



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

Wednesday, November 19, 2025
Council Chambers, Wyoming

Page

1. Call to Order - Committee of the Whole

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

2. Disclosures of Pecuniary Interest

If any.

3. INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

A) Correspondence to Receive and File

- a) PW 11-05-25 A resolution from Simon Granat, Legislative Coordinator, dated October 7, 2025, regarding The Town of Newmarket's opposition to the Ontario Government's proposal to cancel municipal Automated Speed Enforcement (ASE) programs. The Town of Newmarket is requesting that the Ontario Government consider amendments to address Provincial concerns by only implementing ASE in school zones, establishing a province-wide minimum threshold over the speed limit at which tickets are issued, require extensive communication campaigns warning the ASE cameras will be implemented, as well as establishing a maximum fine amount for ASE and number of cameras per municipality.

B) Information Reports

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

- 16 - 58
- Quarter 2025 Building, Plumbing, Septic and By-Law.
- c) Information Report dated November 19, 2025 Regarding Middlesex County Connect Inter-Community Transit Proposal Update.

C) Reports Requiring a Motion

- 59 - 209
- a) Report dated November 19, 2025 Regarding the 2025 Corporate Asset Management Plan.

D) Other Business

4. PUBLIC HEALTH SERVICES DIVISION - Emergency Medical Services Department

A) Information Reports

- 210 - 213
- a) Information Report dated November 19, 2025 Regarding Community Paramedicine Program Update.

B) Other Business

5. CULTURAL SERVICES DIVISION

A) Information Reports

- 214 - 226
- a) Information Report dated November 19, 2025 Regarding Libraries Third Quarter 2025 Statistics.
- 227 - 231
- b) Information Report dated November 19, 2025 Regarding Museums, Gallery and Archives Third Quarter 2025 Statistics.

B) Reports Requiring a Motion

- 232 - 233
- a) Report dated November 19, 2025 Regarding Libraries Donations July 1 to September 30, 2025.
- 234 - 237
- b) Report dated November 19, 2025 Regarding Museums, Gallery and Archives Collections Management September 2025.

C) Other Business

6. LONG-TERM CARE DIVISION

A) Information Reports

- 238 - 241
- a) Information Report dated November 19, 2025 Regarding Long-Term Care Occupancy for January to September 2025.
- 242 - 274
- b) Information Report dated November 19, 2025 Regarding an Update on Elder and Caregiver Feedback Surveys - Long-Term Care.
- 275 - 277
- c) Information Report dated November 19, 2025 Regarding

Vulnerable Occupancy Annual Fire Drills 2025.

B) Other Business

7. FINANCE FACILITIES AND ACQUISITIONS DIVISION

No Agenda Items

A) Other Business

8. CORPORATE SERVICES DIVISION

A) Information Reports

- 278 - 279 a) Information Report dated November 19, 2025 Regarding 2026 Board and Committee Appointments.

B) Reports Requiring a Motion

- 280 - 282 a) Report dated November 19, 2025 Regarding 2026 Council and Committee Meeting Dates.

C) Other Business

9. SOCIAL SERVICES DIVISION

A) Information Reports

- 283 - 287 a) Information Report dated November 19, 2025 Regarding Affordable Housing Update.
- 288 - 291 b) Information Report dated November 19, 2025 Regarding Maxwell Park Place Affordable Housing Development Update #13.
- 292 - 296 c) Information Report dated November 19, 2025 Regarding Ontario Works Update Report.
- 297 - 300 d) Information Report dated November 19, 2025 Regrading Housing Services Statistical Report Quarter 3.

B) Other Business

10. OFFICE OF THE CAO

A) Reports Requiring a Motion

- 301 - 302 a) Report dated November 19, 2025 Regarding Appointment of Treasurer Section 286 of *Municipal Act, 2001*.
- 303 - 312 b) Report dated November 19, 2025 Regarding City of Sarnia Funding Request - Planning Department City-County Agreement.

11. IN-CAMERA

No In-Camera Items.

