial status) and not because of individual choices.

Health inequities are not inevitable. They can be measured through population health assessment and surveillance, and they can be reduced or eliminated when communities take a health equity approach in their service delivery, action, and decision-making.

The Role of Public Health

Public Health has a mandate under the Ontario Public Health Standards to embed health equity approaches into all areas of our work.³ LPH does this by:

- Identifying and monitoring health inequities using health data that is available from provincial, federal, and other partner organizations;

- Gathering and sharing local data on the health and well-being of Lambton County residents;
- Collaborating with a broad range of settings, sectors, and populations such as First Nations, school boards, and social service providers to better understand and address the needs of our population;
- Designing and modifying public health interventions to improve the health of the entire population while decreasing health inequities (“proportionate universalism”).

The Importance of Multi-Sectoral Collaboration

Public health alone cannot reduce health inequities. We work together with municipalities, health systems, and community partners by providing information about health inequities, and collaborating on strategies to reduce them.

DISCUSSION

Health Inequities in Lambton County

Using recent data from Public Health Ontario (“PHO”)⁴, LPH completed a review of the health inequities that are found in Lambton County. The analysis shows that people living in local neighbourhoods with challenges related to housing, poverty, and discrimination experience significantly worse health outcomes compared to those without these challenges.

For the purposes of this report:

- **Housing** means the type and density of residences in a neighbourhood, as well as family characteristics (e.g., over-crowding, proportion of rental dwellings).
- **Poverty** refers to a neighbourhood’s access to basic resources like food, clothing, and housing, using information like household income, education, and the percentage of dwellings in need of major repair.
- **Discrimination** refers to the impacts of racism and xenophobia, using information like a neighbourhood’s proportion of newcomers and racialized populations.

LPH assessed health inequities using an indicator called potentially avoidable mortality, which is the rate of people who died before age 75 from causes that could have been avoided through prevention or treatment. People living in areas with the worst housing conditions had a potentially avoidable mortality rate that was two times higher than those living in areas with the greatest housing conditions. For areas experiencing poverty, the rate was over three times higher when compared to well-resourced areas. Outcomes related to chronic disease, substance use, and mental health were also worse for areas with poor housing conditions or access to resources.

People living in areas with higher populations of newcomers and racialized people experienced health inequities across multiple outcomes, when compared to those living in

less diverse areas. These inequities may be posited as attributable to stress from exposure to racism and discrimination, and systemic barriers to employment, housing, and health care. People in these areas were more likely to visit the emergency department for assault-related injuries, and more likely to be hospitalized due to respiratory disease.

One area where no health inequities were identified was the rate of infants born with low birth weight. Outcomes were the same, regardless of neighbourhood characteristics like housing, resources, and discrimination. This result highlights that health equity is achievable in Lambton County.

Health Equity Approaches at LPH

In addition to identifying health inequities, LPH works to reduce and eliminate them through education, partnership, and system-level change. Health equity leadership is provided by two (2) Full-Time Equivalent Social Determinants of Health Nurses, who collaborate with staff, management, and the Medical Officer of Health to fulfill LPH's mandate.

Key areas of focus in 2025 have included:

- **Poverty and Homelessness:** LPH works with partners, including the Social Services Division and the Inn of the Good Shepherd, to reduce the health impacts of poverty and homelessness. LPH's low-barrier flu and COVID-19 immunization clinics, outreach nursing services, and participation in [Mobile Market](#) programming are examples of how services are tailored to meet the needs of marginalized populations.
- **Evidence-Informed Decision Making:** LPH uses population health data to determine where and how to deliver public health interventions. For example, data on vaccine uptake is used to help identify clinic locations, and geographic data on health outcomes is used to help planning with schools for educational interventions. LPH also shares high-level data with partner organizations to support health equity-related program modifications.
- **2SLGBTQIA+ Health:** LPH is a founding member of the Sarnia-Lambton Rainbow Health Community of Practice. Public health provides population health assessment data and contributes epidemiological expertise, analysis, and ethics review for data collection projects, with a goal of reducing health inequity among the LGBTQ population.
- **Equity, Diversity, and Inclusion ("EDI"):** LPH is a member of the Sarnia-Lambton Anti-Racism, Diversity, and Inclusion Committee, supporting planning and governance to develop a framework for coordinating EDI work in Lambton County.

FINANCIAL IMPLICATIONS

All costs associated with monitoring and addressing local health inequities were included in LPH's approved 2025 budget, which are cost-share funded between the province and the municipality.

CONSULTATIONS

In the preparation of this report, staff consulted with the Lambton Public Health Epidemiologists, Social Determinants of Health Nurses, and Public Health Ontario.

STRATEGIC PLAN

Monitoring health inequities is consistent with the County's vision as a *Caring* community. This work supports Lambton County's strategic area of effort related to *Health and Wellness*.

CONCLUSION

Health inequities are a critical public health issue. The social determinants of health impact health outcomes, and local data show that many Lambton County residents face barriers to achieving their best possible health. Efforts to address the root causes of these inequities must focus on multisectoral action to improve the social determinants of health. Lambton Public Health will continue to monitor local health inequities, and work with community partners to reduce and eliminate them.

References

1. Ministry of Health and Long-Term Care. Health Equity Guideline [Internet]. Toronto, ON: Queen's Printer for Ontario; 2018 [cited 2025 Oct]. Available from: <https://files.ontario.ca/moh-guidelines-health-equity-guideline-en-2018.pdf>.
2. World Health Organization. Health and Human Rights and Equity Working Group Draft Glossary. Unpublished. 2005.
3. Ministry of Health and Long-Term Care. Ontario Public Health Standards: Requirements for Programs, Services, and Accountability [Internet]. Toronto, ON: Queen's Printer for Ontario; 2021 [cited 2025 Oct]. Available from: <https://files.ontario.ca/moh-ontario-public-health-standards-en-2021.pdf>.
4. Ontario Agency for Health Protection and Promotion (Public Health Ontario). Snapshots [Internet]. Toronto, ON: King's Printer for Ontario; 2024 [cited 2025 Oct]. Available from: <https://www.publichealthontario.ca/en/Data-and-Analysis/Commonly-Used-Products/Snapshots>.



PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LAMBTON PUBLIC HEALTH
PREPARED BY:	Chad Ikert, Manager, Health Protection
REVIEWED BY:	Kevin Churchill, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 26, 2025
INFORMATION ITEM:	Health Protection Q3 2025 Activity Report

BACKGROUND

The purpose of this report is to provide Lambton's Board of Health (County Council) with an update on programs and activities administered by the Health Protection service area of Lambton Public Health ("LPH") in the third quarter of 2025.

The most recent update on these programs and activities was provided to County Council through the Council report *Health Protection- 2025 Second Quarter Activity Report* dated September 3, 2025.

DISCUSSION

Highlights:

- The 2025 beach monitoring program continued throughout July and August. LPH monitors seven (7) public beaches along the shore of Lake Huron. There were seven (7) beach postings this season.
- Adult mosquito surveillance for West Nile virus ("WNV") took place over a 12-week period from July to September. One WNV positive mosquito trap and one WNV positive bird were identified in Lambton this season.
- Municipal catch-basin larviciding took place throughout July and August. Pestalto Environmental Health Services was contracted to apply larvicide treatments to approximately 17,000 municipal catch basins. Three (3) rounds of treatments were applied throughout the 2025 season.
- The Immunization team successfully implemented its first Arepanrix vaccine clinics for Avian Influenza in July and August, enhancing local preparedness capacity.

- The Infectious Diseases Prevention and Control team completed planning and preparation for 2025-2026 respiratory season, including a public messaging campaign.

