



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

Wednesday, April 16, 2025
Council Chambers, Wyoming

Page

1. Call to Order - Committee of the Whole

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

2. Disclosures of Pecuniary Interest

If any.

3. INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

A) Information Reports

- 4 - 6 a) Information Report dated April 16, 2025 Regarding Emergency Management Coordinator Activities.
- 7 - 21 b) Information Report dated April 16, 2025 Regarding 2025-2029 Roads Construction Program.

B) Other Business

4. PUBLIC HEALTH SERVICES DIVISION - Emergency Medical Services Department

No agenda items.

A) Other Business

5. CULTURAL SERVICES DIVISION

A) Reports Requiring a Motion

- 22 - 29 a) Report dated April 16, 2025 Regarding Museums, Gallery and Archives Collection Management January and February 2025.
- 30 - 32 b) Report dated April 16, 2025 Regarding Lambton County Library's Early Literacy Services.

11. ADJOURNMENT

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Jay vanKlinken, Emergency Management Coordinator
REVIEWED BY:	Corrine Nauta, Manager Jason Cole, P. Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
INFORMATION ITEM:	Emergency Management Coordinator Activities Report

BACKGROUND

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

DISCUSSION

Cobalt Magnet 2025

March 14-21, 2025, local, provincial, state, and federal organizations from Canada and the United States (“**U.S.**”) participated in a cross-border emergency exercise. Cobalt Magnet 2025 tested organizational readiness to respond to the off-site consequences of a radiological or nuclear emergency. Lambton’s Community Emergency Management Coordinator (“**CEMC**”) attended the Essex County Emergency Operations Centre (“**EOC**”) as an Evaluator for the exercise. Observations and lessons learned have been shared with Emergency Management Ontario (“**EMO**”) and the County of Essex, with some learnings helping to inform and further develop the County of Lambton’s emergency management program.

Recent Incidents

Over the past month, several local incidents with the potential for public health significance have occurred within the region. Lambton’s Community Emergency Management Coordinator (“**CEMC**”) has served as a liaison with Lambton Public Health (“**LPH**”), local CEMCs, and the Canadian Food Inspection Agency (“**CFIA**”) on matters related to the detection of H5N1 avian influenza in birds within Lambton County. The CEMC also supported the local and public health responses to the industrial spilling of crude oil to the St. Clair River on March 27.

Emergency Preparedness Day

Planning continues for Emergency Preparedness Day, Saturday, May 10, 2025, at Lambton College. The County CEMC is working with local municipal CEMCs to plan a joint display and workshop for the public event. The event is sponsored by the Bluewater Association for Safety, Environment, and Sustainability ("**BASES**") and provides an opportunity for local agencies to educate the public about hazards in our community and emergency preparedness at both the individual and community levels.

Alternate Emergency Operations Centres

Over the past year, coordinated efforts have been made to upgrade the technological and communications infrastructure at the County's alternate EOC locations. Most infrastructure is now acquired, installed, and tested, with activation procedures being written into the County of Lambton Emergency Operations Guide ("**EOG**").

Emergency Call-taking Services

The County maintains an agreement with 211 Ontario for the regional, not-for-profit agency to provide public call-taking services on behalf of the County during an emergency. The service is offered by 211 Ontario to municipalities across Ontario. Representatives from 211 Ontario attended a recent, local CEMC meeting to review the agency's role in an emergency and how municipalities can incorporate the service into their respective emergency management programs.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

Consultations have occurred as follows:

- **Cobalt Magnet 25:** County of Essex, Emergency Management Ontario
- **Recent Incidents:** Local CEMCs, Lambton Public Health, Canadian Food Inspection Agency
- **Emergency Preparedness Day:** Lambton BASES, local CEMCs
- **Alternate Emergency Operations Centres:** Emergency Management Program Committee, Alternate CEMCs, Information Technology Department
- **Emergency Call-taking Services:** 211 Ontario, local CEMCs

STRATEGIC PLAN

Application of Area of Effort #3: Community Development – The County is committed to capitalizing on opportunities that enrich the quality of life and future prospects of the community by:

- Strengthening the County’s advocacy and lobbying efforts with other levels of government to raise the profile of the County and its needs to secure improved senior government supports, funding, grants, and other resources to meet emerging infrastructure and service needs.

Application of Area of Effort #5: Partnerships – The County is committed to developing strong relationships with community partners, municipalities, and First Nations by:

- Exploring public-private partnerships aimed at benefitting the community.

CONCLUSION

Through its emergency management program, the County continues to investigate and pursue all available opportunities to build the capacity of emergency response plans in the community, including its own.

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PUBLIC WORKS
PREPARED BY:	Matt Deline, P.Eng., Manager
REVIEWED BY:	Jason Cole, P.Eng., General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
INFORMATION ITEM:	2025-2029 Roads Construction Program

BACKGROUND

The Public Works Department is responsible for the upkeep of approximately 650 kilometres of roadway and 186 bridges and major culverts. The Department ensures that the County Road Network is constructed and maintained in accordance with established industry standards in order that users can travel safely and in an efficient manner. The County uses innovative and green construction practices whenever possible, such as recycling existing pavement, using warm mix asphalt, ultra-thin bonded wearing course and application of fiber mat pavement reinforcement.

This report provides a summary of the scheduled capital roads projects for 2025 as well as updates to the County's five-year Roads Construction Program.

DISCUSSION

The County Road (“**CR**”) projects identified as part of carryover work from 2024 and the approved 2025 County Budget are highlighted below:

2024 Carryover Road and Bridge Projects

CR 22 (London Line) - Jane-Kilmer Drain Culvert Replacement

- Work to commence in summer 2025
- Scheduled for completion in summer 2025
- Work phased with temporary traffic signals and alternating lanes

CR 22 (London Line) - Holbrook-Fenner Drain Culvert Replacement

- Work to commence in summer 2025
- Work to be completed in summer 2025
- Work phased with temporary traffic signals and alternating lanes

2024 Carryover Road and Bridge Projects (continued)

Boundary Structure - Morrough Creek Bridge No. 1 at Shiloh Line

- Project coordinated with Middlesex County
- Summer 2025
- Phasing to be determined and discussed with St. Clair Region Conservation Authority

Boundary Bridge - Whitebread Drain Culvert Replacement at Base Line Road and Whitebread Line

- Project coordinated with the Municipality of Chatham-Kent
- Complete design in 2025
- 2025 or 2026 construction, to be determined

CR 21 (Broadway Street) and Confederation Line Intersection

- Signalization and lane improvements in Spring 2025
- In partnership with the Town of Plympton-Wyoming's Confederation Line Reconstruction project.

CR 26 (Mandaumin Road) - Langbank Line to Lambton Line

- Roadway reconstruction with drainage improvements
- Fall 2025 construction

2025 Roads Projects

CR 4 (Petrolia Line) - West of CR8 (Forest Road) to Little Ireland Road

- Pavement recycling, resurfacing with drainage improvements
- Includes work on CR 8 (Forest Road) north to Durham Creek Bridge
- Tendered in February 2025
- Construction to commence in June 2025

CR 79 (Nauvoo Road) - South of Watford to LaSalle Line

- Pavement recycling, resurfacing with new partially-paved shoulders and drainage improvements
- Tendered in February 2025
- Construction to commence in June 2025

CR 26 (Mandaumin Road) - CR 14 (Churchill Line) to CR 22 (London Line)

- Pavement recycling, resurfacing and drainage improvements
- Tendered in April 2025
- Construction to commence in July 2025
- Tentative completion date Summer 2025

2025 Road Projects (continued)

CR 19 (Michigan Avenue) - Colborne Street to CR 29 (Indian Road)

- Road reconstruction in partnership with City of Sarnia
- Construction to commence in Spring/Summer 2025

CR 7 (Lakeshore Road) - Douglas Line to Harris Point Drive

- Pavement resurfacing
- Tendered in April 2025
- Construction to commence in July 2025
- Tentative completion date in Summer 2025

CR 22 (London Line) and CR 8 (Forest Road) Intersection Improvements

- Roundabout construction
- Land purchase, completion of design and utility resolution
- Tender in 2025, 2026 construction anticipated
- Partial intersection closure, as required, during construction

2025 Bridge and Major Culvert Projects

The following structures are currently undergoing investigation and design work and are scheduled to be tendered in 2025 with likely 2026 construction:

- Pulse Creek Bridge Replacement - County Road 22 (London Line)
- Black Creek Bridge No. 1 Rehabilitation - County Road 21 (Oil Heritage)
- Davis Creek Culvert Relining/Replacement - County Road 4 (Petrolia Line)
- Shashawandah Creek Culvert Relining/Replacement - County Road 7 (Lakeshore Road)
- Beith Creek Culvert Relining/Replacement - County Road 7 (Lakeshore Road)

2025 Contingency Roads Projects

CR 25 (Confederation Street) – Ontario Street to east of CR 29 (Indian Road)

- Pavement milling and resurfacing
- Construction to commence in Fall 2025

CR 29 (Indian Road) – Campbell Street to south of Germain Street

- Pavement milling and resurfacing
- Construction to commence in Fall 2025

Contingency roads projects are completed subject to final tender and actual construction costs of the prioritized capital road and bridge projects, noted above.

In addition to producing the annual Roads Construction Program for the current budget year, the Public Works Department maintains a schedule of projected capital projects for future construction seasons. This list is reviewed annually, prioritizing road and bridge

projects based on pavement or structure condition, rate of degradation, existing structural make-up, and traffic demand.

As part of the review, appropriate treatment strategies, potential partnerships, and economies of scale are considered and measured against anticipated future funding to develop a list of prospective capital roads projects. The Department uses this list to initiate planning and design activities and to ensure that adequate resources are available to complete the identified projects in future years while utilizing all available Federal and Provincial Funding.

The Public Works Department has consolidated the prioritized road and bridge project list for the next five-year period into the 2025-2029 Roads Construction Program, which is attached to this report. The document will continue to be updated and shared annually to communicate the County's anticipated projects with local tier municipalities within the County, neighbouring Counties and municipalities, stakeholder agencies, and members of the public.

Beyond the projects included in the approved 2025 County Budget, the future work in this document is not locked. The Program is not intended to be a rigid commitment to future works but a communication tool to allow adequate planning and management of the extensive infrastructure that makes up the County Road Network. The projects in this Program are selected based on the best and available information at the time of review. Many of the variables considered will continue to change as projects develop. Ultimately, future construction will be subject to available funding, design, environmental and agency approvals, property acquisition, and conflicts or partnerships with other municipal projects.

FINANCIAL IMPLICATIONS

The approved County of Lambton 2025 Budget includes approximately \$16 million funded from levy, Canada Community Building Fund (“**CCBF**” - formerly Federal Gas Tax), the Ontario Community Infrastructure Fund (“**OCIF**”), reserves, and long-term financing directed toward capital road and bridge improvements.

CONSULTATIONS

Public Works liaises with numerous public and private stakeholders as well as retains external consultants to deliver the Roads Construction Program.

STRATEGIC PLAN

Application of Area of Effort #6: Corporate Sustainability – The County is committed to ensuring long-term environmental and financial sustainability in all its operations, by:

- Continuing to implement strong financial plans, policies, and practices that bolster and safeguard municipal services and infrastructure;
- Committing to a sound Asset Management Plan to maintain and fund critical infrastructure;
- Developing and implementing a long-term financial plan that includes reserves and reserve funds, debt and tax rate strategy, and revenue growth and diversification;
- Increasing external sources of revenue in an effort to mitigate reliance on property taxes;
- Adopting and promoting environmentally sustainable practices in the face of climate change; and
- Undertaking environmental initiatives that protect and enhance woodlots and the County's natural heritage features, and target waste reduction, energy conservation, lower fuel consumption, and the use of sustainable technologies and processes.

CONCLUSION

Planned accomplishments as part of the 2025 Roads Construction Program include:

- 24 kilometres of new pavement surface;
- One new roundabout project;
- 8.5 kilometres of partially-paved shoulder to enhance safety for vulnerable road users; and
- Four structure replacements and the rehabilitation of five structures (including 2024 carryover projects).

The attached 2025-2029 Roads Construction Program, including maps and schedules, is provided as reference for Council and the public and will be forwarded to municipal partners. This document can also be found on the County website under the Public Works heading at www.lambtononline.ca. The timing of the projects is subject to available funding, design, environmental approval, property acquisition and construction requirements.



COUNTY OF LAMBTON
2025-2029 Roads Construction Program



Prepared by: Public Works Department
County of Lambton

Date: April 2025

Introduction

The County of Lambton Public Works Department is responsible for the operation and upgrade of approximately 650 kilometres of roads and over 186 bridges and major culverts. The County Road network connects Lambton's communities and is critical to the County's economy and quality of life. The objective of the Public Works Department is to ensure the infrastructure that makes up the County Road network is maintained and constructed to applicable standards, providing the safe and efficient movement of people and goods throughout the County.



Potential County Road projects are reviewed annually during budget planning. Candidate road and bridge projects are prioritized based on a number of variables to determine appropriate treatments and schedules that balance construction costs with infrastructure lifecycle. In addition to design standards and guidelines, as part of the Comprehensive Asset Management Plan, the County has established level of service targets for the road network. To help meet these goals, the County uses a number of rehabilitation techniques to help extend the life of the assets. Environmentally responsible options are employed to best utilize existing resources.

The 2025-2029 Roads Construction Program is a consolidated listing of the County's prioritized road and bridge project list for the next 5-year period. It is intended to be a living document, updated annually, that can be shared to communicate the County's anticipated projects with partner municipalities, stakeholder agencies, and members of the public.