12. ADJOURNMENT



Legislative Services
Town of Newmarket
395 Mulock Drive
P.O. Box 328 Station Main
Newmarket, ON L3Y 4X7

PW 11-05-25

clerks@newmarket.ca
tel.: 905-953-5300
fax: 905-953-5100

October 7, 2025

Sent via email

The Honourable Doug Ford, M.P.P., Premier of Ontario, Legislative Building, Queen's Park, Toronto, ON, M7A 1A1, premier@ontario.ca

The Honourable Prabmeet Singh Sarkaria, M.P.P., Minister of Transportation, 5th Flr, 777 Bay St. Toronto, ON, M7A 1Z8, minister.mto@ontario.ca

The Honourable Michael S. Kerzner, Solicitor General, M.P.P., Solicitor General, George Drew Bldg., 25 Grosvenor St. Toronto, ON, M7A 1Y6, Minister.SOLGEN@ontario.ca

Ms. Dawn Gallagher Murphy, M.P.P., Unit 22, 16635 Yonge St., Newmarket, ON, L3X 1V6, dawn.gallaghermurphy@pc.ola.org

The Association of Municipalities of Ontario (AMO), 155 University Ave., Suite 800, Toronto, ON, M5H 3B7, resolutions@amo.on.ca

All Ontario Municipalities

RE: Automated Speed Enforcement Resolution – Town of Newmarket

I am writing to advise you that at the Council meeting held on October 6, 2025, the Town of Newmarket Council adopted the following recommendations regarding the above referenced matter:

Whereas Automated Speed Enforcement (ASE) is by far the most effective speed mitigation and safety tool that municipalities have had access to; and,

Whereas The Ontario Safety League has expressed that ASE is effective and that it supports the use of ASE; and,

Whereas The Ontario Association Chiefs of Police has expressed that ASE is effective and that it supports the use of ASE; and,

Whereas The Hospital for Sick Children and Toronto Metropolitan University have studied ASE and found that speed is the single most important factor in pedestrian injury risk and ASE can be an effective way to reduce that risk, especially in areas where children are most vulnerable; and,

Whereas The Canadian Automobile Association (CAA) found that 73 percent of Ontario drivers slow down when nearing an ASE camera and 52 percent shared that they are unlikely to speed up after they pass through an ASE zone; and,

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Whereas ASE frees up more time for police officers to attend to serious crimes, such as home invasions and auto theft; and,

Whereas One of the top complaints that Council has received from residents for decades is speeding on residential streets; and,

Whereas Since implementing ASE, Newmarket has observed between 58 percent and 90 percent reductions in the number of vehicles exceeding the speed limit in the community safety zones with automated speed enforcement; and,

Whereas the Town's ASE program has recorded speeds of 125 km/hr, 113 km/h, and 96 km/h in school zones with speed limits of 40 km/h.

Therefore, be it resolved:

1. That the Council of the Town of Newmarket opposes the Ontario Government's proposal to cancel municipal ASE programs; and,
2. That the Council of the Town of Newmarket requests the Premier of Ontario or Minister of Transportation meet with municipal leaders to develop provincial legislation, regulations and standards to ensure municipal ASE programs are fair, transparent and consistent throughout Ontario as opposed to eliminating the programs; and,
3. That the Council of the Town of Newmarket requests that the Ontario Government consider the following amendments to address Provincial concerns:
 - Only implement ASE in school zones; and,
 - Establish a province-wide minimum threshold over the speed limit at which tickets are issued; and,
 - Require extensive communication campaigns warning drivers that ASE cameras will be implemented, including warning tickets, well ahead of activating the cameras, and install permanent flashing signs at the camera locations; and,
 - Establish a maximum fine amount for ASE, and,
 - Establish a maximum number of cameras per municipality, and,
4. That copies of this motion be distributed to the following:
 - Premier Doug Ford; and,
 - Hon. Prabmeet Singh Sarkaria, Minister of Transportation; and,
 - Hon. Michael S. Kerzner, Solicitor General; and,
 - Dawn Gallagher Murphy, MPP, Newmarket -- Aurora; and,
 - All Ontario Municipalities; and,
 - The Association of Municipalities of Ontario.



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Yours sincerely,

A handwritten signature in black ink, appearing to be 'S. Granat', written over a horizontal line.

Simon Granat

Legislative Coordinator

	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Will Nywening, Senior Planning Official
REVIEWED BY:	Corrine Nauta, Manager Jason Cole, P.Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	3rd Quarter Work in Progress, Statistics, and Approval Authority Activity

BACKGROUND

The Development Services Department (the “**Department**”) provides planning services for 10 of the 11 member municipalities in the County of Lambton. In addition, the Department administers the functions of Emergency Management, 9-1-1/ Municipal Addressing, and Woodlands Conservation County-wide.

DISCUSSION

The following table sets out the number of applications that the Department received and processed for the third quarter of 2025 compared to the third quarter of 2024, by category.