Infectious Diseases Prevention and Control Team Activities:

Activity	2025 Q3 Actuals
Reportable Disease Investigations	61 investigations - 28 enteric, five (5) vector-borne, 13 respiratory, 13 Latent Tuberculosis Infection, two (2) other
Institutional Outbreak Investigations	11 investigations (11 respiratory outbreaks, zero (0) enteric outbreaks)
Infection Control Inspections	126 inspections (including 18 daycares, 70 personal service settings, 23 group homes, 15 long-term care facilities)
Infection Prevention and Control Complaint Investigations	Two (2) investigations

Immunization Team Activities:

Activity	2025 Q3 Actuals
Grade 7 Immunization Clinics	100 vaccinations given at four (4) school clinics
Routine, Catch-up and COVID-19 Immunization Clinics	206 vaccinations given at six (6) clinics
Cold chain inspections	44 inspections
Immunization Record Assessments for Out-of-Province Students	42 records assessed and 34 clients vaccinated

Environmental Health Team Activities:

Activity	2025 Q3 Actuals
Food Premise Inspections	373 inspections (including 304 routine inspections, 55 re-inspections, and 14 pre-operational)
Food Handler Training Course	55 food handlers certified
Food Safety Complaint Investigations	44 investigations
Recreational Water Inspections	89 inspections (including 61 public pools, three (3) splash pads, three (3) wading pools, seven (7) spas, one (1) waterslide basin and 14 re-inspections)
Rabies Investigations	171 investigations with rabies post-exposure prophylaxis being administered to 40 individuals
Health Hazard Investigations	33 investigations related to mould, pests, sewage, and sanitation
Extreme Temperature Alerts	Four (4) Heat Alerts issued
Vector-borne Disease Program – tick surveillance	26 ticks were submitted for identification

FINANCIAL IMPLICATIONS

All costs associated with the Health Protection programs are cost-share funded between the province and municipality, as included in the approved 2025 LPH budget. Some Health Protection programs are eligible to receive 100% provincial grants for Infection Prevention and Control Hub coordination, and student Public Health Inspector practicums.

CONSULTATIONS

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

STRATEGIC PLAN

The programs, services and activities delivered by LPH staff are consistent with the missions, principles and values identified in the County's Strategic Plan and support the Area of Effort #3 *Community Development, Health and Wellness*.

CONCLUSION

In the third quarter of 2025, Lambton Public Health's Health Protection service area continued to deliver critical programs and services that align with the Ontario Public Health Standards. Through the dedicated efforts of the Environmental Health, Immunization, and Infectious Diseases Prevention and Control teams, LPH addressed key public health concerns, including food safety, health hazard, rabies prevention, safe water, immunization programs, disease response, and outbreak management. These initiatives demonstrate the Health Protection service area's ongoing commitment to safeguarding the health and well-being of Lambton County residents.



CORPORATE SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	COURT SERVICES
PREPARED BY:	Kelly Wiebenga, Supervisor
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 26, 2025
INFORMATION ITEM:	Court Services – 2025 3rd Quarter Statistics and Activity

BACKGROUND

The Court Services Department (the “**Department**”) maintains statistical data regarding the number, type, and value of fines assessed and paid through the County’s *Provincial Offences Act* (POA) court. This report provides Council with a summary and analysis of this data at the end of the third quarter.

DISCUSSION

Total Charges Received

In the third quarter of 2025, the Department recorded a total of 6,573 charges received, representing an increase of 711 charges or 12% from the previous quarter. In comparison to the third quarter of 2024, total charges increased by a total of 547 or 9%.

At the end of the third quarter of 2025, the Department received 95% of the total charges received in 2024.

Charges Laid by Enforcement Agency

With a total of 3,227 charges, Ontario Provincial Police (“**OPP**”) issued the highest number of charges in this quarter. Charges increased from the previous quarter by 1,419 or 78%. In comparison to the second same quarter of 2024, charges laid by OPP increased by 718 or 29%.

Municipalities issued the second highest number of charges in this quarter with a total of 1,381, representing an increase of 146 charges or 12% from last quarter. In comparison to the same quarter in 2024, charges laid by municipalities decreased slightly by 98 or 7%.

Sarnia Police issued a total of 1,282 charges this quarter, down by 418 or 25% from last quarter. In comparison to the same quarter in 2024, Sarnia Police issued 241 or 23% more charges in 2025.

Ministry of Transportation (“**MTO**”) issued 558 charges in this third quarter, representing a decrease of 449 charges or 45% from last quarter. When compared to the same quarter in 2024, charges decreased by 292 or 34%.

Charges laid by all other enforcement agencies totalled 125 in this third quarter, a 12% increase from last quarter and a 22% decrease compared to the third quarter of 2024.

Charges Laid by Act

60% of the total charges laid in this quarter were under the *Highway Traffic Act*, while Municipal By-Laws made up 22%.

There was a total of 497 *Liquor Licence and Control Act* charges, and 33 *Cannabis Control Act* charges laid, up from the previous quarter by 80% and 154%, respectively.

In recent years, charges laid under certain statutes have been trending higher. In this reporting period, charges laid under the *Trespass to Property Act* totalled 212, a 33% increase from the previous quarter. There was a total of 20 charges laid under the *Safe Streets Act*, compared to nine (9) in the previous quarter and 34 charges laid under the *Environmental Protection Act* compared to five (5) in the previous quarter for abandoning material that is likely to become litter. Also in this reporting period, three (3) charges were laid under the *Dog Owner’s Liability Act*.

Courtroom Activity

During this reporting period, a total of 3,749 matters were heard. The Department held a total of 26 regular court dates, one (1) blitz court and one (1) judicial pre-trial date.

Early Resolution Meetings

In this third quarter, a total of 1,395 matters were scheduled for an Early Resolution Meeting (“**ERM**”), up by 698 from the previous quarter. The MTO prosecutor held seven (7) days of ERMs, and the Municipal Prosecutor held eight (8) days of ERMs for a total of 15. The increase in matters scheduled for ERMs in this quarter is partly due to additional MTO prosecution resources added at the end of June.

The Department continues to address a backlog of ERM requests.

New Fines Ordered

In the third quarter of 2025, new fines ordered totalled \$698,463, a decrease of \$55,142 from the previous quarter. In comparison to the same quarter in 2024, new fines ordered decreased by \$1,145,343, however at that time there was a \$1,125,005 fine ordered under the *Environmental Protection Act*.

Enforcing Payment of Defaulted Fines

During this reporting period, \$121,726 was collected in-house with 3rd party collections recording \$56,278; a decrease from last quarter of \$22,800 and \$49,046, respectively.

FINANCIAL IMPLICATIONS

As reported in the second quarter, actual costs for Court Security & Prisoner Transportation (“CSPT”) are \$1,114,292 which is \$309,180 more than the amount approved in the budget. In addition, the CSPT Program funding allocation provided by the province was \$58,000 less than the funding received in 2024. As a result, the Department is currently projecting a shortfall of \$320,000.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

In keeping with the principles and values of the County of Lambton through leadership and accountability, the County’s current efforts employ reasonable and sound decision-making and is accountable to ratepayers for the appropriate stewardship of their tax dollars.

CONCLUSION

The Department is currently projecting a year-end budget deficit of \$320,000, driven by increased CSPT costs and a funding shortfall. In the final quarter of 2025, collection activities will be prioritized within existing workforce capacity to reduce the deficit as much as possible.



FINANCE, FACILITIES AND ACQUISITIONS DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	DIVISIONAL SUPPORT SERVICES
PREPARED BY:	Karen Bettridge, CPA, Manager
REVIEWED BY:	Larry Palarchio, CPA, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 26, 2025
INFORMATION ITEM:	3rd Quarter – 2025 Budget Monitoring Report

BACKGROUND

The purpose of this report is to provide Council with an overview of the County's projected 2025 year-end financial position and to identify the principal cost and revenue pressures that are influencing the forecasted results.

County staff remain committed to ensuring that Council is kept informed of the County's financial position. The most recent financial update was provided on September 3rd, 2025. This report provides an updated fiscal forecast following completion of the third quarter.

The County is projecting an operational deficit of \$247,000 for 2025. It should be noted that the projections contained within this report are subject to change. While they represent staff's best assessment of the County's anticipated year-end position, actual results may vary due to events or decisions that have yet to occur.

DISCUSSION

Similar to many municipalities, the County continues to face fiscal pressures, including inflationary impacts, staffing challenges, and unplanned expenditures. The Q3 budget monitoring report provides a projection of the year-end operating position for 2025 and identifies the drivers influencing this forecast.

With support from Divisional Support Services, the County Divisions continue to actively monitor and manage their 2025 budgets to maintain fiscal stability and minimize potential shortfalls. As of the date of this report, the forecast indicates an operational deficit of \$247,000 for the year. The projected deficit represents approximately 0.07% of the County's total gross budget for 2025 (\$322.3M).