The projects in this Program are selected based on the best and available information at the time of assessment. Many of the variables considered will continue to change as projects develop. Ultimately, future construction will be subject to available funding, design, environmental and agency approvals, property acquisition, and conflicts or partnerships with other municipal projects.

2025 PLANNED CONSTRUCTION	
Roadway	24 km
Structure Rehabilitations	5
Structure Replacement	4
Partially-Paved Shoulders	8.5 km



**County of Lambton
2025 Roads Construction Program**

PROPOSED PROJECTS - ROADS 2025

- 1) **County Road 79 (Nauvoo Road)** –South end of Watford to LaSalle Line.
Pavement recycling, resurfacing with new partially-paved shoulders.
- 2) **County Road 4 (Petrolia Line)** – 500m west of County Road 8 (Forest Road) to Little Ireland Road.
Pavement recycling, resurfacing and drainage improvements. Also includes County Road 8 (Forest Road) from County Road 4 (Petrolia Line) to 250m north. Pavement milling, resurfacing and bridge repairs.
- 3) **County Road 26 (Mandaumin Road)** – North of County Road 14 (Churchill Line) to south of County Road 22 (London Line).
Pavement recycling, resurfacing and drainage improvements.
- 4) **County Road 19 (Michigan Ave)** – Colborne Road to County Road 29 (Indian Road).
Road reconstruction in partnership with City of Sarnia.
- 5) **County Road 26 (Mandaumin Road)** - Langbank Line to Lambton Line.
Roadway reconstruction with drainage improvements.
- 6) **County Road 25 (Confederation Street)** – Ontario Street to Vanier Road.
Pavement milling and resurfacing.
- 7) **County Road 22 (London Line) and County Road 8 (Forest Road) Intersection Improvements.**
Roundabout intersection construction.
Completion of design, land purchasing, utility conflict resolution in 2025, construction in 2026. Details to be determined as design progresses.
- 8) **County Road 7 (Lakeshore Road)** – Douglas Line to Harris Point Drive.
Pavement resurfacing.
- 9) **County Road 29 (Indian Road)** – Campbell Street to Germain Street.
Pavement milling and resurfacing.

PROPOSED PROJECTS - BRIDGES & MAJOR CULVERTS 2025

- 10) 22-5-317 – Holbrook-Fenner Drain Culvert - County Road 22 (London Line)**
Culvert replacement. Maintain single lane of alternating traffic.
- 11) 22-5-329 – Jane-Kilmer Drain – County Road 22 (London Line)**
Culvert replacement. Maintain single lane of alternating traffic.
- 12) EB-3-003 - Morrough Creek Bridge No. 1 – Boundary Bridge - Shiloh Line over Morrough Creek**
Bridge rehabilitation in partnership with Middlesex County.
- 13) 04-5-218 - David Creek - County Road 4 (Petrolia Line)**
Culvert replacement/lining.
Completion of design in 2025 with construction in 2025 or 2026, with details to be determined.
- 14) 07-5-384 - Beith Creek Culvert – County Road 7 (Lakeshore Road)**
Culvert replacement/lining.
Completion of design in 2025 with construction in 2025 or 2026, with details to be determined.
- 15) 07-5-406 - Shashawandah Creek Culvert – County Road 7 (Lakeshore Road)**
Culvert replacement/lining.
Completion of design in 2025 with construction in 2025 or 2026, with details to be determined.
- 16) SB-5-001 - Whitebread Drain Culvert - South Boundary (with Chatham-Kent)**
Culvert replacement in partnership with the Municipality of Chatham-Kent.
Completion of design in 2025 with construction in 2025 or 2026, details to be determined.
- 17) 22-3-066 - Pulse Creek Bridge - County Road 22 (London Line)**
Bridge replacement.
Completion of design in 2025 with construction in 2026. Phasing to be determined.
- 18) 21-3-210 - Black Creek Bridge No. 1 – County Road 21 (Oil Heritage Road)**
Bridge rehabilitation.
Completion of design and construction in 2025. Maintaining single lane of alternating traffic.

Notes:

- 1) The timing of the above projects is subject to available funding, design, environmental approval, property acquisition and construction requirements.*
- 2) Construction methods are tentative and subject to change.*
- 3) Traffic control measures are subject to change. This includes the need for full road closures (either intermittently or for longer durations) necessary for construction.*

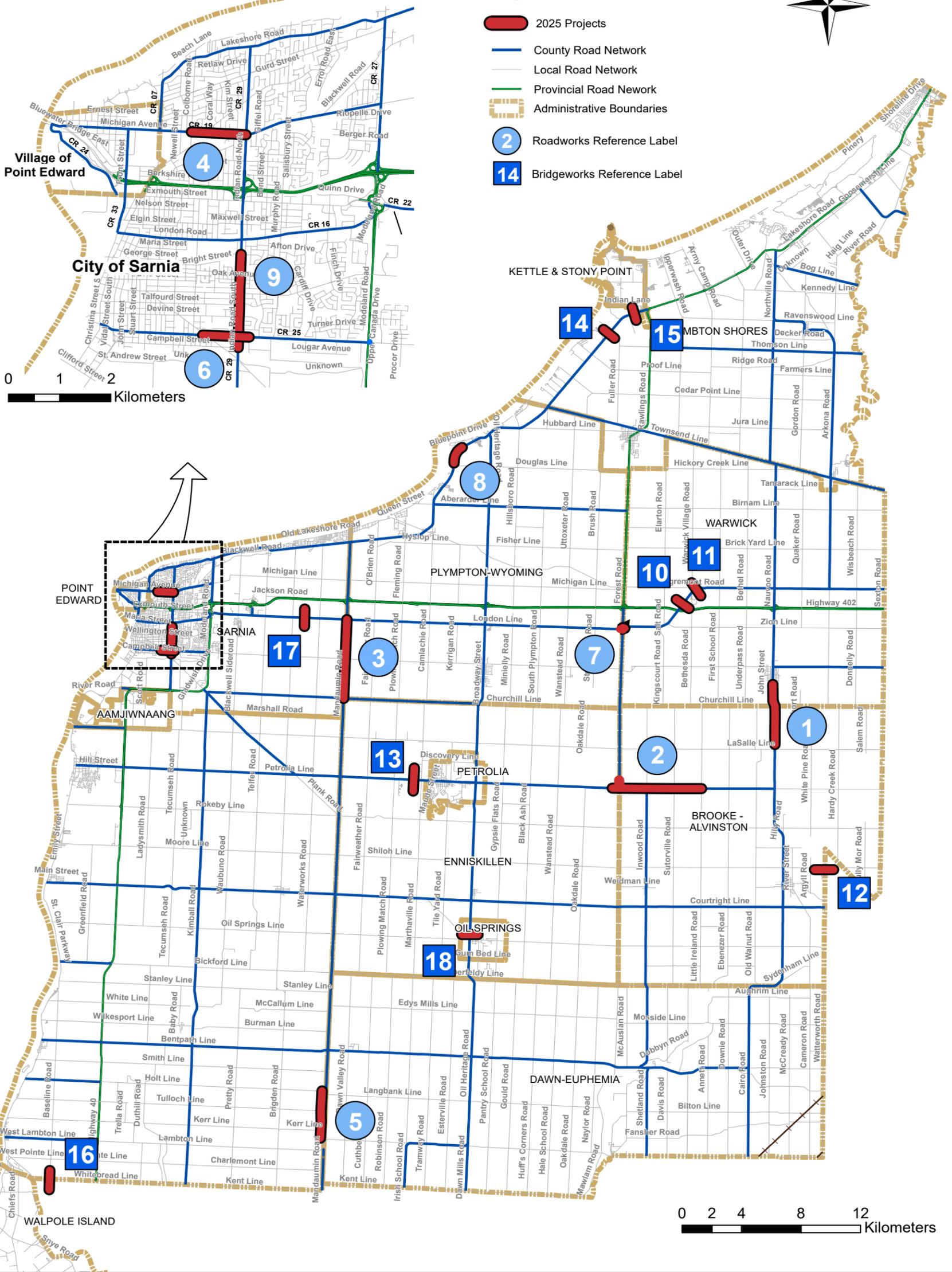


County of Lambton 2025 Roads Construction Program



Legend

-  2025 Projects
-  County Road Network
-  Local Road Network
-  Provincial Road Network
-  Administrative Boundaries
-  Roadworks Reference Label
-  Bridgeworks Reference Label





**County of Lambton
2026 - 2029 Roads Construction Program**

PROPOSED PROJECTS - ROADS 2026 – 2029

- 19) County Road 19 (Michigan Ave)** – Intersection/Park Entrance under Bluewater Bridges (Pt. Edward). Reconstruction for geometric improvements, along with pavement milling and resurfacing in partnership with the Village of Point Edward.
- 20) County Road 35 (LaSalle Line)** - St. Clair Parkway to Vidal Street South. Road reconstruction with partially-paved shoulder, in partnership with the City of Sarnia.
- 21) County Road 79 (Nauvoo Road) and County Road 39 (Confederation Line) Intersection Improvements.** Reconstruction with geometric and drainage improvements in partnership with Warwick Township.
- 22) County Road 22 (London Line)** - County Road 8 (Forest Road) to the east limit of Warwick Village. Pavement recycling, resurfacing with new partially-paved shoulders and drainage improvements.
- 23) County Road 26 (Mandaumin Road)** - County Road 2 (Bentpath Line) to Lambton Line. Double surface treatment.
- 24) County Road 31 (Kimball Road)** – Immediately north of Burman Line to north of Bear Creek Bridge. Slope stabilization, reconstruction, road recycling, paving and drainage improvements.
- 25) County Road 21 (Oil Heritage Road)** - Village of Oil Springs to Shiloh Line. Pavement recycling, resurfacing and drainage improvements.
- 26) County Road 4 (Petrolia Line)** – Old Walnut Road to County Road 79 (Nauvoo Road). Roadway reconstruction and drainage improvements
- 27) County Road 79 (Arkona Road)** – North limit of Arkona to the east limit of Thedford. Pavement recycling, resurfacing with new partially-paved shoulders and drainage improvements.
- 28) County Road 4 (Petrolia Line) and County Road 31 (Kimball Road) Intersection Improvements.** Roundabout intersection construction. Including drainage work, utility relocates, land purchases.
- 29) County Road 31 (Kimball Road)** - County Road 4 (Petrolia Line) to County Road 20 (Plank Road). Pavement recycling, resurfacing and drainage improvements.
- 30) County Road 39 (Confederation Line)** - County Road 79 (Nauvoo Road) to Sexton Line. Pavement recycling and resurfacing.
- 31) County Road 16 (London Road)** - County Road 33 (Front Street) to Murphy Road. Pavement milling and resurfacing in partnership with the City of Sarnia.
- 32) County Road 4 (Petrolia Line)** – Oozloffsky Street to County Road 26 (Mandaumin Road). Pavement recycling, resurfacing and drainage improvements.

PROPOSED PROJECTS - ROADS 2026 – 2029 (cont'd)

- 33) County Road 18 (Bog Line)** - County Road 79 (Northville Road) to Boundary Bridge.
Pavement milling and resurfacing.
- 34) County Road 4 (Petrolia Line)** – Lyndoch Street to Brooktree Drive.
Pavement milling and resurfacing.
- 35) County Road 29 (Indian Road)** – Germain Street to Exmouth Street.
Pavement milling and resurfacing.
- 36) County Road 6 (Thomson Line)** - County Road 79 (Arkona Road) to Middlesex Boundary.
Pavement recycling, resurfacing and drainage improvements.
- 37) County Road 6 (Thomson Line)** - County Road 9 (Northville Road) to County Road 79 (Arkona Road).
Roadway reconstruction with widening and double surface treatment.
- 38) County Road 80 (Courtright Line)** – Sutorville Road to Old Walnut Road.
Pavement recycling, resurfacing and drainage improvements.
- 39) County Road 21 (Irish School Road) at Marthaville Road Intersection Improvements.**
Reconstruction with geometric and drainage improvements.
- 40) County Road 21 (Oil Heritage Road)** – Kent Line to Langbank Line.
Pavement recycling, resurfacing and drainage improvements.
- 41) County Road 21 (Oil Heritage Road)** - Shiloh Line to Discovery Line.
Pavement recycling, resurfacing and drainage improvements.
- 42) County Road 12 (Townsend Line)** - County Road 7 (Lakeshore Road) to Union Street.
Road reconstruction with new partially paved shoulders and drainage realignment.
- 43) County Road 6 (Thomson Line)** – King’s Highway 21 (Rawlings Road) to County Road 9 (Northville Road).
Roadway reconstruction with widening and double surface treatment.
- 44) County Road 22 (London Line)** – Telfer Diversion Drain to Telfer Road.
Pavement recycling, resurfacing with new partially-paved shoulders and drainage improvements.
- 45) County Road 80 (Courtright Line)** – Waterworks Road to Bear Creek Bridge, west of Brigden.
Pavement recycling, resurfacing and drainage improvements.
- 46) County Road 79 (Ravenswood Line / Northville Road)** – West limit of Thedford to County Road 18 (Bog Line).
Pavement recycling, resurfacing and drainage improvements.
- 47) County Road 79 (Nauvoo Road)** - South County Boundary to Old Walnut Road.
Pavement recycling, resurfacing with new partially-paved shoulders and drainage improvements.
- 48) County Road 79 (Arkona Road) / County Road 12 (Townsend Line)** – Within limits of Arkona
Pavement milling and resurfacing.