Applications	2025	2024
Committee of Adjustment	43	26
Site Plan Control	1	3
Zoning By-Law Amendments	11	10
Official Plan Amendments	3	2
Woodlot Applications	0	0
Woodlot Notice of Intent to Cut	37	29
Woodlot Reviews	6	3
Letters of Compliance (Zoning Confirmations)	21	8
Plan of Subdivision/Condominium Applications	2	2
Plan of Subdivision/Condominium Extensions	1	1
Part Lot Control	0	0
Final Plan of Subdivision/Condominium Approvals	0	0
Draft Plan of Subdivision/Condominium Approvals	1	2
Plan of Subdivision/Condominium Amendments	1	0
Official Plan and Official Plan Amendment Approvals	1	8
Totals	128	94

Application Volumes

Application volumes in the third quarter of 2025 are lower when compared to the same period in 2024. This is primarily due to a decrease in the number of “smaller” files – Committee of Adjustment and zoning reports. The number of “larger” files (e.g. official plan and zoning amendments, site plans, and subdivision activity) is similar or has increased compared to last year.

Official Plan Amendments

One Official Plan Amendment approvals occurred:

- Township of Enniskillen – to change land use designation from “Commercial/Industrial” to “Agricultural”.

Final Approval of Plan of Subdivision/Condominium

None.

Draft Approval of Plans of Subdivision/Condominium

One Draft Plan of Subdivision or Condominium was approved. Staff expect one more draft plan approval for a Plan of Subdivision to occur in the fourth quarter of this year in Point Edward.

Additional Work in Progress

Zoning By-Law Reviews are ongoing in Plympton-Wyoming, Point Edward, and Warwick with the assistance of NPG Planning Solutions. A Zoning Review by staff is ongoing in Lambton Shores. Consultants/staff have completed red-line documents for the bulk of each Zoning By-law. Work is being completed on consolidating and simplifying zones. Red-line documents of proposed zoning revisions are being reviewed internally and readied for presentations to the respective local municipalities.

J.L. Richards has been retained to assist in reviews of the Brooke-Alvinston Zoning By-Law and Dawn-Euphemia Official Plan. Those reviews are now underway.

The County Official Plan Review is ongoing with the assistance of NPG Planning Solutions. County growth forecasts and land supply analysis have been completed and the drafts have been posted for municipal, agency, and public comment. These documents will be updated based on feedback and (we anticipate) brought to Council in the first quarter of 2026 for approval. A background paper on proposed updates to the Official Plan text is expected from the consultant in the fourth quarter.

Other notable files include:

- Plympton-Wyoming passed a zoning by-law amendment to update its zoning regulations for Additional Residential Units.

- Twin Creeks landfill is completing an Environmental Assessment process for vertical expansion. A site plan approval application to Warwick Township is anticipated.
- Warwick Township is in the process of updating its Community Improvement Plan.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

Municipalities, the public as well as provincial and other regulatory agencies are routinely consulted in the planning and approval processes.

STRATEGIC PLAN

Area of Effort #2: Services and Communications - The County is focused on the provision of responsive services and programs, independently and through partnerships, and is committed to progressive and effective communications in promoting the same, by:

- Anticipating and aligning service delivery to emerging needs and expectations (including changing demographics);
- Engaging and informing residents, stakeholders, and municipal partners of the County's services, programs, opportunities, and challenges; and
- Advocating Lambton County's perspective on provincial and federal programs and legislative amendments.

CONCLUSION

The Department will continue to provide quarterly updates for statistics, work in progress, and approval authority activity.

	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Connor McEachen, Deputy Chief Building Official
REVIEWED BY:	Corrine Nauta, Manager, Development Services Jason Cole, P. Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	3rd Quarter 2025 – Building, Plumbing, Septic, By-Law

BACKGROUND

The Development Services Department (the “**Department**”) provides building and planning services to 10 of the 11 member municipalities in the County of Lambton (the “**County**”). In addition, Department staff conduct plumbing and septic system inspections for all 11 member municipalities in the County. Property standards services are also supplied for nine member municipalities in the County and the Department is also responsible for weed inspections. Additionally, the City of Sarnia and Walpole Island First Nations have contracted for inspection services for 2025, on an as-needed basis. The Department also assists the Housing Services Department with the Lambton Renovates program, as required.

DISCUSSION

In the third quarter of 2025, the Department provided effective and efficient services to the local and contracted municipalities. Communication lines continue to be maintained and strengthened. Good working relationships exist between the County and the City of Sarnia. Department staff recognize the importance of property file completeness and actively close files.

Year-over-year, the total number of building permits (new homes, renovations, storage sheds, etc.) decreased by two. New dwelling units increased by 10 from 110 to 120 compared to the same period last year. Building permit inspections decreased by 244, while property standards inspections increased by 253. Plumbing permit issuance decreased by 79, and plumbing inspections decreased by 201. The number of septic reports prepared for planning applications (such as severances and minor variances), backfill permits, inquiries, and assessment requests have maintained a steady trend. The number of septic permits issued has increased by one.