FINANCIAL IMPLICATIONS

The following provides Council with additional context on the County's budgetary performance to date by Division, along with the associated challenges and pressures:

Division:

- 1) **CAO Division:** The CAO Division is projecting a balanced position.
- 2) **Corporate Services Division:** The Division's budget has been impacted by increasing court security costs, partially offset by savings related to staff on leave. The Division is projecting a deficit of \$222,000.
- 3) **Finance, Facilities and Acquisitions:** The Finance Facilities and Acquisitions Division is projecting a balanced position.
- 4) **Infrastructure & Development Services Division:** The Division incurred higher than anticipated winter roads maintenance costs due to severe winter conditions experienced in the first quarter of 2025. These challenges have contributed to the reason for an operational deficit forecast of \$628,000. Cost containment measures are in place to help offset the deficit for the 2025 year-end.
- 5) **Public Health Services Division:** The Division is projecting a surplus of \$205,000 which relates to operational savings from staffing vacancies and wage gapping.
- 6) **Social Services Division:** The Division has been experiencing higher than anticipated homelessness prevention costs, in combination with lower than expected Federal grant revenue. These pressures have been partially offset with lower discretionary spending, resulting in a projected \$178,000 deficit.
- 7) **Long-Term Care Division:** The Long-Term Care Division is projecting a balanced position. The Division realized increased ministry revenue which was offset by rising wage expenses, increased ministry requirements, and growing food costs.
- 8) **Cultural Services Division:** The Division is projecting a surplus of \$96,000 due to operating savings and staffing vacancies.
- 9) **General Government:** Capital financing (debt) savings as a result of delayed/ strategic debt issuance have been partially offset by lower than anticipated investment income due to lower than anticipated reserve balances. General Government is projecting a \$480,000 surplus.

CONSULTATIONS

The Chief Administrative Officer, General Managers, and Divisional Support Services staff were consulted in the preparation of this report.

STRATEGIC PLAN

In keeping with the Principles and Values of the County of Lambton through leadership and accountability, the County's current efforts employ reasonable and sound decision-making and is accountable to ratepayers for the appropriate stewardship of their tax dollars.

CONCLUSION

Staff are projecting an operational deficit of \$247,000 for 2025. Cost containment strategies will continue to be pursued to mitigate budgetary impacts with the goal of achieving a balanced position for the 2025 year-end.

Regular variance analysis assists with understanding the County's financial performance and the degree to which actual results differ from approved budget estimates. The annual budget is developed with the intent of aligning sustainable revenues with required expenditures; however, certain factors influencing financial outcomes are not within the County's direct control. Variances are often experienced in areas such as *Provincial Offences Act* (POA) fines, Payments-in-Lieu-of-Taxes (PILs), tax write-offs, and winter maintenance activities, including snow clearing. As a result, despite staff's expertise and informed judgement in developing the County's annual budget, actual results will rarely align precisely with forecasted figures. Therefore, it is expected that financial results will fluctuate throughout the year until all transactions have been recorded and the County's financial statements are finalized.

Any year-end deficit or surplus will be managed in accordance with the Council-approved Reserve and Reserve Fund Policy. This policy directs that any year-end deficit, if realized, be funded with Operating Reserves and/or Tax Stabilization Reserve.

Appendix A
2025 Financial Budget Projection Division Overview

Division	Projected Position Surplus/(Deficit)	Comments
CAO	0	A balanced position is projected.
Corporate Services	(\$222,000)	Court security costs higher than originally anticipated. Cost pressure partially offset with one-time cost savings.
Finance, Facilities and Acquisitions	0	A balanced position is projected.
Infrastructure & Development Services	(\$628,000)	Higher than anticipated road maintenance expenses in the first quarter, partially reduced from wage gapping.
Public Health Services	\$205,000	Projected savings are attributed to staffing vacancies and wage gapping.
Social Services	(\$178,000)	Higher than anticipated costs in homeless prevention.
Long-Term Care	0	Unbudgeted revenues are projected to offset increased wage expenses and scheduling demands.
Cultural Services	\$96,000	Savings in operational expenditures and due to staffing vacancies.
General Government	\$480,000	Capital finance savings from delayed debt issuance partially offset by lower than anticipated income from investments due to low reserve balances.
Total	(\$247,000)	

MINUTES**LAMBTON SENIORS' ADVISORY COMMITTEE**

Wyoming Administration Building (Committee Room #3)

May 27, 2025

Committee Representatives		Present/ Regrets
COL County Council	Councilor Jeff Agar	Present
Municipality of Brooke-Alvinston	Jeannette Douglas	Present
Township of Dawn-Euphemia	Vacant	N/A
Township of Enniskillen	Judy Krall	Present
Municipality of Lambton Shores	Joyce Veenstra	Present
Village of Oil Springs	Councilor Connie McFadden	Present
Town of Petrolia	Leland Martin	Present
Town of Plympton-Wyoming	Ingrid Morrison	Present
Village of Point Edward	Lois Lafond	Present
City of Sarnia	Caroll Dignard Marilynne Heather Arlene Patterson (Chair)	Present Present Present
Township of St. Clair	Vacant	N/A
Township of Warwick	Jodi Campbell (Vice Chair)	Present
Navigating Senior Care Lambton	Margaret Lever	Present
County of Lambton	Siobhan Churchill (staff, recorder)	Present

1. Welcome/Call to Order/Land Acknowledgement

Vice Chair called the meeting to order at 10:00am

Vice Chair read the [County of Lambton land acknowledgement](#).2. Approval of the Agenda/Additions**Motion #1 < Judy / Carol> That the agenda is approved****Carried.**3. Approval of the Minutes from April 22, 2025

Motion #2 < Connie / Marilynne > That the minutes from April 22, 2025 are approved.

Carried.

4. Business Arising from Last Meeting

4.1 Approval of Revised Terms of Reference

- There was discussion about the appropriateness of proportionate representation of the City of Sarnia (i.e., having up to 4 SAC representatives for Sarnia). This original decision was made by the previous SAC term, based on the representation of municipalities at County Council, but it may not necessarily reflect the percentage of seniors in each municipality. It was raised that services are often centralized in Sarnia, and that the role of representatives is to raise issues from their own community. It is also a significant responsibility for one person to represent the interests of all of Sarnia.
- There was also discussion about the size of the committee potentially being too large, and the optimal size for governance.

Motion #3 < Joyce / Lois> That the revised Terms of Reference document is approved.

Carried.

4.2 Update on Document Sharing Platform and Name Tags

- **Action:** Secretary will use name tag template with enlarged names to improve readability. Name tags will be available at next meeting.
- County IT department created a SharePoint for the SAC. Committee members were invited but not able to join.
- **Action:** Secretary will ask IT for instructions on how external users can join the site.
- **Action:** Secretary will invite Joyce and Ingrid to the SharePoint platform

4.3 Update on Copies of Welcome to the Club Magazine, and Cool Aid Magnets

- County EMS provided 200 Cool Aid Magnets, as requested. These were distributed to SAC members at the meeting.
- Editor of Welcome to the Club wasn't able to provide copies of the magazine for the SAC, but has provided a list of distribution sites where copies can be found.
- **Action:** Secretary will circulate list of distribution sites via email
- **Action:** Secretary will leave package of Cool Aid forms at Wyoming for Ingrid (complete)

- It is noted that Jeff is working on recruitment for a representative from St. Clair

4.4 Update on Article for The Club: "Meet the Lambton Seniors' Advisory Committee"

- Secretary submitted this article before the May 1 deadline, however, the magazine editor later requested revisions that were not able to be completed in time for publication in the summer issue. [Edit - Magazine editor later advised that the revised article was published in Summer 2025 issue]
- There was discussion that there is no need for articles to come back to the full committee for approval of minor decisions. Instead, Chair or Vice Chair can sign off on revisions between meetings.
- **Action:** Chair and Vice Chair will be copied on future communications with editor.
- **Action:** The committee will develop a bank of potential articles for the magazine so that we always have something ready.

Motion #4 < Lois/ Connie> That we resubmit the revised article.

Carried.