PROPOSED PROJECTS - ROADS 2026 – 2029 (cont'd)

- 49) County Road 12 (Townsend Line)** – Within limits of Forest.
Pavement milling and resurfacing.
- 50) County Road 26 (Mandaumin Road)** – County Road 2 (Bentpath Line) to County Road 80 (Courtright Line).
Pavement resurfacing.
- 51) County Road 35 (Lasalle Line)** – Vidal Street South to Highway 40.
Pavement recycling, resurfacing with new partially paved shoulders and drainage improvements.
- 52) County Road 2 (Bentpath Line)** – Highway 40 to west of Indian Creek.
Pavement resurfacing.
- 53) County Road 2 (Bentpath Line)** – St. Clair Parkway to East Street.
Pavement milling and resurfacing.
- 54) County Road 4 (Hill Street / Petrolia Line)** – Brooktree Drive to County Road 31 (Kimball Road).
Pavement resurfacing.
- 55) County Road 7 (Lakeshore Road) and County Road 26 (Mandaumin Road) Roundabout.**
Pavement milling and resurfacing.

PROPOSED PROJECTS - BRIDGES & MAJOR CULVERTS 2026 - 2029

- 56) 79-3-334 - CNR Overpass Bridge - County Road 79 (Nauvoo Road) over Canadian National Railway**
Bridge rehabilitation.
- 57) 79-5-224 - McLean Drain - County Road 79 (Nauvoo Road)**
Culvert replacement/lining.
- 58) 29-3-058 - Clayton-Saylor Bridge - County Road 29 (Indian Road)**
Bridge rehabilitation.
- 59) EB-3-006 - McPhail Bridge No. 2 - Boundary Bridge - Sexton Road over East Sydenham River**
Bridge rehabilitation.
- 60) 7-5-272 – Aberarder Creek Culvert - County Road 7 (Lakeshore Road)**
Culvert lining.
- 61) 31-5-013 - Reid Drain - County Road 31 (Kimball Road)**
Culvert replacement.
- 62) 18-3-054 - Heaman Henderson Bridge – County Road 18 (Bog Line)**
Bridge rehabilitation.
- 63) SB-3-004 - East Otter Creek Bridge – Boundary Bridge - Kent Line over East Otter Creek**
Bridge rehabilitation.
- 64) 26-3-395 - Cow Creek Bridge – County Road 26 (Mandaumin Road)**
Bridge rehabilitation.

PROPOSED PROJECTS - BRIDGES & MAJOR CULVERTS 2026 – 2029 (cont'd)

- 65) 02-5-385 - McCallum Drain Culvert – County Road 2 (Bentpath Line)**
Culvert replacement.
- 66) 26-5-399 - Montgomery Drain Culvert – County Road 26 (Mandaumin Road)**
Culvert replacement.
- 67) 26-3-152 - Black Creek Bridge – County Road 26 (Mandaumin Road)**
Bridge repairs.
- 68) 11-3-014 – Bonnie Doon Bridge – County Road 11 (Aberarder Line)**
Bridge rehabilitation.
- 69) 22-5-128 – Perch Creek Culvert – County Road 22 (London Line)**
Culvert repairs.
- 70) 79-5-557 – Decker Creek Culvert No. 3 – County Road 79 (Arkona Road)**
Culvert repairs.
- 71) 79-5-613 – Golden Creek Culvert – County Road 79 (Northville Road)**
Culvert repairs.

Notes:

- 1) The timing of the above projects is subject to available funding, design, environmental approval, property acquisition and construction requirements.*
- 2) Construction methods are tentative and subject to change.*
- 3) Traffic control measures are subject to change. This includes the need for full road closures (either intermittently or for longer durations) necessary for construction.*

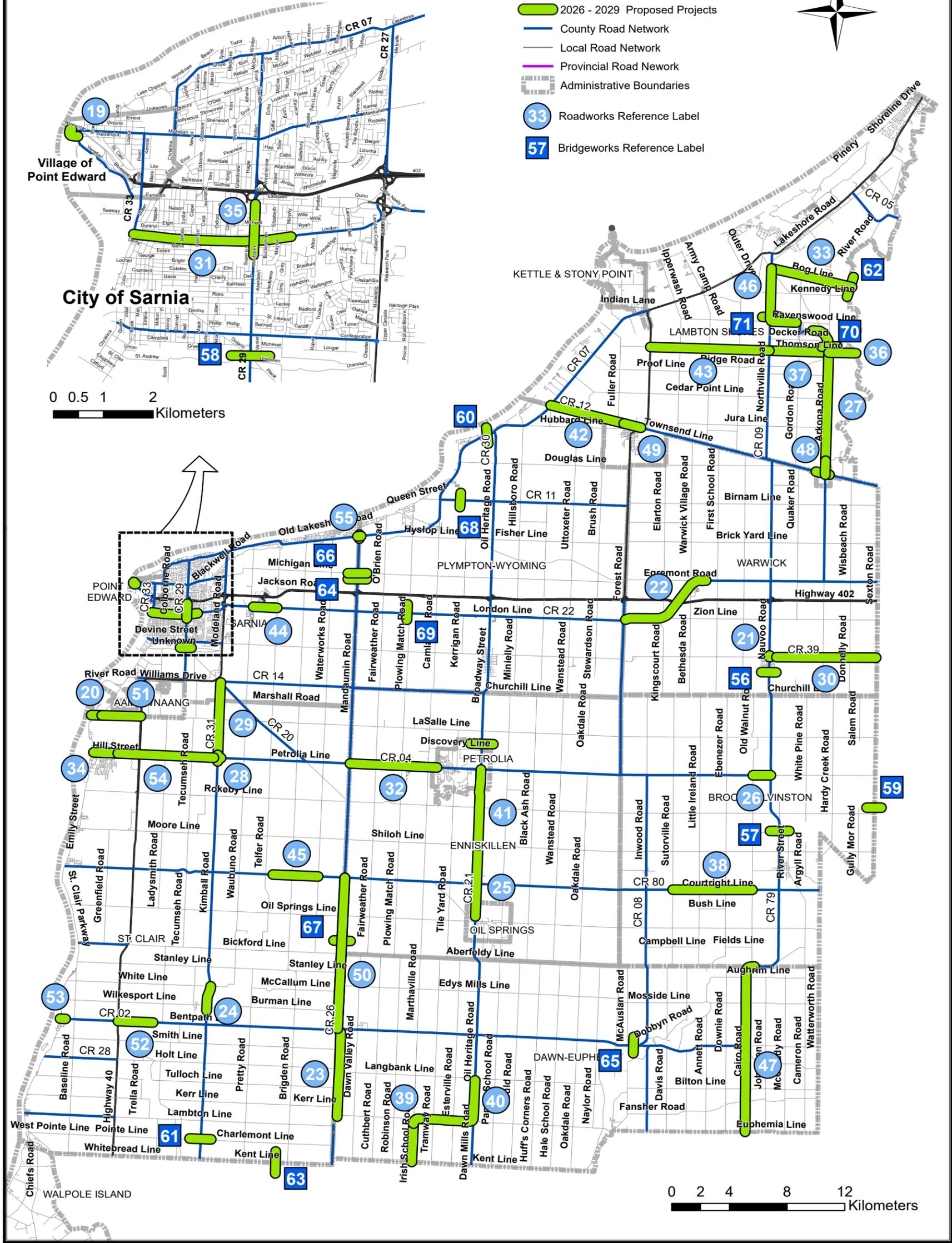


County of Lambton 2026 - 2029 Roads Construction Program



Legend

- █ 2026 - 2029 Proposed Projects
- █ County Road Network
- █ Local Road Network
- █ Provincial Road Network
- Administrative Boundaries
- 33 Roadworks Reference Label
- 57 Bridgeworks Reference Label



 <p style="text-align: center;">CULTURAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY AND ARCHIVES
PREPARED BY:	Laurie Webb, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
SUBJECT:	Museums, Gallery and Archives Collections Management January and February 2025

BACKGROUND

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

As the governing body of the Museums, Gallery and Archives, Committee must review all artifact and art donations offered to these facilities and approve their acceptance into the permanent collection, after consideration of the recommendations of the Manager, Museums, Gallery and Archives. The following list of donations is from the month of January and February 2025.

DISCUSSION

Recommended for Acceptance

Attached are items recommended for acceptance that have been offered for donation to Lambton Heritage Museum, Oil Museum of Canada, Judith & Norman Alix Art Gallery, and Lambton County Archives in the month of January and February 2025.

Attachment A – Museums and Archives Donations

Recommended for Refusal

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

Museums, Galley and Archives Collections Management
January and February 2025 (page 2)

April 16, 2025

acceptance into the permanent collection. The list below outlines objects were offered for donation in the month January and February 2025 and are recommended for refusal.

Institution	Details	Reason for Refusal	Donor
Lambton County Archives	News clippings and documents in local history research files.	Duplicates of items already in collection.	Plympton-Wyoming Museum
Lambton County Archives	Collection of London Free Press newspapers.	No local provenance. Referred to London Room.	Name not given.
Lambton Heritage Museum	Large wooden beam that washed up on beach in Grand Bend.	No details about provenance.	Susan Chisholm
Lambton Heritage Museum	Slide projector.	Duplicate of items already in collection.	Joe Leatherdale
Lambton Heritage Museum	1920s radio.	No local provenance.	Jack Hebden
Lambton Heritage Museum	Perfection stove.	Duplicate of items already in collection/limited storage space. Referred to Moore Museum and Sombra Museum.	Guelph Museum
Lambton Heritage Museum	Corunna Giants baseball jacket.	Duplicate of items already in collection. Referred to Moore Museum.	Name not given.
Lambton Heritage Museum	Two pennies from Canada's centennial year.	No local provenance. Referred to Moore Museum and Sombra Museum.	Jaclyn
Lambton Heritage Museum	Ladies Home Companion magazines late 1800s.	No local provenance and poor condition. Referred to Moore Museum and Sombra Museum.	Patti Keeler
Lambton Heritage Museum	Square grand piano.	Limited provenance and space restraints	Robin Donahue

		in collections storage. Referred to Moore Museum and Sombra Museum	
Lambton Heritage Museum	Figure skating trophy.	Duplicate of items already in collection.	Tiffany Learn
Lambton Heritage Museum	Picture of WWI soldier and death certificate.	Referred to Lambton County Archives.	Name not given.

Recommended for Deaccession

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

Institution	Accession Number	Object	Rationale
Lambton Heritage Museum	LHM W.1976.3995	Plow	Duplicate of item already in collection.
Lambton Heritage Museum	LHM W.1976.4009	Plow	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Plow	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Multi-furrowed Plow	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Small wooden planter	Poor condition
Lambton Heritage Museum	LHM W.1976.4015	Scuffler	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Scuffler	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Self-propelled sickle mower	Outside museum mandate.
Lambton Heritage Museum	LHM W.1976.6135	Gas-Powered Lawn Mower	Outside museum mandate.
Lambton Heritage Museum	LHM W.1976.3997	Horse-Drawn Walking Potato Digger	Duplicate of item already in collection.
Lambton Heritage Museum	LHM 1983.027.001	McCormick-Deering 10-20 Tractor	Duplicate of item already in collection.

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Lambton Heritage Museum	LHM 1989.038.091 a	Potato Dusting Cart	Duplicate of item already in collection.
Lambton Heritage Museum	LHM 1983.064.001	Seed Drill	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Moving Dollies	Outside museum mandate.
Lambton Heritage Museum	n/a	Hay Wagon	Duplicate of item already in collection.
Lambton Heritage Museum	LHM W.1976.3890	P.E.I. Hand Feed Thresher	Outside museum mandate.
Lambton Heritage Museum	n/a	Stacking Filing Cabinet	Outside museum mandate.
Lambton Heritage Museum	n/a	Broadcast Seeder	Duplicate of item already in collection.
Lambton Heritage Museum	LHM E.1977.4618	Baby Carriage	Poor condition
Lambton Heritage Museum	n/a	Cider Press	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Bagger-combine	Poor condition
Lambton Heritage Museum	n/a	Commemorative plate - Lambton County	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Commemorative plate - Elgin County	Outside museum mandate.
Lambton Heritage Museum	n/a	Commemorative plate - Grey County	Outside museum mandate.
Lambton Heritage Museum	n/a	Commemorative plate - International Plowing Match, Essex County, 1989	Outside museum mandate.
Lambton Heritage Museum	n/a	Commemorative plate - Point Edward	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir dish - Presbyterian Church, Watford	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir cup - The Warf, Grand Bend	Poor condition
Lambton Heritage Museum	n/a	Souvenir plate - St. Christopher's Church, Forest	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir plate - Northern Navigation Co.	Duplicate of item already in collection.

Lambton Heritage Museum	n/a	Souvenir plate - Northern Navigation Co., S.S. Huronic	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir decorative shoe - St. Clair Tunnel	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir plate - St. Andrew's Presbyterian Church, Petrolia	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir plate - Knox Presbyterian Church, Thedford	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir plate - Bear Creek Presbyterian Church	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir plate - St. Andrew's Presbyterian Church	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir plate - Women's Institute, 100th Anniversary	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir plate - Mandaumin United Church	Duplicate of item already in collection.
Lambton Heritage Museum	n/a	Souvenir dish - Knox Presbyterian Church, Thedford	Duplicate of item already in collection.