The Department statistics are attached to this report and include building statistics for the City of Sarnia and the Municipality of Lambton Shores.

FINANCIAL IMPLICATIONS

Statistical numbers are consistent with expectations for permit issuance and inspection.

CONSULTATIONS

None.

STRATEGIC PLAN

Area of Effort #2: Services and Communications – The County is focused on the provision of responsive services and programs, independently and through partnerships, and is committed to progressive and effective communications in promoting the same, by:

- Anticipating and aligning service delivery to emerging needs and expectations (including changing demographics);
- Engaging and informing residents, stakeholders, and municipal partners of the County's services, programs, opportunities, and challenges; and
- Advocating Lambton County's perspective on provincial and federal programs and legislative amendments.

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

- Cultivating sustainable relationships that include strategies to improve communication and understanding, and provide mutual assistance on projects.

CONCLUSION

The Department remains optimistic with regard to another successful year in the County for building, plumbing, septic, property standards, and weed inspection. Department staff will continue to maintain open communication lines with all municipalities and their respective building departments.

Department staff will also continue with the timely completion and closing of property files while keeping our member municipalities updated on the progress with respect to building services issues.

Overall, the Department remains dedicated to providing essential services, effectively and efficiently, to our local and contracted municipalities.

**3rd Quarter Building Statistics
Year-to-Date Comparison - 2025 vs 2024**

Number of Permits			Value of Construction	
	2025	2024	2025	2024
Residential	295	314	\$61,374,093	\$71,319,952
Commercial	30	42	\$3,500,080	\$11,866,205
Industrial	23	10	\$11,335,625	\$5,367,700
Agricultural	55	75	\$24,343,914	\$30,936,101
Institutional	11	15	\$2,299,974	\$9,545,166
TOTALS	414	456	\$102,853,686	\$129,035,124

New Dwelling Units in County of Lambton

Municipality	New Dwelling Units	
	2025	2024
Brooke-Alvinston	22	3
Dawn-Euphemia	6	2
Enniskillen	4	4
Oil Springs	0	1
Petrolia	5	11
Plympton-Wyoming	33	40
Point Edward	1	0
St. Clair	45	47
Warwick	4	2
TOTALS	120	110

Unless otherwise noted, dwelling units are single-family dwellings.

Brooke-Alvinston: 12 townhouse units, 2 semi-detached units, 1 duplex, 6 single-family dwellings

Petrolia: 3 single-family dwellings, 1 apartment unit

Plympton-Wyoming: 37 single-family dwellings, 1 secondary dwelling, 1 duplex

St. Clair: 21 single-family dwellings, 1 dwelling above commercial space, 33 townhouse units

Building Services Department
3rd Quarter Statistics Comparison 2025 vs. 2024

	3rd Quarter		Year-To-Date	
Building	2025	2024	2025	2024
Permits	148	150	414	456
Inspections	2623	2867	7984	7394
Property & Maintenance	923	670	2331	1738
Amount Invoiced	\$314,140	\$292,404	\$964,308	\$802,922
Building Permit Value	\$28,494,704	\$38,624,359	\$102,853,686	\$129,035,124

	3rd Quarter		Year-To-Date	
Plumbing	2025	2024	2025	2024
Permits	131	210	385	504
Inspections	627	828	1750	2209
Permit Revenue	\$33,425	\$46,450	\$98,126	\$129,780

	3rd Quarter		Year-To-Date	
Septic	2025	2024	2025	2024
Septic Permits	29	28	83	73
Septic Backfill Permits	21	15	56	45
Severences	0	3	5	21
Minor Variances	2	3	9	11
Amendments	3	5	11	6
Private Sewage Assessments	2	3	6	10
Enquiry Requests	4	5	10	15
Enforcement Inspections	1	0	8	20
Subdivisions	0	0	0	0
Septic Revenue	\$15,275	\$13,600	\$39,450	\$35,115

**3rd Quarter Building Statistics
The City of Sarnia and The Municipality of Lambton Shores**

The Municipality of Lambton Shores

Type/Number of Permits	
Residential	23
Commercial	4
Industrial	0
Agricultural	1
Institutional	1
Other	9
TOTAL	38

The City of Sarnia

Type/Number of Permits	
All Categories	124
TOTALS	124

Year-Over-Year Comparison 2024 vs 2025

All Permit Categories

Municipality	Permits 2025	Value of Construction	Permits 2024	Value of Construction
Lambton Shores	38	\$6,867,687	68	\$18,029,950
Sarnia	124	\$25,276,021	138	\$82,601,940