4.5 Discuss Article on Social Isolation and loneliness

- Given the feedback that we received, we need to humanize the draft article on Social Isolation and Loneliness. We also need to write using simple language – grade 6 literacy level.
- **Action:** Marilynne and Joyce will work on a more personalized article related to social isolation and loneliness, and we will discuss at the next meeting.
- **Action:** Margaret and Judy will work on an article about volunteering in the community.
- **Action:** Judy will work on an article about housing for seniors.
- **Action:** Joyce will work on an article on long-term care along the lines of "What I wish I knew before I needed long-term care"
- There was discussion of housing costs, difficulty of finding information that would allow one to plan for transition to retirement living or long-term care, difficulty of transitioning. Reluctance to talk about end-of-life planning, and things getting to the point where decisions must be made by somebody else.

Upcoming deadlines for Welcome to the Club:

Deadline	Publication Date	Draft Topic
August 1, 2025	September 2025	TBD
October 1, 2025	November 2025	TBD

4.6 Debrief on Age Friendly Expo – Lessons Learned for Next Year

- Marilynne did an informal survey at the expo, asking about seniors' needs. Results were shared at the meeting:
 - Improved home care that people can afford
 - Home care for adequate amount of time
 - Improved handicap parking spaces. There are not enough spaces, and signs aren't posted so they're not visible in winter.
 - Grocery shopping is difficult for seniors, especially in rural areas. Need knowledge on how to order online.
 - Computer courses for seniors.
 - Improved transportation – taxis with wheelchair lifts
 - More support for caregivers – most are overworked and get burnt out.
 - Nursing homes for diverse nationalities
 - Loneliness – is there a solution?
- There was discussion on the need for improved home care funding, and human resource crisis in health care – limited staff pool, limited availability of full-time positions. There is a movement towards privatization, but seniors can't afford it. Discussion that the best reach for this committee is through publication.
- Discussion of importance of friendships between seniors and younger people. Need for a slogan (e.g., DOW - Life is fragile, handle with care). Idea: "Befriend a senior". It costs nothing to promote this slogan within our own municipalities. This also connects with some of the issues identified at the expo – younger people could teach seniors how to order groceries online.
- It was raised that the word "seniors" is becoming less used, in favour of "older persons"
- Ideas for next year's Expo:
 - Run a draw that encourages people to leave their name and an issue that is important to them
 - Next year offer caramels instead of lifesavers
 - We had extra brochures and lifesavers
 - Chair email address is subscribed to Age Friendly so we'll have early access to registration next year.

- Have 2-3 hour volunteer blocks, with 2 people working at a time.
- Arlene met a County worker who was knowledgeable about the local transportation system.
 - **Action**: Arlene will follow up to see if she can present at a future meeting.
- Other ideas for presenters:
 - Andrew Bolter (Community Legal Assistance Lambton)
 - Red Cross – Marilynne will inquire
 - Medical transportation to London.
- **Action**: Committee members will send ideas for individuals who could present at future SAC meetings to seniorsadvisory@county-lambton.on.ca (emails go to the Chair, Vice Chair, and Secretary)

5. New Business

5.1 Develop SAC Work Plan for 2025

Motion #5 < Jodi / Lois > That by the end of June, each committee member will generate 3 Smart Goals for the committee and send them to the Secretary at seniorsadvisory@county-lambton.on.ca. The Secretary will collate the goals and circulate them in early July so that they can be discussed at the July meeting.

Carried.

5.2 Generous donation from Town of Petrolia

Leland has accepted a \$500 donation to the SAC from the Town of Petrolia. There are no specifications for how this donation should be used.

Action: Siobhan will have County finance deposit this appropriately for future SAC usage, and will send the Town of Petrolia a thank you card on behalf of the SAC.

6. Standing Items

6.1 Committee Roundtable

- Transportation Huron Shores city bus network is expanding into Plympton-Wyoming and potentially Petrolia

7. Next Steps/Action Items

- Documented throughout the minutes.

8. Adjournment

**Motion #6 < Connie / Margaret > That the meeting is adjourned at 11:46
am**

Carried.

MINUTES**LAMBTON SENIORS' ADVISORY COMMITTEE**

Wyoming Administration Building (Committee Room #1)

July 22, 2025

Committee Representatives		Present/ Regrets
COL County Council	Councilor Jeff Agar	Regrets
Municipality of Brooke-Alvinston	Jeannette Douglas	Present
Township of Dawn-Euphemia	Vacant	N/A
Township of Enniskillen	Judy Krall	Present
Municipality of Lambton Shores	Joyce Veenstra	Present
Village of Oil Springs	Councilor Connie McFadden	Present
Town of Petrolia	Leland Martin	Present
Town of Plympton-Wyoming	Ingrid Morrison	Present
Village of Point Edward	Lois Lafond	Present
City of Sarnia	Caroll Dignard Marilynne Heather Arlene Patterson (Chair)	Present Present Present
Township of St. Clair	Louise Campbell	Present
Township of Warwick	Jodi Campbell (Vice Chair)	Present
Navigating Senior Care Lambton	Margaret Lever	Present
County of Lambton	Siobhan Churchill (staff, recorder)	Present

1. Welcome/Call to Order/Land Acknowledgement

Chair called the meeting to order at 10:04 am

Chair read the [County of Lambton land acknowledgement](#).2. Approval of the Agenda/Additions**Motion #1 < L. Martin / L. Lafond > That the agenda is approved****Carried.**3. Presentations*3.1 Ernest Morenz of Ontario Senior Games on Volunteers/Promotion*

Ernest expressed the need for volunteers to help organize local games. Current games include Euchre, Pepper, Cribbage, and Bid Euchre. OSGA Lambton would like to expand game offerings (e.g., darts, pickleball, golf). There is also some interest in hosting the *provincial* summer games in Lambton County in 2027. To make this happen, OSGA will need more volunteers.

Action: Ernest will provide a list of the games currently running locally, as well as a list of potential volunteer positions. Secretary will circulate this to SAC along with OSGA flyer. SAC Members will help spread the word about the need for local volunteers and connect those interested with Ernest (519-243-1797).

Separately, the OGSA Annual General Meeting for all of Ontario will be held in Point Edward this September. Ernest is seeking promotional items from municipalities to include in grab bags for AGM attendees.

Action: SAC Members will use the key messages below to seek promotional items (as available) from municipal clerks.

Key Messages:

- **Who:** Ontario Senior Games Association (OSGA)
- **What:** Annual General Meeting hosted in Point Edward
- **When:** September 21–23, 2025
- **Why:** To promote municipalities and tourism to AGM attendees
- **How:** Provide approx. 70 promotional items to Ernest Morenz (519-243-1797) by arranging delivery directly with him before September.

3.2 Judy Krall on Subsidized Housing for Seniors

Background: Judy sits on the Lambton Senior Citizens Home Corporation Board of Directors, which is responsible for the Lambtonian Apartments in Enniskillen Township, and the Forestview Apartments in Forest. There are a number of subsidized housing units in these buildings which qualifying people (including seniors who can live independently) can apply for. Applicants are placed on a waiting list and receive one offer of housing. If they decline, they may be removed from the waitlist and will need to reapply. Depending on individual needs, the waiting list can range from months to up to three years. Not all units in a housing complex meet seniors' mobility needs.

Issue: Sometimes it is necessary to relocate seniors in subsidized units to a more suitable apartment within the same building due to changes in mobility

needs, which can happen very quickly. However, in some cases the senior would need to pay market rent for the new unit and re-apply to the County to have it subsidized, even though they have already satisfied the requirements. The County does not allow for the building owner to relocate an individual or individuals to an appropriate apartment.

Implications: Seniors must go through the waiting list more than once rather than having the subsidy follow them to the more appropriate unit. Because seniors are choosing to live at home for longer and are reluctant to plan for leaving the home, apartment complex owners are left feeling obligated to accept applicants who are not suitable for independent living.

The committee discussed potentially submitting a Welcome to the Club article featuring a story of a senior in subsidized housing. Margaret recommended a book called "Advocacy in Aging" by Marc G. Seguin. The SAC considered purchasing copies for the committee and discussed varying perspectives on the committee's role when it comes to advocacy.

Action: Secretary to invite a guest speaker from County of Lambton Housing to the November SAC meeting to present about subsidized housing for seniors.

Action: Secretary to add a discussion of questions for the Housing Manager to the agenda of the September SAC meeting.