FINANCIAL IMPLICATIONS

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

CONSULTATIONS

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

STRATEGIC PLAN

The ongoing collection and preservation of local heritage artifacts and Canadian art supports the County of Lambton Strategic Plan's Principles and Values of a Healthy

Museums, Galley and Archives Collections Management
January and February 2025 (page 6)

April 16, 2025

Community by "*providing a host of cultural and lifestyle services while understanding and respecting the environment.*"

CONCLUSION

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

RECOMMENDATION

That the Museums, Gallery and Archives Collections Management January and February 2025 Report be accepted, and items recommended for acceptance to, or deaccession from, the collections be approved for inclusion in or removal from, the respective permanent collections.

Museums and Archives Donations January and February 2025

Institution	Council Report Information	Contact	City
Lambton County Archives	Assorted material related to the Lakeview Casino.	David McClure	Grand Bend
Lambton County Archives	1973 International plowing match papers and prize lists.	Linda Bryson	Watford
Lambton County Archives	Collection of scrapbooks pertaining to Owen Byer's political career.	Owen Byers	Petrolia
Lambton County Archives	Digital copies of a 10-episode series called "Drilling into History". Made in partnership with OMC and YourTV Sarnia.	Terry Doyle	Sarnia
Lambton County Archives	Letters, photos, and negatives by Robert Smith of Alvinston.	Shelley Waller	Sarnia
Lambton County Archives	One box of research files from Plympton - Wyoming Museum.	Gord McKenzie	
Lambton County Archives	One image of the St. Andrew's Y.P Guild, Wyoming, ca. 1920s.	Catherine Blake	Sarnia
Lambton County Archives	Scrapbook from the DesJardine family featuring Grand Bend photographs.	Helen DesJardine	Grand Bend
Lambton County Archives	Syer family history and photos, historical material on the Petrolia area.	Emily Syer	Petrolia
Lambton County Archives	Syer family photos, documentation, archival materials related to Shiloh School and Lambton Centennial School.	Terry Syer	Petrolia
Lambton County Archives	Two boxes of Lew McGregor's research materials, including files, photos, and books.	Lewis McGregor	Forest
Lambton Heritage Museum	Book, "Thunder by the Beach: Grand Bend Dragway, 1964 to 1969" by Tim Sykes.	Peter Warner	Grand Bend
Lambton Heritage Museum	Colourful quilt depicting the Laird House near Thedford, made by Cynthia McNair.	Cynthia McNair	Arkona
Lambton Heritage Museum	Door collected from the beach after the Great Storm of 1913, likely from one of the shipwrecks.	Rebecca Grandis	Sarnia

Institution	Council Report Information	Contact	City
Lambton Heritage Museum	Early wooden trunk (1840s) and red chest of drawers, Warwick Township.	Ron Van Horne	Forest
Lambton Heritage Museum	Items used at the Canatara Cabin by the Spaulding family when it was located on Lakeshore Road including woven sunhat and child's bowl and pitcher.	Sandi Spaulding	Sarnia
Lambton Heritage Museum	Petrolia bookmark, c. 1950s.	Liz Welsh	Petrolia
Lambton Heritage Museum	Prize ribbons from the Sarnia Kennel Club (2) and the Bluewater Kennel Club (1).	Oxford County Archives	Woodstock
Lambton Heritage Museum	Sarnia Baby Pageant Trophy (1956) and associated archival documentation.	Tiffany Learn	London
Oil Museum of Canada	4 black and white photographs of OMC in the 1960s.	Terry Wilson	Brights Grove

	CULTURAL SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LIBRARIES
PREPARED BY:	Darlene Coke, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
SUBJECT:	Lambton County Library's Early Literacy Services

BACKGROUND

In the fall of 2022, Lambton County Library began a partnership with the County of Lambton Children's Services Department to enhance the delivery of literacy services to Lambton's youngest residents. The Children's Services Department provided \$95,000 in funding to support the delivery of library services directly to 17 EarlyON Child and Family Centres located throughout Lambton County.

This funding allowed the Libraries Department to hire a Part-Time Public Services Assistant – Youth (0.51 FTE) to organize the program at a cost of approximately \$32,000, with the balance of funding (\$63,000) available for program materials, supplies and travel costs. The programs were delivered by existing Community Librarians, who travelled to EarlyON Child and Family Centres to deliver storytimes using curated resources from the library's collection that are designed by the library's public services team at Library Headquarters.

DISCUSSION

Over the past two years, Lambton County Library's partnership with the Children's Services Department has proven to be very successful, resulting in the delivery of 831 programs by the library with 14,148 attendees present at EarlyON Child and Family Centres. The Libraries Department has evaluated the program and determined that operational changes are needed to ensure continued success, and the most efficient use of the library's resources.

Currently, the Libraries Department's Community Librarian staff members are visiting the EarlyON Child and Family Centres. These employees hold professional master's degrees in library information science and apply these skills to serving in a variety of roles including program delivery throughout the community, forming community connections to expand

outreach programming, and important in-library work related to the maintenance of each branch library's collection and the delivery of technology programs.

The unequal distribution of EarlyON Child and Family Centres throughout the library's regional service areas, in addition to the travel required to attend each site has resulted in an unbalanced workload and in some cases, important in-library work faces delays in completion.

After evaluating the needs of the Department, it is desirable to assign the delivery of the library programs to the Libraries Department's Public Services Assistant (Youth) staff members, who are already required to hold Early Childhood Education Diplomas, and who already undertake the support work to deliver the library programs at the EarlyON Child and Family Centres, such as scheduling the visits and preparing the resource kits for distribution to the Community Librarians. This work is better aligned with the particular training and skills of the Public Services Assistants, and re-assigning this work would allow Community Librarians to focus on important in-library work, in-library technology training in addition to serving the broader community.

Currently, the library employs two part-time Public Services Assistants (Youth) (1.2 FTE), with one position (0.51 FTE) specifically assigned to support the library programs delivered to the EarlyON Child and Family Centres. This one position (0.51 FTE) is funded by the Children's Services Department, while the second position (0.69 FTE) is funded by the Libraries Department.

Lambton County Library proposes restructuring these positions to assign Public Services Assistants the work of delivering library programs and supporting the delivery of the programs at EarlyON Child and Family Centres. To provide programs at all 17 Centres, in addition to continuing to support the library's regular programming to youth aged 0 – 18, the Library would require one additional part-time position (0.69 FTE), and would require increasing the 0.51 FTE position to 0.69 FTE so that all three positions were assigned the same amount of hours. The overall impact would result in the addition of one employee (0.69 FTE) and the addition of six hours per week to increase an existing position by 0.18 FTE. The total impact would be an additional 0.87 FTE to the Libraries Department, which would be fully funded within the existing \$95,000 funding envelope provided by the Children's Services Department.

FINANCIAL IMPLICATIONS

There are no budget implications as a result of this proposed reallocation of funding. The proposed changes can be accomplished within the existing funding envelope of \$95,000 provided by the Social Services Division. The Libraries Department is proposing to split the costs differently this year by increasing the wages and benefits portion of the funding, and reducing the funds applied to materials and supplies.

The additional 0.87 FTE as described above has a resulting wage and benefit cost increase of approximately \$52,000. Combined with the previous wage and benefit cost

commitment of \$32,000, the total wage and benefit costs for the delivery of programs at EarlyON Child and Family Centres is \$84,000, leaving a balance of approximately \$11,000 to cover materials, supplies and travel costs.

After implementing these changes in 2025, if it is determined that the remaining \$11,000 budget for materials, supplies and travel costs is insufficient for future years, the Libraries Department will consult with the Children's Services Department regarding the availability of additional provincial funding resources.

CONSULTATIONS

The Community Library Supervisor, Human Resources staff including the Compensation Specialist and Senior Labour Relations Consultant, and the Division's Finance Coordinator were consulted in the creation of this report.

STRATEGIC PLAN

This partnership reinforces the County of Lambton's strategic plan by providing literacy programs to enrich the quality of life and future prospects of the community, developing programs and initiatives that address poverty reduction and promote social belonging, making cultural services available that contribute to Lambton's goal of being a learning community and pursuing joint opportunities with community partners that contribute to the long-term growth and well-being of the Lambton community.

CONCLUSION

This partnership between the two County of Lambton Departments will allow each Department to successfully meet its strategic objectives while also benefitting the community and reducing duplication of effort and services. Research has consistently shown that investing in high quality literacy programs for children during their 0 to 6 years produces individual and larger community benefit, resulting in a healthier and more productive community.

RECOMMENDATION

That Lambton County Council approve the reallocation of provincial funding made available by the Children's Services Department to fully fund an additional 0.87 FTE to the Libraries Department, for the continued delivery of library services to EarlyON Child and Family Centres located throughout Lambton County.

	CULTURAL SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LIBRARIES
PREPARED BY:	Darlene Coke, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
SUBJECT:	Revised Volunteer Policy

BACKGROUND

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

In 2022, Lambton County Council approved the Libraries Department’s Volunteer Policy, in addition to a number of policies created by the Department to formalize its operations should the library ever seek provincial accreditation.

DISCUSSION

Lambton County Library is currently working on a plan to increase the number of teenagers using the library’s programs and services. As part of this plan, the library intends to form a Teen Advisory Council, where teenagers can provide advice and guidance to library staff concerning the library’s collections, communications and programs from the perspective of a teenager. The Teen Advisory Council would also work to plan a special event geared toward teens. Staff would ask Teen Advisory Council members to promote Lambton County Library within their schools and communities.

To accommodate this new direction in the delivery of teen library service, the library’s supervisory team proposes minor modifications to the library’s existing Volunteer Policy. These proposed changes are captured in the attached Appendix “A” and identified in red font.

FINANCIAL IMPLICATIONS

There are no financial implications to the Libraries Department, as the work with teenagers can be completed within the existing budget as part of its programming activities.

CONSULTATIONS

The Public Services Coordinator, Youth, the Community Library Supervisor and the Community Engagement / Communications Supervisor were consulted in the creation of this report.

STRATEGIC PLAN

This new opportunity to work with youth supports the County of Lambton's Strategic Plan Area of Effort to engage and inform residents of the County's services and programs. It also supports the Corporation's Area of Effort relating to Community Development and Community Health and Wellness, advancing cultural development in Lambton County for economic, social, educational and community benefit. This new opportunity also supports the goals of the Cultural Services Division's Strategic Plan by soliciting feedback from a broad demographic of users to inform decision-making and engaging the community in library program planning and delivery.

CONCLUSION

It is anticipated that working with teens to gather advice about the delivery of library services and promotions directed to teenage audiences will help the library increase the number of teenage library card holders, and encourage teenagers to continue using library services as they age, becoming life-long library users. Research consistently demonstrates that communities with higher literacy rates enjoy higher rates of employment, entrepreneurship, post-secondary educated citizens and healthier citizens.

RECOMMENDATION

That Lambton County Council approve Lambton County Library's revised Volunteer Policy, attached as Appendix "A".

Appendix "A"

	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNTY LIBRARY POLICY MANUAL		
	Subject:	Volunteer Policy	Section H16 Index #01
	Effective Date:	April 6, 2022	Approved By: Lambton County Council
	Revision Date:	March 27, 2025	
	Drafted on:	December 9, 2021	

PURPOSE

The purpose of this policy is to set out the manner in which Lambton County Library (the Library) can create volunteer opportunities for individuals to perform a service to the community and engage members of the community in the evolution of Library services in Lambton County.

POLICY

Volunteers are recognized as contributors to the accomplishment of the mission of Lambton County Library.

RESPONSIBILITY

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

DEFINITIONS

"**Volunteer**" is a person who performs tasks for Lambton County Library without wages, benefits, or expectation of compensation of any kind. Volunteers do not replace paid staff, but enhance and extend their services, and are not considered employees of the Library.

REGULATIONS

1. Recruitment

1.1. Those persons wishing to become a volunteer with Lambton County Library

Appendix "A"

- must submit a Lambton County Library Volunteer Application Form.
- 1.2. All volunteers will be interviewed to ascertain their suitability for, interest in, and ability to undertake the position. In placing a volunteer in a position, attention shall be paid to the interests and capabilities of the volunteer, and to the requirements of that volunteer position.
 - 1.3. The Library reserves the right to decline a Volunteer Application.
 - 1.4. The Library reserves the right to show due diligence in determining the appropriateness of an assignment for any volunteer.
 - 1.4.1. Every effort will be made to match volunteer ability to the opportunity available. However, the Library's overall mandate must always take precedence and opportunity for volunteer involvement may be restricted.
 - 1.5. In adherence with The Corporation of the County of Lambton Nepotism Policy (H11.03), volunteers may not be appointed if a member of their immediate family is a paid staff member of the Library and will oversee their work, or assign tasks, or work alongside them in any capacity.
 - 1.6. The minimum age requirement for volunteers is thirteen (13). Volunteers will be recruited based on their suitability to perform a task on behalf of the Library.
 - 1.7. The screening process at Lambton County Library follows the Screening Guidelines specified by Volunteer Canada in The Screening Handbook. These steps include risk management, clear job descriptions, application forms, formal interviews, reference checks, orientation and training, supervision and follow-up, and Criminal Record Checks and / or Vulnerable Sector Checks.
 - 1.7.1. All volunteers, **aged 18 and older**, with Lambton County Library are required to submit a Criminal Reference Check as part of the application process and before starting in their volunteer role.
 - 1.7.2. All volunteers, **aged 18 and older**, who will have direct responsibility for children under 18 years, or people who are elderly or disabled, are required to submit a successful Vulnerable Sector Check as part of the application process and / or before starting in their volunteer role.
 - 1.7.3 Any costs associated with obtaining Vulnerable Sector Checks or Criminal Reference Checks must be borne by the applicant.
 - 1.8. Opportunities for volunteer placements are identified by the Library's senior management team. The Library accepts the service of volunteers with the understanding that such service does not constitute an obstruction to, or a conflict with, the provision of library services to patrons or others.
 - 1.9. In the event of an opening for a paid position within the Library, volunteers who apply for the position shall be treated and evaluated on the same basis as all other external applicants.
- 2. Training**
- 2.1. All volunteers will receive an orientation to the organization and will be provided with necessary training for satisfactory volunteer performance.
 - 2.2. All volunteers are required to participate in mandatory training concerning matters such as health and safety, legislation and task performance.