New Dwelling Units

Municipality	New Dwelling Units 2025	New Dwelling Units 2024
Lambton Shores	6	16***
Sarnia	19**	60*

*	9 of 60	Additional Dwelling Units
	51 of 60	Multiple Family Dwelling Units
**	6 of 19	Additional Dwelling Units
	2 of 19	Multiple Family Dwelling Units
***	4 of 16	Multiple Family Dwelling Units

 INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
PREPARED BY:	Jason Cole, P.Eng., General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Middlesex County Connect Inter-Community Transit Proposal Update

BACKGROUND

At the October 1, 2025, meeting of Lambton County Council a motion was passed to receive and file a report titled *Middlesex County Connect Inter-Community Transit Proposal* and a corresponding letter from Middlesex County to the County of Lambton dated August 15, 2025. The report and letter outlined Middlesex County's proposal to continue and expand the inter-community transit route from Sarnia to London following the provincial announcement to end the Ontario Community Transportation Grant Program.

Highlights of the proposal from Middlesex County were:

- Middlesex County would assume the Sarnia to London Route (now identified as Route 4) into the existing Middlesex County Connect transit service from Strathroy-Caradoc.
- The Town of Plympton-Wyoming would be added to Route 4 with a proposed stop in the community of Wyoming.
- Additional adjustments to Route 4 were proposed, including removing low use stops and adding new stops in communities along the route.
- A 50 per cent funding agreement, up to \$3.4 million, was being sought for the Middlesex County Connect service through the Ontario Transit Investment Fund ("OTIF").
- The identified cost to partner with Middlesex County Connect to continue operation of the proposed Route 4 until March 31, 2030, was \$422,813.20.

Through previous rural and inter-community transit discussions, the County of Lambton has maintained that jurisdiction over the operation of transportation systems is not assigned to the County under the *Municipal Act, 2001*. In discussion with the City of Sarnia and the Town of Plympton-Wyoming, both local municipalities being serviced by Route 4 agreed to take the Middlesex County Connect proposal to their respective

councils for consideration, with cost breakdowns proportionally based on population size. If the local municipalities did not support the proposal, the proposal would be brought back to Lambton County Council for further consideration.

DISCUSSION

The Town of Plympton-Wyoming and the City of Sarnia have both had the opportunity to consider participation in the Middlesex County Connect transit service at their respective municipal councils. Both reports received by the Town of Plympton-Wyoming and the City of Sarnia are attached to this report for reference.

A report outlining the Middlesex County Connect transit proposal was included in the Town of Plympton-Wyoming Council Agenda at their October 8, 2025, meeting. As part of the report to Council, the Town identified a modification to the originally proposed Route 4, altering the stop in Wyoming to instead service the Camlachie area. Ultimately, the option to participate in the Middlesex County Connect transit service was declined through discussion and direction at that Council meeting.

The City of Sarnia Council was presented with a report regarding the Middlesex County Connect transit proposal at their meeting on October 20, 2025. At this meeting, a motion was passed to commit to a partnership between the City of Sarnia and Middlesex County Connect for intercommunity bus service between Sarnia and London.

It is understood that the City of Sarnia is proceeding with discussion and agreement development with Middlesex County directly to participate in the Middlesex County Connect transit service. The County of Lambton is not being asked to participate in this service any further at this time.

FINANCIAL IMPLICATIONS

There is no financial impact to the County of Lambton as part of this report.

CONSULTATIONS

Middlesex County Connect (Middlesex County), the City of Sarnia, and the Town of Plympton-Wyoming were consulted as part of the preparation of this report.

STRATEGIC PLAN

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

- Cultivating sustainable relationships that include strategies to improve communication and understanding, and provide mutual assistance on projects;

- Collaborating with strategic partners to leverage available resources and service opportunities.

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.

CONCLUSION

Middlesex County has put forward a proposal to continue operation of the of the Sarnia – Strathroy-Caradoc – London transit line (now Route 4) as part of the Middlesex County Connect transit service. The City of Sarnia and Town of Plympton-Wyoming, the two local municipalities in Lambton County being serviced by Route 4, presented reports to their respective councils to consider participating in the transit service. While the Town of Plympton-Wyoming opted not to enter into an agreement for the transit service, the City of Sarnia has committed to continue supporting a transit line from Sarnia to London within the Middlesex County Connect transit service. The City will negotiate and formalize the agreement with Middlesex County directly.