Action: SAC members with experience related to housing (subsidized, long-term care, etc.) to contribute articles to the Welcome to the Club article bank.

4. Approval of the Minutes from May 27, 2025

Motion #2 < J. Veenstra / C. Dignard > That the minutes from May 27, 2025 are approved.

Carried.

5. Business Arising from Last Meeting

5.1 Presentation on SAC History and Purpose – Arlene and Jodi

How did this committee come to be?

Arlene was a member of a group related to health care advocacy. Found that there were political barriers to making meaningful change in health care. From

this, Navigating Senior Care Lambton was born to support system navigation at the community and individual level. There was a desire to establish a committee with a real voice and staying power, and the Seniors Advisory Committee was pitched to Council. The group conducted focus groups (Hearing our Voices Report), which found that seniors don't plan ahead for aging.

How long has the committee been running?

The SAC has been running for over two years, during which time they established a terms of reference and started to form an identity.

What can SAC members learn from past terms and related committees?

As committee members, our face is our brand and our reputation. Our role is to serve the community. It's important for municipal councils to know who we are and to build relationships with them. For example, members can provide meeting summaries to their local council.

What are some activities that are within the committee's scope/role?

The most important activities are putting yourself out there in your community to understand local seniors' issues, and making yourself known to your local council so that you can share these issues. For example, SAC members could advertise a "share your voice" event for seniors in their municipality by placing flyers in places like libraries, post offices, arenas, theatres, coffee shops. SAC members can present these issues to their municipal councils, the SAC, and the County of Lambton. The SAC can also consider applying for grants to help understand and meet community needs.

The County of Lambton struck this group because they want to hear from seniors, so let's educate and advocate for seniors. We can also consider asking local councils to set aside funds for the committee.

Action: Judy will draft a template letter requesting municipal donations to support the SAC, based on the example set by Petrolia's council. Once finalized, each committee representative will adapt and deliver the letter to their own municipality as soon as possible.

5.2 Review and revise draft work plan for 2025-2027 [\(Attached\)](#)

The committee made revisions to the 2025-2027 work plan. SAC will revisit and approve the plan at September's meeting. Members debated the potential merits and appropriateness of several activities including "Befriend a Senior Campaign" and promoting programs related to social isolation and loneliness in long-term care facilities. SAC considered inviting a presentation from a Long-Term Care Home Administrator to learn about programs related to social isolation/loneliness

Action: Secretary to add “Reminder of Age Friendly Planning starting in January” to the November meeting agenda.

5.3 Demo of how to access the new SAC SharePoint (Attached)

Deferred to next meeting

5.4 Update on Lambton County Libraries “Tech 101” and “Tech Tutor” programs

Following the last meeting, the Secretary connected with Lambton County Libraries about the need for education on online grocery ordering for seniors. Libraries are now gathering information on services available in each municipality, which will be posted on the Age Friendly website. They will run at least one Tech-101 session on this topic in the Fall, and provide individual Tech Tutoring by appointment with community librarians on an ongoing basis.

Action: Secretary will provide an update at the September meeting, and will distribute promotional materials when available. SAC Members will promote Tech-101 and Tech Tutoring by circulating flyers and sharing on social media.

5.5 Arranging guest speaker for September 23 meeting

The following speakers have been confirmed by the Chair:

- Susan Mills, Transit Coordinator for Huron Shores Area Transit
- Jason Cole, County of Lambton [Written update]

6. New Business

6.1 Bluewater Health Accessibility Survey

Bluewater Health is seeking participants (especially seniors) to complete a survey about accessibility. The survey includes questions designed to gather feedback from the community to help the hospital improve accessibility across the organization. They are especially looking to learn more about accessibility for seniors. They will use this information to inform their 5-year accessibility plan. A survey deadline was not provided.

The anonymous survey is available online at this link: [Accessibility Survey at Bluewater Health 2025 Public](#)

Action: SAC members to consider participating in and promoting the survey.

6.2 Minute taker for Sept 23rd meeting

Joyce to take minutes in September. Secretary to provide all necessary materials.

7. Standing Items

7.1 Welcome to the Club Magazine Article Bank

Action: Margaret to bring draft article to September 23 meeting

7.2 Committee Roundtable

Deferred to next meeting.

8. Next Steps/Action Items

- Documented throughout the minutes.

9. Adjournment

Motion # < A. Patterson / J. Campbell > That the meeting is adjourned at 12:04 pm

Carried.



BOARD OF DIRECTORS MEETING

Tuesday, September 23rd, 8:00AM
LOCATION: Hybrid Meeting- In-person/Virtual

Attendance:

Marriott, Kevin	Bradley, Mike
Lee, Adrienne	Knapp, Tim
McEachran, Carrie	Germain, Darryl
Edlington, Angela	Cayea, David
Dochstader, Nick	Thiffeault, Stephane
Pearson, Dean	Reaume-Zimmer, Paula

Slotwinski, Matthew (CEO)
Moore, Brittany (Executive Assistant)

Regrets:	McLaughlin, Michelle	Kardas, Rob
	Noble, Peter	Plain, Jeff

Call to Order
Quorum Present

Agenda

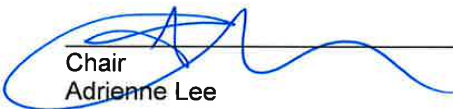
- Director Re-Election

Motion: That David Cayea be re-elected for a second term as Director and in the position of Finance Chair.

Moved by D. Germain. Seconded by N. Dochstader. Carried.

Mo Motion to Adjourn

Moved by D. Germain. Seconded by T. Knapp. Carried.


Chair
Adrienne Lee


Secretary-Treasurer
Stephane Thiffeault



BOARD OF DIRECTORS MEETING

Tuesday, September 23rd, 8:00AM
LOCATION: Hybrid Meeting- In-person/Virtual

Attendance:

Marriott, Kevin	Bradley, Mike
Lee, Adrienne	Knapp, Tim
McEachran, Carrie	Germain, Darryl
Edlington, Angela	Cayea, David
Dochstader, Nick	Thiffeault, Stephane
Pearson, Dean	Reaume-Zimmer, Paula

Slotwinski, Matthew (CEO)
Moore, Brittany (Executive Assistant)

Regrets:	McLaughlin, Michelle	Kardas, Rob
	Noble, Peter	Plain, Jeff

Call to Order
Quorum Present

Land Acknowledgement

Agenda

- Approvals/Additions

Motion: To approve the agenda as submitted.

Moved by N. Dochstader . Seconded by K. Marriott. Carried.

Declaration of Conflict of Interest

None declared.

Approval of Minutes

Motion: That the minutes of the Board Meeting held May 27th, 2025 be approved as submitted.

Moved by C. McEachran. Seconded by P. Reaume-Zimmer. Carried.



Chair Update

- A. Lee welcomed new members, and acknowledged the great work SLEP team is doing and all the positive news articles lately

Motion: To go in camera.

Moved by K. Mariott. Seconded by P. Reaume-Zimmer. Carried.

Motion: To rise camera.

Moved by S. Thiffeault. Seconded by D. Germain. Carried.

CEO Update

- M. Slotwinski shared the CEO report executive summary

Committees

Governance Committee

- Updated policy review; the only new policy is the Anti-Racism policy that was a requirement of the IRCC to develop and implement- all other new policies were a revision and discussed at the governance level, copies of each policy shared in the Board package.

Motion: To accept the updated policy revisions as presented.

Moved by P. Reaume-Zimmer. Seconded by K. Marriott. Carried.

Finance Committee

- Year-to-date financials update
- SLEP Lease renewal update- the current lease agreement expires October 31, 2025. New rates will be retroactive to November 1, 2025.
- Auditor appointment 2025 is still in progress, we want to fall in line with the County's auditors as we rely so heavily on their finance department for processing our financials.

New Business

- None

Motion to Adjourn

Meeting adjourned at 8:58am.

Moved by S. Thiffeault. Seconded by D. Cayea. Carried.


Chair
Adrienne Lee


Secretary-Treasurer
Stephane Thiffeault

Tourism Sarnia-Lambton
Board of Director's Meeting
1455 Venetian Blvd, Point Edward



MINUTES of the meeting of Directors of **TOURISM SARNIA-LAMBTON** held in person, at
Tourism Sarnia-Lambton on the 9th of October 2025, at the hour of 9:00 a.m.