Appendix "A"

3. Role of the Volunteer

- 3.1. Each volunteer will be assigned to a supervisor who will be responsible for day-to-day consultation, support and direction.
- 3.2. Volunteer participation is a valued component of the operation of the Library.
- 3.3. Volunteers do not replace paid staff. Volunteers shall not be considered employees of the Library.
- 3.4. Volunteers shall not perform any task or duty for which a license or certification is required if the volunteer does not possess such license or certification.
- 3.5. Volunteers shall understand that, where applicable, bargaining unit work is reserved to unionized staff unless otherwise stated in the applicable collective bargaining agreement and will adhere to that division of responsibilities and will only undertake specific duties outlined in the volunteer's job description.
- 3.6. In the event of a union-initiated work stoppage or legal strike, volunteers will not cross the picket line or perform any Library duties for the duration of the stoppage.
- 3.7. As representatives of the Library, volunteers shall dress appropriately for the conditions and performance of their duties.
- 3.8. Volunteers will wear volunteer identification while engaged in Library business.
- 3.9. Volunteers must seek prior consultation and approval from their assigned supervisor prior to any action or statement which might affect or obligate Lambton County Library. These actions may include, but are not limited to:
 - 3.9.1. Public statements to the press;
 - 3.9.2. Coalition or lobbying efforts with other organizations;
 - 3.9.3. Any agreements involving contractual or other financial obligations.
- 3.10. Volunteers must not wilfully use any substance that impairs performance. Consuming any amount of a substance that impairs performance or reporting for duty in an intoxicated state which could impair performance is a violation of The Corporation of the County of Lambton Substance Use Policy (H04.34), which the Library follows. While on Lambton County Library property and / or while performing volunteer activities, volunteers are prohibited from:
 - 3.10.1. Being under the influence of, using, possessing, selling / distributing or being otherwise involved with illicit drugs;
 - 3.10.2. Abusing alcohol;
 - 3.10.3. Abusive use of controlled substances.
- 3.11. Roles that can be performed by volunteers include, but are not limited to:
 - 3.11.1. Greeting theatre patrons during Library events;
 - 3.11.2. Ushering theatre patrons during Library events;
 - 3.11.3. Food Service Workers;
 - 3.11.4. Student Technology Tutors;
 - 3.11.5. Special Events Projects Assistants;
 - 3.11.6. Library Program and Story Hour Helpers;
 - 3.11.7. Teen Advisory Council Members.

4. Volunteer Travel

- 4.1. The Library shall take steps to ensure that all volunteers have obtained liability coverage. However, the Library holds no liability for damages to vehicles incurred while in service of the Library.

Appendix "A"

- 4.2. Volunteers do not get paid mileage.
- 4.3. Volunteers must be covered by their own vehicle insurance where their volunteer activity involves the use of a vehicle.
- 4.4. Volunteers are liable for any parking tickets, fines or charges related to driving offenses while volunteering for the Library.
- 4.5. Volunteers are advised to inform their own insurance company of their volunteer driving activity to ensure adequate insurance protection.

5. Confidentiality & Conduct

- 5.1. Volunteers are responsible for maintaining the confidentiality of all proprietary, personal, or privileged information to which they may be exposed to while serving as a volunteer.
- 5.2. Volunteers are required to sign a confidentiality statement as a condition of participation in the volunteer program. Failure to maintain confidentiality may result in immediate termination of the volunteer, and / or other legal action.
- 5.3. All personal information about the volunteer is collected for internal purposes only.
- 5.4. All information is collected under the authority of the Public Libraries Act 1984 and the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA). Volunteer records may include application forms, records of interviews, references, records of warnings and disciplinary action.
- 5.5. All requests for information about volunteers must be placed through the Manager, Library Services.
- 5.6. Inactive files will be maintained and responsibly destroyed in accordance with The Corporation of the County of Lambton Records Management Policy (A12.01).
- 5.7. Volunteers will not solicit or accept monetary payments (or gifts) for any volunteer duties from members of the public.
- 5.8. Volunteers must recognize their conduct reflects Lambton County Library and will ensure their behaviour adheres to the County of Lambton Code of Conduct for Staff (H08.01).

6. Recognition

- 6.1. The Library will, upon request from the volunteer, provide a letter confirming the volunteer's contribution when appropriate.
- 6.2. Lambton County Library will recognize the contributions of their volunteers.

7. Dismissal

- 7.1. Volunteers who do not adhere to the policies and procedures of the County of Lambton, or who fail to satisfactorily meet the expectations of their volunteer assignment, are subject to dismissal.
- 7.2. Grounds for immediate dismissal may include but are not limited to:
 - 7.2.1. Gross misconduct or insubordination;
 - 7.2.2. Being under the influence of alcohol or drugs while performing volunteer assignment;
 - 7.2.3. Theft of property or misuse of Library funds, equipment or mistreatment of

Appendix “A”

- library patrons or co-workers;
 - 7.2.4. Failure to abide by Lambton County Library policies or procedures;
 - 7.2.5. Failure to meet physical or mental standards of performance;
 - 7.2.6. Failure to report without cause, when scheduled to do so.
 - 7.2.7. Unwillingness or inability to support and further the mission of the organization and / or the objectives of the program.
 - 7.3. Volunteers agree that the Library may at any time, for whatever reason, decide to terminate the volunteer’s relationship with Lambton County Library, or to make changes in the nature of their volunteer assignment.
8. Health and Safety
- 8.1. All volunteers are required to participate in the County of Lambton’s health and safety program. This requires volunteers to report hazards in the workplace, participate in accident / incident investigations when required, conduct tasks in a safe manner, take all safety precautions and participate in training.

ASSOCIATED DOCUMENTS

The Corporation of the County of Lambton Nepotism Policy (H11.03)
 The Corporation of the County of Lambton Records Management Policy (A12.01)
 The Corporation of the County of Lambton Substance Use Policy (H04.34),
 The Corporation of the County of Lambton Code of Conduct for Staff (H08.01)
 Lambton County Library Volunteer Onboarding Manual
 Lambton County Library Volunteer Application Form
 Municipal Freedom of Information and Protection of Privacy Act
 Volunteer Canada, The Screening Handbook: Tools and Resources for the Voluntary Sector
 County of Lambton Health and Safety Policies

POLICY HISTORY

REVISION	DATE	PREPARED BY
Created	December 9, 2021	Manager, Library Services
Revised	March 27, 2025	Manager, Library Services

 <p style="text-align: center;">LONG-TERM CARE DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Michael Gorgey, General Manager
REVIEWED BY:	Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
INFORMATION ITEM:	Small House Project Update

BACKGROUND

Lambton County Council, at its meeting on October 2, 2024, endorsed the following motion regarding the ‘Small House Financial Estimate Update Report’:

#12: Ferguson/Loosley:

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

b) That the Project be funded as follows:

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

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

Carried.

After extensive collaboration on value engineering, the project team successfully re-rendered the project in February 2025. This process enabled the completion of the final estimate of cost (“**FEC**”) and allowed for the final submission to be sent prior to the deadline set by the Ministry of Long-Term Care (“**MLTC**”). We are pleased to report that the MLTC has granted Approval to Construct - a significant milestone in advancing this innovative long-term care initiative.

DISCUSSION

The initial tender of the project began in November 2024, which resulted in a significant increase in the expected cost of the project. A post tender review found that the initial design of the Small House needed significant value engineering to keep the project viable. It was also noted that there was a considerable lack of local trades that had bid on the various aspects of the project.

The project team worked with the Construction Manager and Architects to revise design plans to reduce the expected cost of the project without impacting the operational model of the Small House. The project team also created an expanded engagement plan to ensure more local trades were aware of the project at re-tender.

The re-tender was released on January 31 for three weeks and resulted in a significant reduction in the FEC for the project, and an increase in interest from local vendors. The FEC came in at \$8.4M, a \$1.7M reduction from the November tender and \$600k under the proposed budget set by Council at its October 2nd meeting.

The FEC was submitted on March 4, 2025, and staff received the Approval to Construct from the MLTC on March 26, 2025. This approval enables the County to move forward with construction, subject to fulfilling the final pre-construction requirements outlined in the Development Agreement.

Funding Confirmation

The approved funding package includes:

- Development Grant Funding: \$100,952
- One-Time Orientation Funding: \$12,604
- Planning Grant Funding: \$250,000
- Construction Funding Subsidy (“CFS”): \$21.53 per resident per day
- Construction Funding Subsidy Top-Up: \$35 per resident per day

These funding mechanisms provide significant financial support to the County, helping offset construction costs and ensuring long-term financial sustainability.

Pre-Construction Requirements

Before construction can officially commence, the County must submit the following outstanding documents to the MLTC Project Manager:

1. Certificates of Insurance confirming Builder’s Risk, General (Wrap-Up) Liability, and Environmental/Pollution Liability insurance.
2. Confirmation of Required Bonding for subcontractors.

Letters from our insurance providers confirm that efforts are underway to secure the required coverage, and staff are finalizing bonding arrangements.

Project Timeline

- Construction Start Date: Expected upon fulfillment of pre-construction requirements currently estimated by end of April.
- Estimated Completion Date: July 20, 2026
- Key Milestones:
 - Pre-occupancy review to be completed prior to admitting the first resident.
 - Upon completion of pre-occupancy requirements, development grant payments will be initiated.
 - The first resident’s admission will trigger the start of construction funding payments.

Construction Oversight and Reporting

In accordance with the Development Agreement, the County is required to submit monthly construction progress reports to the MLTC Project Manager. If construction has not yet commenced, the monthly reports will document the project’s status and any potential scheduling impacts.

Additionally, prior approval from the MLTC is required for all change orders that:

- Materially affect the construction plans.
- Significantly increase or decrease project costs.
- Impact the ability to meet project timelines.

FINANCIAL IMPLICATIONS

The approval to construct confirms that the County will receive significant MLTC funding, reducing the long-term debt burden of the project. However, the County remains responsible for:

- Managing any unforeseen cost increases through contingency planning.
- Ensuring compliance with MLTC reporting and regulatory requirements to maintain subsidy eligibility.
- Continuing cost-control measures through value engineering and project oversight.

CONSULTATIONS

None.

STRATEGIC PLAN

This project aligns with Area of Effort #3 – Community Development, Health, and Wellness, as outlined in the County’s Strategic Plan. Specifically, the Small House model supports:

Small House Project Update (page 4)

April 16, 2025

- Enhanced dementia care services through a person-centered, non-institutional model.
- Innovation and collaboration with provincial and healthcare partners to create a sustainable long-term care infrastructure.
- Improved resident quality of life, family engagement, and staff satisfaction through a modernized care environment.

CONCLUSION

The Approval to Construct represents a pivotal step in bringing the Small House Project to fruition. With this approval, the County is now positioned to move forward with the next phase of development, ensuring that Lambton Meadowview Villa continues to be a leader in innovative long-term care for residents with complex dementia needs.



HUNTER LEGAL
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CORP 05-01-25

April 8, 2025

Via Email to: olivia.leger@county-lambton.on.ca

For distribution to the Council of The Corporation of the County of Lambton

ATTN: Olivia Leger, General Manager, Corporate Services, County Solicitor/Clerk
The Corporation of the County of Lambton
789 Broadway Street, Box 3000
Wyoming, ON N0N 1T0
Canada

Dear Lambton County Council:

**RE: INTEGRITY COMMISSIONER INTERIM REPORT
CODE OF CONDUCT COMPLAINT 2025-01 RE: COUNCILLOR BILL DENNIS**

We are writing to you in our capacity as Delegate Integrity Commissioner for The Corporation of the County of Lambton (the “**County**”). The purpose of this correspondence is to provide you with an interim report regarding Lambton County Code of Conduct Complaint 2025-01 (the “**Complaint**”), described in more detail below. This interim report is provided pursuant to Section 10.3 of County of Lambton By-law No. 8 of 2019 (the “**Integrity Commissioner By-law**”).

Background

As you know, Aird & Berlis LLP is the appointed Integrity Commissioner for the County.

On February 2, 2025, Aird & Berlis LLP received the Complaint, which alleges that Councillor Bill Dennis (the “**Councillor**”) contravened County of Lambton By-law No. 7 of 2019 (the “**Councillor Code of Conduct**”). Shortly thereafter, Aird & Berlis LLP delegated its powers and duties as the County’s Integrity Commissioner in respect of the Complaint to our office, Hunter Legal LLP. The delegation was made pursuant to subsection 223.3(3) of the *Municipal Act, 2001*.

We received the Complaint in our capacity as Delegate Integrity Commissioner on February 6, 2025. We conducted a preliminary review of the Complaint in accordance with the applicable provisions of the Integrity Commissioner By-law and our standard intake process. This included considering and deciding upon a preliminary request from the Complainant for the Integrity Commissioner to receive and deal with the Complaint outside the County’s thirty (30) day limitation period established under Section 8.1 of the Integrity Commissioner By-law, which we granted through the exercise of our discretionary powers under Section 8.2.