STAFF REPORT

Report To: Mayor & Members of Council
Approved by: Norma Roddick-Preece, Treasurer/Deputy CAO
From: Adam Sobanski, Chief Administrative Officer
Department: Corporate Services
Date: October 1, 2025
Re: Inclusion of the Town of Plympton-Wyoming in the Middlesex County Connect Transit System

RECOMMENDATION:

That the report by Adam Sobanski, Chief Administrative Officer, dated October 1, 2025, regarding the Inclusion of the Town of Plympton-Wyoming in the Middlesex County Connect Transit System be received, and that Council accepts Middlesex County Connect's amended proposal to provide a transit connection to the Camlachie area for \$8,743.78 annually for five years.

BACKGROUND INFORMATION:

The Town of Plympton-Wyoming is currently a partner in the Huron Shores Area Transit (HSAT) system, which provides inter-community transit services across Southwestern Ontario, including Sarnia, Grand Bend, London, and Goderich. HSAT has demonstrated consistent growth in ridership and operational efficiency, with service to London. Ridership from the Town has been strong and the community has been generally complimentary of the system.

Recently, Middlesex County proposed a partnership model for its Middlesex County Connect (MCC) system, specifically a route which connects Sarnia to London via Wyoming and other Middlesex County communities. The MCC proposal includes a financial contribution of \$43,718.88 for five years (\$8,743.78 per year), from the Town and a total of \$379,094.32 from the City of Sarnia.

The County, City, and Town received the attached presentation from MCC on September 4, 2025. After the presentation, staff from the County, City, and Town met to discuss the benefits and drawbacks of the MCC proposal. It was agreed that the City and Town will take the MCC proposal to their respective Council's for consideration. If the local municipalities do not support the proposal, it can be brought back to County Council for further consideration as a County led broader rural transit strategy. County Council received an information report regarding Middlesex County Connect Inter-Community Transit Proposal on October 1, 2025, which is attached for Council's information.

DISCUSSION:

Staff have reviewed the MCC proposal and compared it to the existing HSAT system. The financial commitment of \$8,743.78 annually for five years may not yield proportional benefits to Wyoming area residents, especially given the existing access to HSAT services. While the MCC proposal offers expanded services, the duplication of existing routes limits local benefit and does not justify the financial commitment required. The Town's existing partnership with the Huron Shores Area Transit

system continues to provide reliable and growing service to the Wyoming area demonstrating its value to the community.

Unless the County of Lambton expresses interest in participating in MCC to evaluate its performance and integration potential for a broader rural transit strategy, staff would not recommend that the Town not pursue partnership with MCC to provide a second transit connection to the Wyoming area at this time.

Staff recognize that certain areas of the Town, such as Camlachie, currently lack access to public transit. Staff asked MCC to consider amending their proposal to include a stop in the Camlachie area instead of the already serviced Wyoming area. On October 1, 2025, MCC, in the attached email, confirmed that the proposed stop location could be adjusted to the Camlachie Community Center and that equalized payments would be acceptable.

The inclusion of a Middlesex County Connect stop in Camlachie offers significant benefits to residents and creates new economic development opportunities. As Camlachie currently lacks access to public transit, the proposed stop would provide vital connectivity for individuals without personal vehicles, including seniors, youth, and workers commuting to London, Strathroy, and Sarnia. Improved transit access enhances mobility for medical appointments, education, employment, and social activities, contributing to overall quality of life. Additional transit interconnectivity may also strengthen the Town's eligibility for housing and infrastructure grants that prioritize transit-served communities. The Camlachie stop aligns with strategic goals of the Town, as such, staff is supportive of the amended proposal.

It should be noted that the success of the MCC proposal is contingent on broader regional support. If the City of Sarnia Council, or alternatively the County of Lambton, does not support the partnership, the proposal will not move forward as is.

FINANCIAL IMPACT:

The Town's existing contribution to HSAT is \$8,300 per year plus approximately \$18,000.00 from the Town's 2025 allocation of the Ontario Transit Infrastructure Fund. The proposed \$8,743.78 per year toward the Middlesex Connect System appears to be of good value. If endorsed, the proposed fee would be integrated into the 2026 proposed budget for Council consideration during budget deliberations.