Directors Present: Mark Perrin, Thera Wagner, Bev Hand, Kelly Provost, Angela Edlington, Geoff Eisenbraun, Kevin Marriott, Al Duffy, Rose Atkins and Laura Boogemans.

Directors Absent / Regrets: Stephane Thiffeault, Chrissy McRobert's, Matthew Slotwinski, Nicola Harney,

Guests: Dennis Bryson-IPM Guest Speaker

I. Call to Order

Chair Thera Wagner called the meeting to order at 9:00am

II. Approval of Agenda

UPON MOTION made by Bev Hand, seconded by Rose Atkins, and unanimously carried, IT WAS RESOLVED that today's agenda be approved.

III. Declaration of Conflict of Interests

Chair Thera Wagner asked if any director had any conflicts to declare. None declared.

IV. Approval of Minutes of September 4th, 2025

UPON MOTION duly made by Angela Edlington seconded by Kevin Marriott and unanimously carried, IT WAS RESOLVED that the open meeting minutes dated September 4th, 2025, be approved as presented.

V. Business Arising from Prior Minutes

None.

VI. Board Activities

- A. IPM (International Plowing Match) guest speaker, Dennis Bryson. Dennis Bryson has requested a loan of \$125,000.00 that be repayable over 2 years with a condition that a portion of the payment be forgivable due to unforeseen circumstances.
- B. MAT Committee Update. The committee has presented recommended modifications to be adapted to the MAT policy in relation to loans from TSL MAT reserves for International, National and Provincial events. Eligible asks are based on size of events and estimated economic impact. Loan ask can be no more than 25% of total budget and used to support tourism elements such

as marketing, entertainment, signage, hosting fees etc. Ineligible items include organizational costs.

Decision / Action Item: UPON MOTION duly made by Angela Edlington seconded by Rose Atkins and unanimously carried, IT WAS RESOLVED that TSL will adopt the modifications to MAT policy in relation to the use of MAT reserves, be approved as presented.

Decision / Action Item: UPON MOTION duly made by Kelly Provost seconded by Al Duffy and unanimously carried, IT WAS RESOLVED that Mark Perrin will create the framework for a contract for the IPM ask using the new policy updates for the use of MAT reserves and will follow up with the board for approval, be approved as presented.

VII. Financial Update

UPON MOTION made by Angela Edlington, seconded by Geoff Eisenbraun, and unanimously carried, IT WAS RESOLVED that Corporation's financials be approved.

VIII. Operational Activities

- **Director's Report:** Mark Perrin presented TSL's director's report dated September 2025, highlighting updates on hotel stat's, marketing numbers and updates, website upgrade, travel guide plans. Recaps of Industry FAM (Familiarization) tour, Sport Hosting Seminar, TSL Open House. Overview on new programming which includes volunteer program, Destination wedding and event program, TSL Partnership's, group itineraries.

Decision / Action Item: TSL will add a detailed marketing and analytics report to directors report.

- **Sport Hosting Seminar:** TSL team hosted a Sport Hosting Seminar for local sports organizations on September 17th 2025 at the Four Points by Sheraton. Provided Sport Tourism information and stats, how to elevate your tournament from local to tourism, how TSL can assist with your tournament which includes working with hotel partners on custom accommodation packages, welcome packages, custom local business incentives and discounts, boardroom rental options and more.
- **FAM Tour** TSL team hosted this tour on September 23rd 2025. Worked with and executed stops starting at The Bridge Patisserie and Cafe, Korney Korner's, Moore Museum, Two Water Brewery and Downtown Market. Local industry owners were able to network and connect with others to provide visitors with recommendations on other local locations within Lambton County. The next FAM tour will take place in the spring and will be looking to tour Lambton Shores.
- **Open House:** The TSL team hosted an Open House event for the public, business owners and community partners on October 8th 2025. They were invited to come in and

meet the team, learn about TSL, tour our store and learn about existing and new programming that can support them.

IX. In Camera

None

X. Next Meeting

The next three (2) meetings are scheduled for the following dates and times, and are to be held in person:

November 13th, 2025

December 18th, 2025

XI. Adjournment

UPON MOTION duly made by Angela Edlington, seconded by Geoff Eisenbraun and unanimously carried, IT WAS RESOLVED that the meeting adjourned at 10:18am.

A handwritten signature in black ink, appearing to read "Geoff Eisenbraun". The signature is stylized with a large "G" and "E".A handwritten note in blue ink that reads "y/w g." on the first line and "Nov 13/25" on the second line.



CORPORATE SERVICES DIVISION

REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Ryan Beauchamp, County Solicitor / Deputy Clerk Laurie Webb, Manager, Museums, Gallery & Archives
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 26, 2025
SUBJECT:	Status Report for 2020-2025 Accessibility Plan & Draft 2026-2031 Accessibility Plan

BACKGROUND

The Corporation of the County of Lambton ("**County**") is required to establish and maintain a multi-year accessibility plan pursuant to the Integrated Accessibility Standards Regulation (O. Reg. 191/11) under the *Accessibility for Ontarians with Disabilities Act, 2005* (Ontario) ("**AODA**").

The purpose of this report is to :

1. provide County Council with a status report on the activities undertaken pursuant to the 2020-2025 Accessibility Plan; and,
2. present the draft 2026-2031 Accessibility Plan for County Council's review and approval.

DISCUSSION

1. Status Report on 2020-2025 Accessibility Plan

The status report for all years under the 2020-2025 Accessibility Plan is attached as Schedule "A" to this report.

2. Draft 2026-2031 Accessibility Plan

That draft 2026-2031 Accessibility Plan is attached to this report as Schedule "B". The plan is designed to outline the organization's commitment to meet the accessibility needs of people with disabilities and ensure compliance with various accessibility standards.

The objectives of the 2026-2031 Accessibility Plan are to:

1. Identify the County of Lambton's commitment to meet the accessibility needs of people with disabilities.
2. Describe the County's strategy to prevent and remove barriers and meet its requirements under the AODA.
3. Describe the process that the County engaged in over the past five years in an effort to identify, remove and prevent barriers for all in accessing County facilities and services.
4. Identify the facilities and services that the County will review in the coming years to identify barriers to people with disabilities.

FINANCIAL IMPLICATIONS

There are no budgetary or financial implications associated with this report.

Any costs associated with the implementation of the 2026-2031 Accessibility Plan are to be incorporated into the applicable departmental budgets and/or financed through external funding opportunities.

CONSULTATIONS

The County's Accessibility Advisory Committee and the Chief Administrative Officer were consulted on the subject matter of this report.

STRATEGIC PLAN

The development of a multi-year accessibility plan and the implementation of its recommendations is a legislated requirement that helps to provide an enhanced quality of life by "building a community where residents are safe and healthy; feel a sense of belonging, pride, and purpose; and care for one another" as indicated in the County's Mission Statement.

CONCLUSION

The establishment of a multi-year accessibility plan is a legislated requirement under the AODA. The County's status report under the 2020-2025 Accessibility Plan outlines the various accessibility barriers that have been identified and removed. Moving forward, the new draft 2026-2031 Accessibility Plan is designed to outline the organization's continued commitment to meet the accessibility needs of people with disabilities and ensure compliance with various accessibility standards.

Status Report for 2020-2025 Accessibility Plan &
Draft 2026-2031 Accessibility Plan (page 3)

November 26, 2025

RECOMMENDATION

That the attached 2026-2031 Accessibility Plan be approved as presented.



County of Lambton Accessibility Plan Annual Status Report (2020-2025)

PREFACE

This Status Report is to provide an update on the activities of the County of Lambton's (the "**County**") Accessibility Advisory Committee (the "**Committee**") under the 2020-2025 Accessibility Plan (the "**Plan**") during the years 2020 through 2025 (inclusive).

ACHIEVEMENTSInspections:

During the years 2020 through 2025 (inclusive), the Committee inspected the following County facilities:

1. Lambton Shared Services Centre
2. Wyoming Administration Building
3. Judith & Norman Alix Art Gallery
4. Clearwater Library
5. Lambton Public Health (Point Edward)
6. Lambton Meadowview Villa
7. Petrolia Library
8. Lambton Heritage Museum
9. Port Franks Library

Note that due to the restrictions surrounding the COVID-19 pandemic, the Committee was unable to conduct any inspections between 2020 and 2022.