On the basis of our preliminary review, we decided to proceed with an inquiry into the Complaint. We provided notice of this decision to the Complainant and to the Councillor on February 14, 2025.

REBECCA HINES, SENIOR ASSOCIATE
2 PARDEE AVENUE SUITE 300 TORONTO, ON, M6K 3H5 (416)-537-4782 REBECCA@HLLLP.CA
www.hunterlegal.ca



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Conduct of an Inquiry

Section 9.1 of the Integrity Commissioner By-law establishes the County’s process for an inquiry into a Complaint alleging that a member of County Council has contravened the Councillor Code of Conduct. Section 9.1 provides in relevant part as follows:

9. CONDUCT OF INQUIRY

- 9.1 On and subject to the terms and conditions hereof and those of the *Municipal Act, 2001*, when a Complaint is received by the Integrity Commissioner, he or she shall (a) ... first attempt to mediation [*sic*] between the Complainant and the subject of thwe [*sic*] Complaint in an attempt to resolve the Complaint without the need for an inquiry and (b) if mediation fails for any reason, conduct an inquiry promptly, thoroughly and in a manner that ensures the Member who is the subject of the Complaint is given an opportunity to know the nature of the Complaint against him or her and to make representations respecting the Complaint to the Integrity Commissioner.

Pursuant to the above, the first step is for the Integrity Commissioner to attempt to resolve the Complaint through mediation. If “mediation fails for any reason,” the second step is for the Integrity Commissioner to “conduct an inquiry promptly, thoroughly and in a manner that ensures the Member who is the subject of the Complaint is given an opportunity to know the nature of the Complaint against him or her and to make representations respecting the Complaint to the Integrity Commissioner.”

In this case, both parties expressed their willingness to participate in mediation. For scheduling reasons, the earliest date upon which the mediation session could occur was March 25, 2025. Although the mediation session commenced on this date as scheduled, it did not proceed past the preliminary portion of the session, and a substantive mediation discussion did not occur. Suffice to say, mediation was not successful.

Pursuant to Section 9.1 of the Integrity Commissioner By-law, excerpted above, as mediation was not successful, the next step in the process was a full inquiry. On March 27, 2025, we provided correspondence to the Councillor and his legal representative. We reiterated that the next step was a full inquiry and requested that the Councillor provide us with his formal response to the Complaint by no later than April 7, 2025. In response, we received a request from the Councillor’s legal representative for an extension of this deadline to May 1, 2025, which we granted.

Interim Reporting Requirements

Section 10.1 of the Integrity Commissioner By-law requires the Integrity Commissioner to provide their final report on a Complaint to Council within sixty (60) days of their receipt of the Complaint. If this is not possible, then interim reporting requirements will apply.

Page 2 of 3

REBECCA HINES, SENIOR ASSOCIATE

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The applicable interim reporting requirements in this case are set out at Section 10.3 of the Integrity Commissioner By-law, which provides as follows:

10. MEMBER RESPONSIBILITIES DURING INVESTIGATIONS

...

10.3 Where, in the opinion of the Integrity Commissioner, it is not possible to prepare and file a report to Council within the time set out in section 10.1, [the Integrity Commissioner] shall advise Council of this together with:

- (a) the reasons for their inability to prepare and file the report; and
- (b) the date on or before which the report will be prepared and filed.

As noted above, we received the Complaint on February 6, 2025, which means the applicable date under Section 10.1 of the Integrity Commissioner By-law was April 7, 2025. In our opinion, it was not possible to provide a final report to Council by this date for the following reasons.

As detailed above, Section 9.1 of the Integrity Commissioner By-law requires the Integrity Commissioner to attempt to mediate between the parties before conducting a full inquiry into a Complaint. As noted above, the earliest possible date upon which a mediation session could occur in this case was March 25, 2025. The mediation was not successful. As such, as of that date, it became apparent that a full inquiry would be required in this case. It would not have been possible to conduct a full inquiry and provide a final report within two weeks from March 25, 2025. Additional time is required to conduct a full inquiry in accordance with the applicable provisions of the Integrity Commissioner By-law, as this process includes providing the Councillor with adequate time to respond to the allegations in the Complaint, providing the Complainant with adequate time to reply to any such response, conducting any interviews or evidence gathering that may be necessary, and preparing the final report.

For the above reasons, our inquiry into the Complaint is ongoing. Barring any unforeseen circumstances, we will prepare and file our final report with the County Clerk on or before June 10, 2025, being forty (40) days from the date upon which the Councillor's response to the Complaint is due. If our proposed timing as stated in this paragraph should change for any reason, we will provide a further interim report in accordance with the applicable sections of the Integrity Commissioner By-law as soon as practicable.

Yours truly,

Hunter Legal LLP

Rebecca Hines

Page 3 of 3

REBECCA HINES, SENIOR ASSOCIATE

2 PARDEE AVENUE SUITE 300 TORONTO, ON, M6K 3H5 (416)-537-4782 REBECCA@HLLLP.CA
www.hunterlegal.ca

 <p style="text-align: center;">FINANCE, FACILITIES AND ACQUISITIONS DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	FINANCIAL ADMINISTRATION SERVICES
PREPARED BY:	Lori Titus, CPA, Manager
REVIEWED BY:	Larry Palarchio, CPA, CMA, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
INFORMATION ITEM:	2024 Council Remuneration and Related Expenses

BACKGROUND

Each year, in accordance with Section 284(1) of the *Municipal Act, 2001*, the Treasurer of every Ontario municipality is to provide its Council with an itemized statement as to the remuneration and expenses paid in the previous year to each member of that Council.

This statement is to detail all expenditures incurred by the municipality in respect of each member's services as a member of the Council or any other body to which the member has been appointed by Council. In addition, this report also provides the remuneration received by every person appointed by the municipality who is not a member of Council, but who serves as a member of any committee or body of that municipality.

DISCUSSION

The *2024 Council Remuneration and Related Expenses Report* as prepared by staff is attached. In viewing this document, staff directs the reader's attention to the following:

Schedule A – Remuneration

- On average, each member of Council attended 20 meetings (i.e. County Council, Committee of the Whole, Audit Committee, The County of Lambton Community Development Corporation (CLCDC), Sarnia-Lambton Economic Partnership (SLEP) and the County of Lambton Accessibility Advisory Committee).
- Excluding the Warden, remuneration and mileage expenses averaged \$31,053 for the current County Council (2023 - \$29,988). The increase is due to the annual cost of living adjustment to the base salaries.

Schedule B – Conventions

- In 2024 there were 11 Councillors, including the Warden, who registered for conventions (2023 - 10 Councillors).
- Total convention costs incurred were \$30,920 (2023 - \$32,318).

FINANCIAL IMPLICATIONS

None. All costs and expenditures were fully and properly documented. All reported costs were budgeted, and all payments were made to the appropriate recipients.

CONSULTATIONS

Financial Administration Services staff were consulted in the preparation of this report.

STRATEGIC PLAN

Not applicable.

CONCLUSION

The review of Council remuneration and related costs indicated that expenditures were incurred in accordance with County policies and were consistent with the County's annually approved budget allocations.

SCHEDULE "A"
TREASURER'S STATEMENT OF COUNTY COUNCIL REMUNERATION AND RELATED EXPENSES
IN ACCORDANCE WITH THE MUNICIPAL ACT SECTION 284 (1)
FOR THE YEAR ENDED DECEMBER 31, 2024

		# of Meetings	Regular Remuneration and Benefits	Mileage/ Auto Benefit	Salary and Benefits	Total
Warden:	K. Marriott	^	0.00	***	8,400.00	94,190.22
County Council:	J. Agar	19	31,385.90	792.27		32,178.17
	G. Atkinson	20	28,152.26	24.27		28,176.53
	D. Boushy	16	28,161.57	501.75		28,663.32
	M. Bradley	I	33	29,622.31	452.96	30,075.27
	A. Broad	20	29,639.31	668.16		30,307.47
	T. Case	19	29,625.53	493.49		30,119.02
	D. Cook	#	25	29,649.34	795.23	30,444.57
	W. Dennis	17	29,612.04	322.76		29,934.80
	D. Ferguson	21	29,634.64	608.95		30,243.59
	B. Hand	18	28,162.83	566.73		28,729.56
	B. Loosley	20	28,155.82	207.19		28,363.01
	C. McRoberts	18	29,619.83	421.37		30,041.20
	S. Miller	20	28,178.76	1,383.69		29,562.45
	D. Sageman	19	29,672.46	1,087.80		30,760.26
	I. Veen	17	29,622.02	449.22		30,071.24
	B. White	I	28	48,726.24	444.88	49,171.12
Alternate Members:	G. Grimes	1	148.88	14.60		163.48
	N. McEwan	5	744.40	66.99		811.39
Non-Elected Appointees:	D. Draganits	#	2	297.76	10.66	308.42
	C. Joosten	#	2	297.76	61.48	359.24
	D. Crockett	#	2	297.76	126.44	424.20
	Total		342	489,407.42	17,900.89	94,190.22
						601,498.53

NOTE: This Statement is prepared using the accrual method of accounting and as such will not agree to Individual T4 Supplementaries.

The annual salaries for the Warden, Deputy Warden and Council members increased by 3.5%.

Meetings for 2024 include County Council, Committee of the Whole, Audit Committee, CLCDC, SLEP, Accessibility & Advisory Committee and Lambton Agricultural Advisory Committee.

^ Number of meetings attended in year while Warden not recorded as payment of Warden's remuneration is by salary.

Member of Accessibility Advisory Committee

*** Reimbursement for use of own vehicle

| Council Appointee(s) to Community Development Corporation

SCHEDULE "B"
TREASURER'S STATEMENT OF COUNTY COUNCIL CONVENTIONS AND RELATED EXPENSES
IN ACCORDANCE WITH THE MUNICIPAL ACT SECTION 284 (1)
FOR THE YEAR ENDED DECEMBER 31, 2024

		Per Diem	Mileage/ Airfare	Other/ Lodging	Total Expenses Before Exempt Registration	Exempt Registration*	Total
Warden:	K. Marriott	-	145.89	9,945.77	10,091.66	-	10,091.66
County Council:							
	J. Agar	-	-	-	-	-	-
	G. Atkinson	-	-	999.91	999.91	880.22	1,880.13
	D. Boushy	-	-	1,500.00	1,500.00	808.99	2,308.99
	M. Bradley	-	-	-	-	-	-
	A. Broad	-	182.24	786.81	969.05	681.79	1,650.84
	T. Case	-	-	999.91	999.91	880.22	1,880.13
	D. Cook	-	-	1,500.00	1,500.00	808.99	2,308.99
	W. Dennis	-	-	-	-	-	-
	D. Ferguson	-	-	1,500.00	1,500.00	808.99	2,308.99
	B. Hand	338.60	141.45	999.91	1,479.96	880.22	2,360.18
	B. Loosley	-	528.75	971.25	1,500.00	808.99	2,308.99
	C. McRoberts	-	-	-	-	-	-
	S. Miller	-	-	-	-	-	-
	D. Sageman	-	405.88	1,094.12	1,500.00	808.99	2,308.99
	I. Veen	-	-	-	-	-	-
	B. White	84.65	294.58	389.61	768.84	742.85	1,511.69
	Total	423.25	1,698.79	20,687.29	22,809.33	8,110.25	30,919.58

NOTE: This Statement is prepared using the accrual method of accounting.

* Motion #5 January 10, 1992 to exclude one Registration Fee per year from the \$ 1,000 spending limit.
Motion #8 February 25, 2000 Executive Committee increased convention allowance from \$1,000 to \$1,500.

 FINANCE, FACILITIES AND ACQUISITIONS DIVISION	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DIVISIONAL SUPPORT SERVICES
PREPARED BY:	Karen Bettridge, CPA, Manager
REVIEWED BY:	Larry Palarchio, CPA, CMA, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
SUBJECT:	2024 Year-End Monitoring Report

BACKGROUND

The purpose of this report is to advise Council of the County’s projected year-end position for fiscal year 2024.

It is estimated that the County will achieve a projected surplus of \$476,587 at 2024 year-end primarily due to favorable “one-time” revenues and small operational cost savings generated across several County Divisions.

DISCUSSION

As part of the corporate budget monitoring process, County Divisions are expected to remain within their approved budgets. Diligent budget monitoring and reporting help achieve the County’s financial stability and service excellence objectives.

As set out in **Appendix A**, the County projects a \$476,587 surplus for fiscal year 2024. It is important to note that the projection is subject to financial statement audit and adjustments related to final year-end entries. The projected \$476,587 surplus represents less than 0.2% of the County’s total gross budget for 2024 (\$336.6 million). The County continues to operate within a very tight budget framework.

The overall projected surplus is primarily the result of favourable one-time revenue experienced in 2024 resulting from unanticipated Provincial Offences fine (“**POA**”) revenue and higher than anticipated supplementary tax billings. Several divisions also contained costs through position vacancy management initiatives (e.g. gapping) and controlling discretionary spending, which assisted in the projected 2024 surplus.

Notwithstanding the above, it is also important to recognize that investment income (interest earned from reserves) was lower than originally anticipated in 2024 due to lower than anticipated reserve balances and interest rate reductions experienced throughout 2024.

There were significant drawdowns on reserve/reserve funds throughout the 2024 year due to the approval of major capital works initiatives (e.g. Lambton Shared Services Acquisition for \$17.6 million in June, 2024) and unanticipated “grant” funding requests for The County of Lambton Community Development Corporation (“**CLCDC**”) (\$1.35 million). As a result of these initiatives, the County experienced lower than anticipated reserve balances and therefore less investment income was earned.