ATTACHMENTS:

[Middlesex County Connect](#)

[Staff Report - Middlesex County Connect Inter-Community Transit - Oct 1 2025](#)

[Middlesex County Connect - Conformation of Equalized Payments and Stop in Camlachie](#)

Priority Level: GOLD

Invest in Economic Development

- Kick-start economic development
- Encourage commercial investments to diversify our tax base

Priority Level: SILVER

Prioritize Fiscal Responsibility

- Increase flexibility to capitalize on funding opportunities

Priority Level: BRONZE

Enhance Community Engagement

- Promote Plympton-Wyoming. We have it all!
- Invite all to Plympton-Wyoming and make everyone welcome



MIDDLESEX COUNTY
CONNECT

www.middlesex.ca/ct

CONNECTING PEOPLE, PLACES,
AND EXPERIENCES

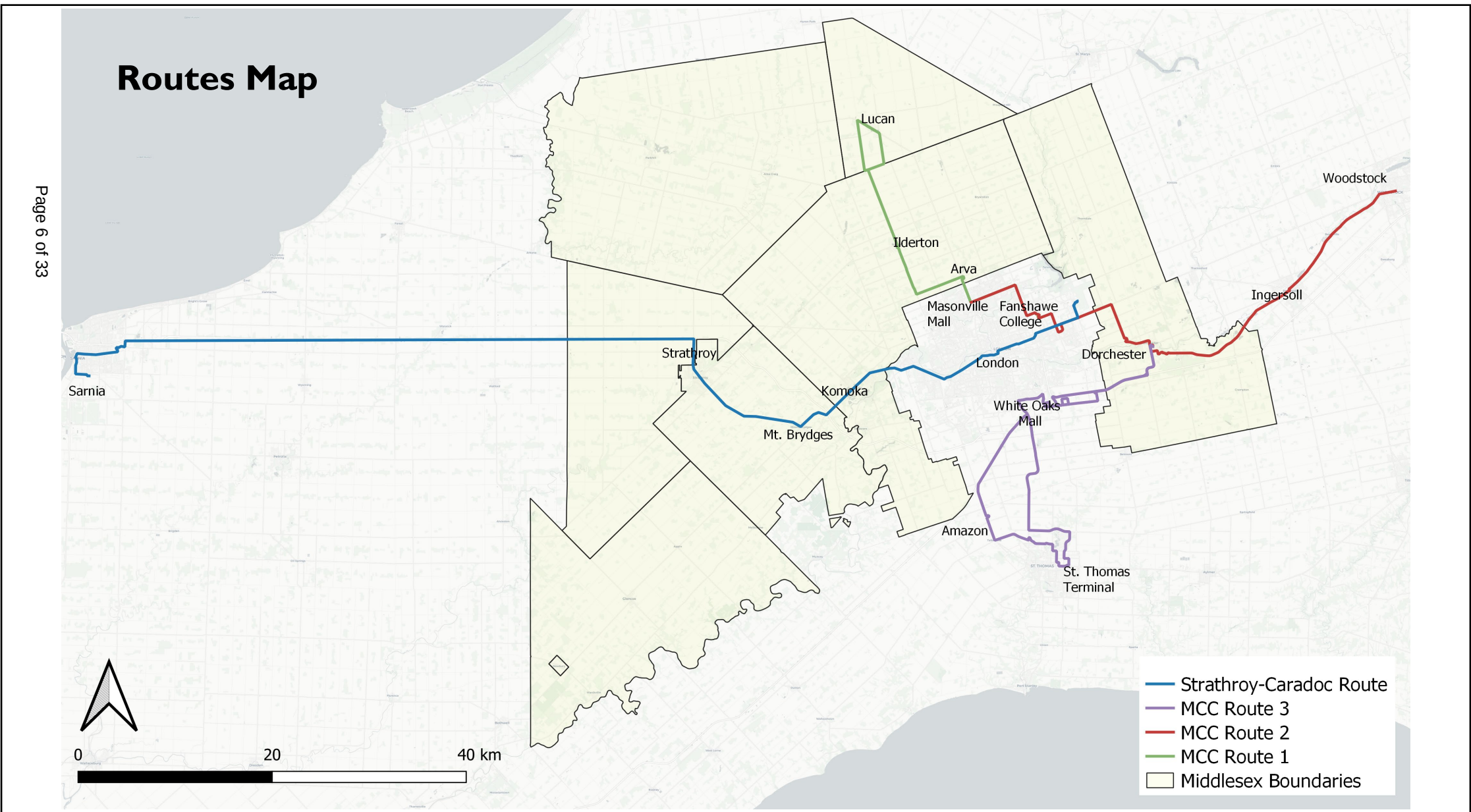
CURRENT INTER-COMMUNITY ROUTES



Four Fixed Routes:

- **Route 1:** Lucan - Ilderton - Arva - London (weekdays only)
- **Route 2:** Woodstock - Ingersoll - Putnam - Dorchester - London (weekdays only)
- **Route 3:** Dorchester - London - St. Thomas - Southwold (Monday to Saturday)
- **Route 4*:** Sarnia, Strathroy, Mt. Brydges, Komoka, London (7 Days/Week)