Barrier's Identified:

From 2023 to 2025 the Committee identified 99 accessibility barriers. A large percentage of the barriers identified involved signage, or specifically a lack thereof, related to identifying accessible options for the public, including directional signage to elevators and accessible entrances. A number of washroom improvements were also suggested, such as the installation of raised seats on public toilets to bring the height of the seat up to the accessible standard of 19".

Barrier's Removed:

From 2023-2025, the Committee confirmed that 42 of the 99 identified barriers reported have been removed.

Since tracking of barriers and barrier removals began in 2003, the Committee has identified 393 barriers and 272 of the identified barriers have been reported as being removed.

A significant achievement was the installation of the accessibility ramps to various outdoor historical buildings located at Lambton Heritage Museum, making the collection at this museum accessible to more visitors.

Photographs of the ramps are included below.

Photo 1: Cameron Church (from Euphemia Township)



Photo 2: Tudhope Pioneer Home (from Thedford area)



Photo 3: Rokeby School (from community of Rokeby between Alvinston and Watford)





County of Lambton Accessibility Plan 2026-2031

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PREFACE

Under the *Accessibility for Ontarians with Disabilities Act, 2005* (“**AODA**”), certain organizations in Ontario are required to develop a multi-year accessibility plan to help achieve accessibility for people with disabilities by 2025. The plan is designed to outline the organization’s commitment to meet the accessibility needs of people with disabilities and ensure compliance with various accessibility standards.

OBJECTIVES OF THE PLAN

The objectives of this Plan are to:

1. Identify the County of Lambton’s commitment to meet the accessibility needs of people with disabilities.
2. Describe the County of Lambton’s strategy to prevent and remove barriers and meet its requirements under the AODA.
3. Describe the process that the County of Lambton engaged in over the past five years in an effort to identify, remove and prevent barriers for all in accessing County facilities and services.
4. Identify the facilities and services that the County of Lambton will review in the coming years to identify barriers to people with disabilities.

ACCESSIBILITY COMMITMENT

The County of Lambton (“**County**”) values the contributions and participation of all residents. To facilitate this involvement, the County is committed to providing goods, services and facilities that are accessible to all.

GENERAL REQUIREMENTS

The AODA outlines requirements organizations must follow to ensure accessibility for people with disabilities. These requirements encompass various areas, including customer service, information and communications, employment, design of public spaces and transportation.¹ By adhering to these standards, the County aims to foster an environment that promotes equal access and participation for all individuals, regardless of their abilities.

¹ For purposes of the AODA, achieving the standards for transportation is the responsibility of the lower-tier municipalities geographically located within Lambton County.

i. Customer Service

The AODA Customer Service Standard outlines the requirements for organizations to make their goods, services and facilities accessible for customers with disabilities, and to that end, the County is committed to providing accessible and inclusive services in compliance with the AODA. All County departments strive to provide equal access to programs and services by removing barriers and offering support such as accessible formats, assistive devices, and communication aids. The County welcomes service animals and support persons, and strives to serve all individuals with dignity, respect, and fairness.

The County will continue to include its Customer Service Standards in the County's **AODA Customer Service Policy L11.04.001**, training brochures, and mandatory accessibility training. To this end, there are resources available to staff through the County's intranet and website.

ii. Information and Communications

The Information and Communications Standard under the AODA establishes rules to ensure that organizations create, provide, and receive information and communications in ways that are accessible to people with disabilities. These standards aim to remove and prevent barriers in how organizations create, share, and receive information and communication—ensuring accessibility for everyone.

The County is committed to fostering inclusive and accessible communication. We continue to support accessible information and communication for residents, visitors, and employees by:

(a) Creating Accessible Forms and Documents

- Ensuring that all documents produced by the County (printed or published on the website) are developed using accessibility best practices and built-in accessibility functions
- Providing internal staff with guidance, training, and tools for creating accessible documents.
- Making information available in alternative formats upon request, including large print, audio, or electronic text formats, to ensure that all users have equitable access to content.

(b) Maintaining Accessible Websites and Digital Content

- Ensuring ongoing compliance with the Web Content Accessibility Guidelines (WCAG) to provide barrier-free access to County websites and digital services.

- Incorporating accessibility features such as:
 - Text alternatives for non-text elements, including images, charts, and multimedia.
 - Captions and transcripts for videos and audio content to support users who are deaf or hard of hearing.
 - Keyboard accessibility, allowing users to navigate content without relying on a mouse.

(c) Staff Training and Awareness on Accessible Communication

- Staff are provided with resources such as accessibility checklists, guides for inclusive language, and instructions for using accessibility tools in Microsoft Office and Adobe Acrobat.

iii. Employment

The AODA Employment Standard is designed to remove barriers and prevent discrimination throughout the employment process — from recruitment and hiring to training, promotion, and accommodations. Its purpose is to foster inclusive, accessible workplaces where individuals with disabilities have equal employment opportunities and can fully apply their skills and abilities.

The County is an equal opportunity employer and is committed to recruiting and maintaining a highly competent, qualified and diversified workforce. Through its corporate policies and new employee orientation, the County strives to enhance staff awareness across its divisions regarding available accommodation types and the process to discuss a request for accommodation.

The County's various commitments to the Employment Standard are outlined in the following corporate policies: **L11.02 Accommodation OHRC**, **L11.03 AODA IASR Employment Standard**, and **H04.32 Early and Safe Return to Work** and the County is committed to reviewing all corporate policies on a regular basis to ensure policies remain current and effective.

iv. Training

The AODA Training Standard ensures that training is provided on the requirements of the accessibility standards and the *Human Rights Code* as it pertains to people with disabilities. The County provides training on the requirements of the AODA standards and the *Human Rights Code* as part of its volunteer and new employee orientation.

v. Design of Public Spaces

The AODA Design of Public Spaces Standards set out the minimum requirements for accessible, inclusive design in newly constructed or redeveloped public spaces. Adhering to these standards ensures public spaces are usable by all individuals, including those with disabilities.

The County is committed to:

- Ensuring full compliance with the AODA Design of Public Spaces Standards;
- Engaging the County of Lambton Accessibility Advisory Committee on applicable projects and incorporating their feedback into the design of public spaces; and
- Conducting regular operational reviews of County-owned and operated public spaces and providing recommendations to enhance accessibility in alignment with these standards.

vi. Procurement

The AODA requires organizations to include accessibility criteria in procuring goods, services and facilities. The County is committed to integrating accessibility considerations into the procurement process to ensure all procured products and services meet or exceed accessibility standards.

FACILITY REVIEWS

The County's Accessibility Advisory Committee has completed seven facility reviews in the last five years.² These reviews include the following locations:

- Lambton Shared Services
- Wyoming Administration Building
- Judith & Norman Alix Art Gallery
- Lambton Public Health (Point Edward)
- Clearwater Library
- Lambton Meadowview Villa
- Petrolia Library

As part of the review process, the Accessibility Advisory Committee meets with facility staff at each location. During the review, the Committee completes a "Facilities Services Checklist" which identifies various accessibility standards. Once the review is completed, the checklist is provided to the respective manager of the facility to review and develop a plan for implementing any necessary accessibility standards.

² The Committee's ability to conduct facility reviews were significantly impacted due to the restrictions stemming from COVID-19.

In the next five-year period, the Committee's goal is to complete 20 facility reviews.

LOOKING AHEAD

Staff will continue to review and monitor the County's programs and services to ensure compliance with the applicable AODA standards and continue to explore opportunities for improvement.

CONCLUSION

The County is committed to providing goods, services and facilities that are accessible to all and will continue to review its services and engage the Accessibility Advisory Committee to enhance accessibility in alignment with the AODA standards.



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)
November 19, 2025

A meeting was held at the County Building at 9:00 a.m. on the above date.

Present

Chair K. Marriott and Members J. Agar, G. Atkinson, D. Boushy, A. Broad, T. Case, D. Cook, D. Ferguson, B. Loosley, S. Miller, D. Sageman, I. Veen and B. White attended in person. Members M. Bradley, B. Dennis, B. Hand and C. McRoberts 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. M. Fitzpatrick, General Manager, Social Services, Mr. R. Beauchamp, County Solicitor and Deputy Clerk, and Mr. S. Thiffeault, Chief Administrative Officer.