In accordance with the Reserve and Reserve Fund Policy, the projected surplus is to be deposited into the County’s Stabilization Reserve. As a reminder, the Stabilization Reserve was created to mitigate against future tax rate increases (e.g. 2025) and act as a funding source for any “unanticipated” expenditure or revenue shortfall challenges faced in the 2025 year.

FINANCIAL IMPLICATIONS

The County is presently projecting a small year-end surplus of \$476,587 for the 2024 fiscal year.

CONSULTATIONS

The CAO, 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

The County of Lambton presently anticipates a \$476,587 operating surplus in 2024, resulting from higher than anticipated operational revenue (environmental fine revenue, supplementary tax revenue), which assisted in offsetting lower than anticipated investment income returns.

Regular and periodic variance analysis provides Council with meaningful insights into the County's activities and how actual results differ from what has been budgeted. Staff prepare the budget with the full expectation of matching sustainable revenues against required expenditures. However, not all revenues and expenditures are controllable.

POA fines, Payments-in-Lieu-of-Tax (“**PIL**”) received, Tax Write-offs and winter maintenance costs (snow clearing), are all examples of revenues and expenditures over which variances can be regularly expected.

As a result, despite staff’s expertise and knowledge in developing the County’s annual budget, actual results will seldom, if ever, precisely match what is forecasted. This is why it is normal for there to be changes/shifts in results throughout the year until such time as all transactions have been posted and the County’s books closed.

RECOMMENDATION

That Council, in accordance with the terms and conditions of the Reserve and Reserve Fund Policy approved by County Council on July 6, 2022, authorize the General Manager, Finance, Facilities and Acquisitions/County Treasurer to contribute the 2024 year-end surplus, estimated in the amount of \$476,587 to the County’s Stabilization Reserve.

**Appendix A
2024 Year-End Report**

Division	Projected Surplus (Deficit)	Key Contributing Factor(s)
CAO	\$48,410	<ul style="list-style-type: none"> Minor operational savings anticipated.
Corporate Services	\$719,900	<ul style="list-style-type: none"> Higher than originally anticipated POA fine revenue in Court Services. Minor operational savings in Information Technology, Human Resources, and Legal Services/Clerk's Departments.
Finance, Facilities and Acquisitions	\$24,665	<ul style="list-style-type: none"> Minor operational savings projected in Finance and Facilities Department. Operational savings generated in the Acquisitions Department (LSSC) will be deposited and contributed to LSSC RF for future asset management planning initiatives (\$600,000).
General Government	\$(784,254)	<ul style="list-style-type: none"> Investment revenue lower than anticipated due to lower than anticipated reserve balances and reduction in interest rates. Supplementary tax revenue higher than anticipated partially offset by reduced reliance on reserves.
Public Health Services	\$304,108	<ul style="list-style-type: none"> Provincial "one-time" funding higher than originally anticipated.
Infrastructure & Development Services	\$(103,998)	<ul style="list-style-type: none"> Operational deficit is projected primarily due to unexpected culvert/drain repairs.
Social Services	\$36,758	<ul style="list-style-type: none"> Ontario Works generated operational savings due to gapping of vacant positions and lower than anticipated training costs. Homelessness Prevention would have seen a significant deficit as a result of keeping "emergency shelters" open for a full year due to the homelessness crisis in Lambton County; however, additional federal funding and the reallocation of available provincial funding offset.
Long-Term Care	\$57,706	<ul style="list-style-type: none"> Small surplus projected resulting primarily from Ministry funding received, utilized to meet provincial staffing targets.
Cultural Services	\$173,292	<ul style="list-style-type: none"> Minor operational savings projected in Art Gallery and Museum Departments.
Total	\$476,587	

 FINANCE, FACILITIES AND ACQUISITIONS DIVISION	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DIVISIONAL SUPPORT SERVICES
PREPARED BY:	Karen Bettridge, CPA, Manager
REVIEWED BY:	Larry Palarchio, CPA, CMA, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
SUBJECT:	2025 Tax Policy

BACKGROUND

Following its approval of the County's budget each year, it is necessary for Council to set the Tax Policy it and all Area Municipalities will follow to determine the relative tax burden of each Tax Class of property for the current taxation year.

In order to facilitate these decisions and ensure that Council has the information it needs to make them, County Finance staff hold discussions with the Treasurers from each Area Municipality ("**the Group**") regarding any issues and impacts that they may have identified and which they believe need to be considered when Council sets the County's tax policy for the current fiscal year. This is important since the decisions made by Council directly affect taxation parameters of not only the County but its Area Municipalities.

In addition to these discussions, staff also review the options/tools the Province has made available to Council for the setting of Tax Policy and how to best use them. A consensus from the Group is then sought and the report before you is prepared detailing the Group's recommendations that it wishes County Council to consider.

Finally, the Group's discussion and analysis is facilitated and supported through detailed analysis and professional advice, primarily from Municipal Tax Advisory Group PPC ("**MTAG**").

DISCUSSION

PART I – REASSESSMENTS - RATIOS AND OPTIONAL TAX CLASSES

As Council is aware, the Province had a policy of regular reassessments of property every four years across Ontario. These reassessments were intended to ensure that property assessments remain reflective of current market conditions.

However, again in 2025, the Provincial Government has directed the Municipal Property Assessment Corporation (“MPAC”) to maintain Municipalities’ Assessment Rolls from the 2020 taxation year. This means the Assessment Rolls for the 2025 taxation year are again based on a valuation date of January 1, 2016. And although the Provincial Government suggests that it intends to have MPAC eventually return to the practice of regular reassessments, it has not yet provided any details or information regarding when this can be expected to occur.

Therefore, with one exception, in the absence of changes to the County’s Tax Policy, and subject to budgetary changes at both the County and its Area Municipalities, the County’s relative taxation levels in 2025 will remain essentially unchanged from those it initially established in 2020. The exception is the creation by the Province of a new Tax Sub-class – Aggregate Extraction – which has caused a 0.01% increase in taxation for all other Tax Classes. Otherwise, the only other adjustments in tax liability and individual property values are from physical changes to a property or adjustments granted through appeals and other assessment corrections.

As part of its annual tax policy setting exercise, Council must decide whether any of the County’s Property Class Tax Ratios should be adjusted. This authority applies to every class except Residential and Managed Forest, and Council may choose to do one of the following for the classes of properties where ratio adjustments are permitted:

- 1) Maintain 2025 Revenue Neutral “Start” ratios.
- 2) Establish a new tax ratio for any class that moves the ratio closer to or within the Province’s “Range of Fairness.”

Similar to last year, and due to the unique circumstances that the delayed reassessments have created, the option to adopt Revenue Neutral Ratios is again redundant. Council is also reminded that any time a ratio is reduced, this shifts tax liability onto all other tax classes, and that with very few exceptions, these reductions cannot subsequently be reversed.

Mindful of these unique circumstances, staff and the Group entered into discussions with MTAG about what, if any, changes should be presented to Council for it to consider for the 2025 taxation year. A general review of all options and opportunities occurred during which staff and the Group evaluated, reviewed, and discussed MTAG’s finding from the perspective of:

- Impact on Area Municipalities’ competitiveness with other jurisdictions.
- Inter-class impact.
- Inter-municipal impact.
- Fairness, equity, and ease of administration.
- Implications on future tax policy.

OVERALL COMPETITIVENESS OF THE COUNTY’S TAX RATIOS

Staff compared how the Tax Ratios set by County Council compare to those in effect in other Counties and Regions across the Province. This is because once budgets have been set for the year, these Tax Ratios ultimately determine what the County’s and Area-

Municipal tax rates will be. The attached **Appendix B** to this report shows the 2024 ratios for select classes, and Sub-classes from several jurisdictions in Ontario, including Lambton County.

The consensus of the Group, and its recommendation is that overall, Lambton County's current Tax Ratios are competitive and that except for the Landfill Property Tax Ratio, the County's ratios do not need to be adjusted at this time.

DOES THIS MEAN THAT NOTHING SHOULD BE CHANGED?

As indicated above, the Group believes that with the one exception of the Landfill Property Tax Class, the County's current Tax Ratios provide a balanced and fair approach to apportioning tax liability in Lambton County for the 2025 Taxation year. This conclusion is based on a thorough review of the analysis performed by MTAG and knowledge it shared regarding the practices of other jurisdictions across the Province.

The current valuation approach for the Landfill Property Class was initially introduced as a temporary stop-gap valuation methodology. However, for all intents and purposes, it has now become permanent, and MTAG has specifically recommended that the County increase the ratio of the Landfill Property Class to the maximum allowed of 26.442631 from the 2024 ratio of 22.035526. This would shift tax liability on to this Class and away from all others (-0.04%).

The Group's consensus was that the County should take full advantage of the rules and regulations that dictate the existing valuation methodology and follow MTAG's recommendation to increase the ratio of the Landfill Tax Class to 26.442631 in 2025.

Otherwise, staff and the Group believe that no additional changes are required to the County's Tax Ratios for the 2025 taxation year. The consensus was that a complete review of ratios is not necessary until the next Province-wide reassessment occurs.

PART II - OTHER FACTORS AND INFLUENCES AFFECTING TAX POLICY FOR 2025

Before making the final decision regarding the changes to Tax Ratios for 2025 being proposed above, staff believe it is also appropriate for Council to review what non-ratio matters affecting taxation are in 2025 and how they can be expected to affect properties in Lambton County during this taxation year.

A) COLLAPSING OPTIONAL PROPERTY CLASSES

A trend in tax policy in recent years across the Province has been the decision of many Municipal Councils in other jurisdictions to reduce or eliminate their use of optional tax classes in the Commercial and Industrial Broad Property classes. While County Council has consistently reaffirmed the use of these optional classes in the past, the decision to use optional classes is nonetheless a tax policy decision that Council has the ability to change or adjust as part of its annual deliberations.

Whenever a jurisdiction collapses optional classes, all properties in the class revert to the "Broad" class ratio. And while only the properties within both broad classes would be impacted by doing this, the result within each class is similar to making changes in ratios. In other words, collapsing optional classes would increase taxation rates on smaller properties while decreasing them for larger, more expensive ones.

The Group believes that for 2025, as in past years, there is no reason to abandon the use of this tax policy option and that, in Lambton County, it continues to make sense to maintain all Optional Property Classes.

B) THE "RANGE OF FAIRNESS"

Since responsibility for the formulation of tax policy was downloaded to Municipalities to improve the simplicity and transparency of Ontario's property tax regime, the system of property classes and variable tax rates was implemented as part of the Ontario Fair Assessment System. Each property class has its own rate of taxation which is based on the tax ratios set by the County. It is these ratios that set each property class's tax rate and what the taxation for each property class will be.

The County is granted a certain level of autonomy to establish tax rates between different property types to reflect our local priorities, however it does have to remain in the "Ranges of Fairness" as prescribed by the Province.

C) DISCOUNT NEW MULTI-RESIDENTIAL TAX SUB-CLASS

Last year the Province introduced a new optional tax sub-class. The Discount New Multi-Residential Tax Sub-Class provides municipalities with the option of discounting the rate of taxation for newly constructed multi-residential buildings. This amount of the discount can be 0-35% and can last up to 35 years.

However, the administrative burden associated with establishing this Tax Sub-Class is significant. Council must pass a By-Law, and only properties for which building permits are issued subsequent to passing the By-Law are eligible. The 35 years is also tied to each property rather than the By-Law, meaning that the municipality must maintain a register to track each individual property and when its exemption will expire.

Then, if Council wishes to adjust or change the amount of discount being provided, it must pass a new By-Law. This then terminates the existing discounts, and those properties are not eligible for the new discount. Finally, establishing this optional Tax Sub-Class could result in three otherwise identical building (e.g. the only difference being when they were constructed) being taxed at three unique and significantly different rates.

Perhaps, as MTAG advises, this is why, despite this option being examined by many municipalities across the Province, few if any Councils have decided to implement this optional Tax Sub-Class.

PART III – FUTURE CONSIDERATIONS AND MATTER TO BE INVESTIGATED

During the Group’s discussions with MTAG, it reviewed matters of interest to the Group and which it believed could potentially benefit the County and Area Municipalities. The matters that the Group believed should be investigated prior to the setting of Tax Policy for the 2026 Taxation Year are as follows:

A) ADJUSTING THE MULTI-RESIDENTIAL TAX CLASS RATIO

As alluded to above, the County’s current Tax Policy already applies different tax rates to multi-residential properties depending on when they were constructed. This is the result of Provincial policy directives, and while Council cannot adjust the ratio (and therefore tax rate) of the New Multi-Residential Tax Class, it does have the ability to adjust that of the Multi-Residential Tax Class.

The purpose of this review will be to investigate the impacts of lowering the Multi-Residential Tax Class ratio. Doing this would provide greater equity for the owners of older multi-residential properties, potentially incentivize these owners to invest more in their properties and thus increase the quality of accommodations available. On the other hand, any such change in ratio will shift tax liability onto all other tax classes, hence the need for a comprehensive study and analysis.

B) ELIMINATING VACANT LAND DISCOUNTS

While Council has previously eliminated Vacancy Rebates, its Tax Policy still provides discounts for vacant land in the Broad Commercial Tax Class. Municipalities across the Province are increasingly eliminating these discounts.

The reason for this is similar to that which led to the elimination of Vacancy Rebates: MPAC’s valuations of such properties already factors in the fact that these properties are “vacant” (e.g. have no buildings on them), meaning that they are effectively already being taxed lower.