Absent

None.

Disclosures of Pecuniary Interest

None.

INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

Correspondence to Receive and File

PW 11-05-25 A resolution from Simon Granat, Legislative Coordinator, dated October 7, 2025, regarding The Town of Newmarket's opposition to the Ontario Government's proposal to cancel municipal Automated Speed Enforcement (ASE) programs. The Town of Newmarket is requesting that the Ontario Government consider amendments to address Provincial concerns by only implementing ASE in school zones, establishing a province-wide minimum threshold over the speed limit at which tickets are issued,

require extensive communication campaigns warning the ASE cameras will be implemented, as well as establishing a maximum fine amount for ASE and number of cameras per municipality.

#1: Broad/Sageman: That correspondence PW 11-05-25 be received and filed.

Carried.

Information Reports

#2: Cook/Boushy: That the following Information Reports from Infrastructure & Development Services Division be received and filed:

a) Information Report dated November 19, 2025 regarding 3rd Quarter Work in Progress, Statistics, and Approval Authority Activity.

b) Information Report dated November 19, 2025 regarding 3rd Quarter 2025 Building, Plumbing, Septic and By-Law Statistics.

c) Information Report dated November 19, 2025 regarding Middlesex County Connect Inter-Community Transit Proposal Update.

Carried.

M. Bradley joined the meeting virtually at 9:02 a.m.

Report Requiring a Motion

Report dated November 19, 2025 Regarding the 2025 Corporate Asset Management Plan

#3: Ferguson/Miller:

a) That County Council adopt the County of Lambton 2025 Corporate Asset Management Plan as presented.

b) That a new "Life Cycle Maintenance – Capital Investment" Reserve be created and funded \$622,000 in the 2026 County Capital Budget, with annual increases to occur thereafter such that the County maintain a \$5.4 million annual infrastructure gap for the duration of the 2025 Corporate Asset Management Plan (2027 to 2035).

Carried.

B. Hand joined the meeting virtually at 9:05 a.m.

PUBLIC HEALTH SERVICES DIVISION - Emergency Medical Services Department

Information Report

Information Report dated November 19, 2025 Regarding Community Paramedicine Program Update

#4: Veen/White: That Information Report dated November 19, 2025 regarding Community Paramedicine Program Update be received and filed.

Carried.

CULTURAL SERVICES DIVISION

Information Reports

#5: Atkinson/Agar: That the following Information Reports from Cultural Services Division be received and filed:

a) Information Report dated November 19, 2025 regarding Libraries Third Quarter 2025 Statistics.

b) Information Report dated November 19, 2025 regarding Museums, Gallery and Archives Third Quarter 2025 Statistics.

Carried.

Reports Requiring a Motion

Report dated November 19, 2025 Regarding Libraries Donations July 1 to September 30, 2025

#6: Case/Broad: That the Libraries Donations, July 1 to September 30, 2025 Report be accepted.

Carried.

Report dated November 19, 2025 Regarding Museums, Gallery and Archives Collections Management September 2025

#7: Miller/Veen: That the Museums, Gallery and Archives Collections Management September 2025 Report be accepted, and items recommended for acceptance be approved for inclusion in the respective permanent collections.

Carried.

LONG-TERM CARE DIVISION

Information Reports

#8: Case/Cook: That the following Information Reports from Long-Term Care Division be received and filed:

- a) Information Report dated November 19, 2025 regarding Long-Term Care Occupancy for January to September 2025.
- b) Information Report dated November 19, 2025 regarding an Update on Elder and Caregiver Feedback Surveys Long-Term Care.
- c) Information Report dated November 19, 2025 regarding Vulnerable Occupancy Annual Fire Drills 2025.

Carried.

CORPORATE SERVICES DIVISION

Information Report

Information Report dated November 19, 2025 Regarding 2026 Board and Committee Appointments

#9: Loosley/Ferguson: That Information Report dated November 19, 2025 regarding 2026 Board and Committee Appointments be received and filed.

Carried.

Report Requiring a Motion

Report dated November 19, 2025 Regarding 2026 Council and Committee Meeting Dates

#10: Broad/Cook: That County Council approve the 2026 Committee and Council schedule attached hereto as Schedule "A", which has:

- (a) the March Committee of the Whole meeting occurring only upon the call of the Warden to address a pressing or urgent matter;
- (b) the April Council meeting rescheduled to April 2, 2026;
- (c) the July Council meeting rescheduled to July 2, 2026; and

(d) the August Committee of the Whole meeting occurring only upon the call of the Warden to address a pressing or urgent matter. If an August Committee of the Whole meeting is called, it shall take place on August 20, 2026.

Carried.

SOCIAL SERVICES DIVISION

Information Reports

#11: Sageman/Veen: That the following Information Reports from Social Services Division be received and filed:

a) Information Report dated November 19, 2025 regarding Affordable Housing Update.

b) Information Report dated November 19, 2025 regarding Maxwell Park Place Affordable Housing Development Update #13.

c) Information Report dated November 19, 2025 regarding Ontario Works Update Report.

d) Information Report dated November 19, 2025 regarding Housing Services Statistical Report Quarter 3.

Carried.

OFFICE OF THE CAO

Reports Requiring a Motion

Report dated November 19, 2025 Regarding Appointment of Treasurer Section 286 of Municipal Act, 2001

#12: Agar/Case:

a) That Karen Bettridge be appointed Treasurer of The Corporation of the County of Lambton effective January 1, 2026, and appointed Deputy Treasurer effective November 26th through to and including December 31st, 2025, and that a By-Law effecting such appointment be presented to Council for adoption.

b) That By-Law No. 36 of 2019 be repealed effective upon the passing of the By-Law appointing Karen Bettridge as Treasurer.

Carried.

Report dated November 19, 2025 Regarding City of Sarnia Funding Request - Planning Department City-County Agreement

#13: Agar/Hand: That the City of Sarnia's request for an additional \$335,084 in cost recoveries for its Planning & Development Services department be referred to the 2026 Budget deliberations.

Carried.

#14: Ferguson/Loosley: That County staff bring a report to County Council for the February 2026 County Council meeting regarding options for shared planning services between the County and the City of Sarnia.

Carried.

IN-CAMERA

No In-Camera Items.

ADJOURNMENT

#15: Veen/Ferguson: That the Chair declare the meeting adjourned with the next meeting to be held on Wednesday, January 21, 2026, at 9:00 a.m. at the County Building, Wyoming, Ontario.

Carried.

Time: 9:41 a.m.

Kevin Marriott, Chair

Ryan Beauchamp, Deputy Clerk

THE CORPORATION OF THE COUNTY OF LAMBTON

BY-LAW NO. 23 OF 2025

"A By-Law to Appoint a County Treasurer"

WHEREAS Section 286(1) of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended, requires The Corporation of the County of Lambton (the "**County**") to appoint a Treasurer;

AND WHEREAS the current Treasurer was appointed by By-Law No. 36 of 2019;

AND WHEREAS the current Treasurer is retiring, thus necessitating the appointment of a successor to the current Treasurer;

NOW THEREFORE the Council of The Corporation of the County of Lambton enacts as follows:

1. That Karen Bettridge is hereby appointed to the position of Deputy Treasurer of the County effective November 26, 2025, through to and including December 31, 2025, and shall perform such duties as assigned by Council from time to time and as prescribed by legislation.

2. That Karen Bettridge is hereby appointed to the position of Treasurer of the County effective January 1, 2026, and shall perform such duties as assigned by Council from time to time and as prescribed by legislation.
3. That By-Law No. 36 of 2019 is hereby repealed effective January 1, 2026.
4. 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 26th day of November, 2025.

Kevin Marriott
Warden

Ryan Beauchamp
Deputy Clerk

THE CORPORATION OF THE COUNTY OF LAMBTON

BY-LAW NO. 24 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 November 26, 2025"

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 November 26, 2025, be hereby confirmed.

THIS BY-LAW read a first, second and third time and finally passed this 26th
day of November, 2025.

Kevin Marriott
Warden

Ryan Beauchamp
Deputy Clerk

DRAFT