The purpose of this review will again be to examine in detail what the impacts of both these properties and all other Tax Classes that would occur if these discounts were eliminated.

FINANCIAL IMPLICATIONS

1. Determines the relative share of property taxes to be paid by each property class.
2. The impact of some decisions cannot be reversed once made.
3. May be a factor in the decision of businesses to locate with the County.

CONSULTATIONS

Area Treasurers and Municipal Tax Advisory Group PPC were consulted in the preparation of this report.

STRATEGIC PLAN

The equitable and fair portioning of tax liability is necessary for the County to raise the revenues necessary to fund its activities.

CONCLUSION

The setting of Tax Policy is an exercise in balance. For every positive change benefitting one Property Tax Class, there will always be an offsetting negative impact on all other Property Tax Classes. Therefore, staff's and the Group's goal in this annual exercise is to endeavor to provide Council with recommendations that balance changes when warranted to benefit some Property Tax Classes while not unduly penalizing the others.

To do this, staff and the Group assess all impacts of changes (if any) that they believe should be recommended to Council when it is considering what Lambton County's Tax Policy should be for the current taxation year. Staff and the Group review all factors and considerations, and then seek to look to achieve an overall consensus.

For the 2025 taxation year, this consensus is that Lambton County's 2025 Tax Policy should use 2025 Revenue Neutral Start Class Ratios, and the Discount Rates established by Council in the County's tax policy in 2024, with the following exception:

1. That the Landfill Property Class ratio be set at the maximum value as permitted in Subsection 10.2(3) as described in O.Reg. 385/98 as amended of 26.442631.

The ultimate decision on all the matters, of course, is that of County Council, whose decisions regarding these options/proposals will determine the relative tax burden to be borne by each Tax Class in 2025. In addition, by changing the tax ratio for any class of property, County Council can influence the overall apportionment of the upper-tier tax burden between property classes. This would directly result in a redistribution of the apportionment of County levy amongst Area Municipalities.

Nonetheless, staff and the Group make the following recommendations to County Council.

RECOMMENDATIONS

- a) **That for all property classes except the Landfill Property Class, that the broad property class ratios for these classes in 2025 be the County's Revenue Neutral Start ratios as detailed in Appendix A to this Report.**
- b) **That the Tax Class Ratio for the Landfill Property Class be set at the maximum value as permitted in Subsection 10.2(3) as described in O.Reg. 385/98 as amended, being 26.442631.**

Appendix A

County of Lambton – 2025 Start Ratio and impact from using Max Landfill Ratio

Class	2025 Start Ratio	2025 Start Ratio (Increase Landfill Ratio)	Change in Ratio	2025 Start Ratio Tax Rate	2025 Start Ratio (Increase Landfill Ratio) Tax Rate	Change in Tax Rate
Residential	1.000000	1.000000	0.00%	0.00501103	0.00500894	-0.04%
Farm	0.226000	0.226000	0.00%	0.00113249	0.00113202	-0.04%
Managed Forest	0.250000	0.250000	0.00%	0.00125276	0.00125224	-0.04%
Multi-Residential	2.000000	2.000000	0.00%	0.01002207	0.01001788	-0.04%
New Multi-Residential	1.000000	1.000000	0.00%	0.00501103	0.00500894	-0.04%
Residual Commercial	1.627101	1.627101	0.00%	0.00815346	0.00815005	-0.04%
Shopping Centre	2.083516	2.083516	0.00%	0.01044057	0.01043621	-0.04%
Office Building	1.535798	1.535798	0.00%	0.00769594	0.00769272	-0.04%
Parking Lot	1.091161	1.091161	0.00%	0.00546784	0.00546556	-0.04%
Residual Industrial	2.047572	2.047572	0.00%	0.01026045	0.01025617	-0.04%
Aggregate Extraction	1.666122	1.666122	0.00%	0.00834899	0.00834551	-0.04%
Large Industrial	3.003476	3.003476	0.00%	0.01505052	0.01504424	-0.04%
Pipeline	1.342355	1.342355	0.00%	0.00672659	0.00672378	-0.04%
Landfill	22.035526	26.442631	20.00%	0.11042076	0.13244960	19.95%

Appendix B

2024 Tax Ratio Survey

Municipality	Farm	Multi-Residential	New Multi-Residential	Commercial				Industrial		Pipeline
				Commercial	Office Building	Shopping Centre	Parking Lot	Industrial	Large Industrial	
Barrie City	0.25	1.00	1.00	1.43				1.52		1.10
Brant County	0.24	1.70		1.90				2.55		1.78
Bruce County	0.25	1.00	1.00	1.23				1.75		1.02
Chatham-Kent	0.22	1.94	1.10	1.94	1.56	2.24	1.30	2.04	2.04	1.27
Dufferin County	0.22	2.00	1.10	1.22				2.20		0.84
Durham Region	0.20	1.87	1.10	1.45	1.45	1.45		2.02	2.02	1.23
Elgin County	0.23	2.00	1.00	1.64				2.23	2.83	1.14
Essex County	0.25	1.31	1.10	1.08	1.08		0.58	1.94	2.69	1.30
Frontenac County	0.25	1.00		1.00				1.00		0.70
Grey County	0.22	1.33	1.00	1.30				1.83		0.91
Guelph City	0.25	1.79	1.00	1.84				2.20		1.92
Haldimand County	0.25	2.00	1.00	1.69				2.33		1.49
Haliburton County	0.25	1.39	1.00	1.48		1.48		1.72		
Halton Region	0.20	2.00	1.00	1.46				2.09		1.06
Hamilton City	0.18	2.07	1.00	1.98			1.98	3.01	3.53	1.79
Hastings County	0.25	1.00	1.00	1.10				1.10		0.82
Huron County	0.25	1.10		1.10				1.10		0.70
Kawartha Lakes City	0.25	1.96	1.00	1.38				1.35		2.00
Lambton County	0.23	2.00	1.00	1.63	1.54	2.08	1.09	2.05	3.00	1.34
Lanark County	0.25	1.95	1.10	1.84				2.53		2.01

2024 Tax Ratio Survey Continued

Municipality	Farm	Multi-Residential	New Multi-Residential	Commercial				Industrial		Pipeline
				Commercial	Office Building	Shopping Centre	Parking Lot	Industrial	Large Industrial	
Middlesex County	0.25	1.77	1.00	1.14				1.75		1.06
Muskoka District	0.25	1.00		1.10				1.10		0.70
Niagara Region	0.25	1.97	1.00	1.73				2.63		1.70
Norfolk County	0.23	1.69	1.00	1.69				1.69		1.49
North Bay City	0.15	1.99	1.00	1.88				1.40		1.17
Northumberland County	0.25	1.60	1.00	1.50				2.10		1.20
Oxford County	0.22	2.00	1.00	1.90				2.63	2.63	1.26
Perth County	0.25	1.00	1.00	1.25				1.97		1.64
Peterborough County	0.25	1.19	1.00	1.10				1.54		0.94
Prescott and Russell	0.25	1.20	1.00	1.44				2.45	3.50	1.42
Prince Edward County	0.25	1.44		1.11				1.39		0.54
Renfrew County	0.25	1.94	1.00	1.81				2.47	2.78	1.33
Sault Ste Marie	0.25	1.08	1.08	1.97	2.74	2.09	1.46	4.24	7.54	2.09
Simcoe County	0.25	1.00	1.00	1.22				1.19		1.30
Stratford	0.25	2.00	1.00	1.98	1.98	1.98		2.54	2.54	1.51
Toronto	0.25	1.90	1.00	2.50				2.50		1.92
Waterloo Region	0.25	1.95	1.00	1.95				1.95		1.16
Wellington County	0.25	1.90	1.10	1.49				2.40		2.25
York Region	0.25	1.00	1.00	1.33				1.64		0.92
Average Ratio	0.24	1.59	1.02	1.53	1.73	1.89	1.28	2.00	3.19	1.32
Median Ratio	0.25	1.77	1.00	1.48	1.55	2.03	1.30	2.02	2.78	1.27

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager
REVIEWED BY:	Valerie Colasanti, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	April 16, 2025
INFORMATION ITEM:	Affordable Housing Update

BACKGROUND

Lambton County Council, at its meeting on January 15, 2025, received an update regarding the affordable housing work underway.

This report is to provide Council with a further update on this work.

DISCUSSION

Staff have been working to advance the goal to have more homes built faster in the community given the urgency of the affordable housing crisis. Below is a brief update on several initiatives that are currently underway.

Affordable Housing Reserve

Council supported the creation of the affordable housing reserve in 2021 and to date have contributed \$9.8M in levy funding to this reserve with the recommended level of contribution over a 10-year period of \$38.2M. This reserve has been utilized to advance many projects and initiatives including:

- develop an affordable housing strategic plan;
- provide seed funding to Non-Profit organizations to advance affordable housing builds;
- support the partnership with Indwell to advance supportive housing; and
- create additional units through the purchase and renovation of the Devine Street duplex along with the future construction of the Kathleen Avenue and St. Bartholomew’s Church projects in Sarnia.

Strategic Plan

The multi-year portfolio-scale strategic development plan endorsed by Council in February 2024 allows our resources to be focused in a strategic manner. This plan has been utilized during the planning of future supportive housing developments as well as when planning a number of the projects identified below such as the Kathleen Avenue development in Sarnia. Flourish Affordable Housing Communities ("**Flourish**") is preparing an update to the original plan which will be presented to Council once complete.

Affordable Housing Seed Funding Program

This program has allocated \$994K to six projects that could see between 167 and 197 new units created. The six projects are all at various stages of pre-development. One project is looking to secure land. Two projects are at various stages of planning applications including rezoning and site plan. Two projects are attempting to secure upper levels of government funding to advance their projects. One project will begin site servicing this summer with construction expected to begin in Spring of 2026.

Canada Mortgage and Housing Corporation ("**CMHC**") Seed Funding program is currently open for intake. If a local project has fully utilized the CMHC Seed Funding available and requires additional seed funding to advance the project or if the CMHC Seed Funding program is fully depleted, applications could be considered on a case-by-case basis, pending funds remain available in the affordable housing reserve.

Indwell Partnership

A partnership was formed with Indwell Community Homes ("**Indwell**") with the goal to plan, construct and eventually operate between 150 and 300 supportive housing units in Lambton.

A public information session is scheduled for April 15, 2025 to introduce Indwell to the community and allow members of the public to learn more about Indwell and their supportive housing model.

An Indwell community plan is being developed and will be presented to Council once complete.

New Construction – Ontario Aboriginal Housing Services

Construction is well underway on the project at 940 Confederation Street by Ontario Aboriginal Housing. This project will add 40 affordable units to the community. Occupancy is expected in December 2025.

New Construction – New units in existing buildings

Work began in the summer of 2024 to repurpose non-residential space in existing community housing building to create 2 additional units. 1 one-bedroom unit at 230 Capel Street and 1 bachelor unit at 124 Queen Street has been completed with occupancy occurring in January 2025. Staff are exploring additional opportunities to convert non-residential space in existing buildings to residential units.

New Construction – Maxwell Park Place

Work continues onsite with the addition at Maxwell Park Place. The 24 units, including 6 March of Dimes supported units, are expected to be completed in summer 2025.

New Construction – Kathleen Avenue

The pre-development work has wrapped up for the Kathleen Ave project. The contractor has been selected for the construction of the project and contract negotiations have begun. The building permit application was submitted in early March and once received, we are ready to mobilize on site and begin construction. With construction start expected in May 2025, we are currently anticipating occupancy to occur in Fall 2026. This project will add 50 one-bedroom units, including 14 March of Dimes supported units to the community housing portfolio.

Property Acquisition – St. Bartholomew’s Church

As reported in June of 2024, the County has entered into the conditional agreement to purchase the St. Bartholomew’s Church property on Cathcart Blvd with the intention to develop new affordable housing. The County is presently undergoing its due diligence on this property and is expected to close in the Spring of 2025.

Assuming the transaction successfully closes, next steps for this property will include the demolition of the existing church along with the issuance of a Request for Proposal for Architectural Services. A community consultation plan is being prepared for this project.

The goal is to develop a shovel-ready project to ensure we are in a position to seek upper level of government funding when it becomes available.

Property Donation - Victoria Street Parking Lot

The Victoria Street Parking lot location was included in our long-term strategic plan for the development of affordable and supportive housing. Unfortunately, this property is no longer available for inclusion in this long-term plan.

Additional Dwelling Unit Incentive Program

The additional dwelling unit incentive program was launched in the spring of 2024. This program offers up to \$25,000 in the form of a grant to eligible applicants for the creation of

an additional dwelling unit on their property. Applications are presently being accepted for this program.

Advocacy

Funding is required from all levels of government to continue advancing the creation of new affordable and/or supportive housing in the community. This includes capital dollars from both the Provincial and Federal government as well as operating dollars from the Province. Advocacy work is ongoing to attract the required investments from other levels of government.

FINANCIAL IMPLICATIONS

There is no impact to the levy.

CONSULTATIONS

Consultations have taken place with the CAO; General Manager, Social Services; Assistant County Solicitor/Deputy Clerk; and Manager, Procurement and Projects.

STRATEGIC PLAN

Providing safe affordable housing is in keeping with the County's Mission to promote an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

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

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

Affordable Housing Update (page 5)

April 16, 2025

CONCLUSION

The County of Lambton Housing and Homelessness Plan 2020 - 2024 sets a strategic direction for housing and homelessness work. Adding to the affordable housing stock is a key component of this plan. There is much progress being made towards this goal however funding from other levels of government will be required. Adding additional affordable housing units in the County is a priority with all avenues being explored.