**Route 4, currently operated by the Municipality of Strathroy-Caradoc, is proposed for integration into Middlesex County Connect operations as part of the OTIF-funded service plan.*



RURAL TRANSIT FUNDING

- The inter-community transit routes have been operating since August/September 2020, funded through the Province of Ontario's Community Transportation Grant Program (CT) and fare revenue.
- The CT Program concluded on March 31, 2025, with an extension allowing the use of any residual CT funds until March 31, 2026.
- On January 21, 2025, Middlesex County applied to the Ontario Transit Investment Fund (OTIF) to support the continued operation and optimization of inter-community transit routes.
- On June 19, 2025, the Government of Ontario and the Ministry of Transportation officially announced the approval of OTIF funding for Middlesex County, confirming approval in principle for funding of up to \$3,408,511 over five years (2025–26 to 2029–30) to support transit services.

ONTARIO TRANSIT INVESTMENT FUND (OTIF)

- The OTIF program is highly competitive and has limited availability, offering only \$5 million annually across the province.
- Middlesex County is one of only four municipalities across Ontario approved to date in 2025 for up to five years of funding:
- Funding is capped at a maximum of five years and covers up to 50% of total multi-year project costs.
- The remaining 50% must be covered through a shared funding model that includes municipal contributions, fare and advertising revenue, and other federal or provincial sources, such as Ontario's Gas Tax Program.
- To meet OTIF application requirements, a lead municipality must be identified, along with a clearly defined project team that includes collaboration among all municipalities served.

ONTARIO TRANSIT INVESTMENT FUND (OTIF)

To be eligible for OTIF, projects must fall into one or more of the following categories:

- A new service addressing a demonstrable transit gap;
- An expansion of an existing service to reach unserved communities;
- A solution for first-mile/last-mile connectivity; or
- Integration of existing transit services

ADDITIONAL STOPS AND ROUTE EFFICIENCY

The proposed new stops are located directly along the existing route, ensuring no significant deviations.

Trip	Current	Proposed	Change
London → Sarnia	2h 37m	2h 35m	−2 min
Sarnia → London	2h 43m	2h 35m	−8 min

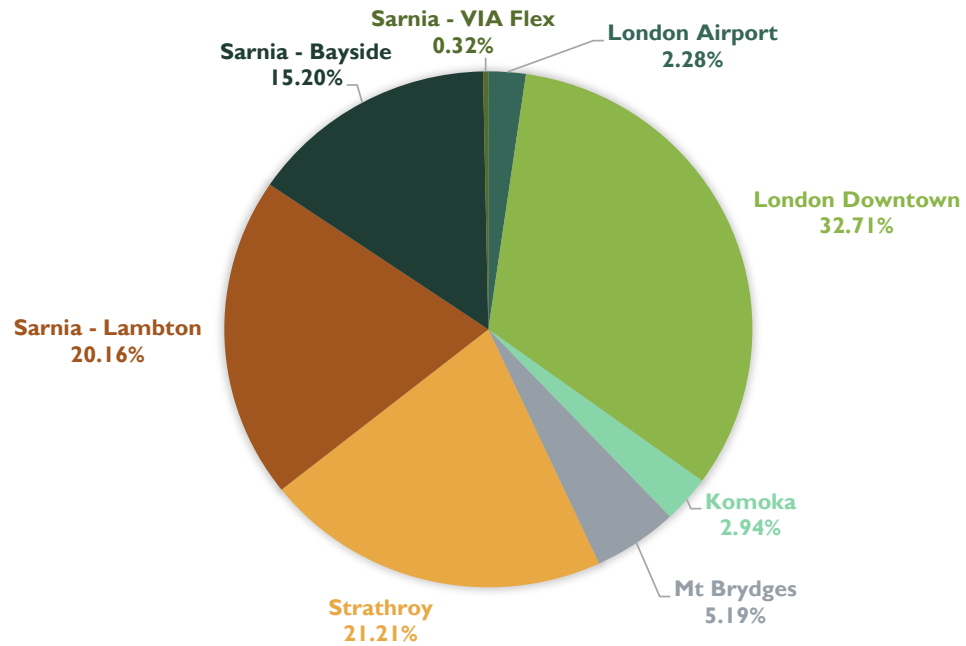
RIDERSHIP IMPACT – LOW-USE STOPS

Stop Location	% of Total Boardings ON (Jan 2021 – Jun 2025)	% of Total Boardings ON (2025)	% of Total Boardings OFF (Jan 2021 – Jun 2025)	% of Total Boardings OFF (2025)
London Airport	2.3%	3.3%	2.1%	2.2%
Sarnia VIA Rail Flex	0.3%	0.1%	0.4%	0.5%

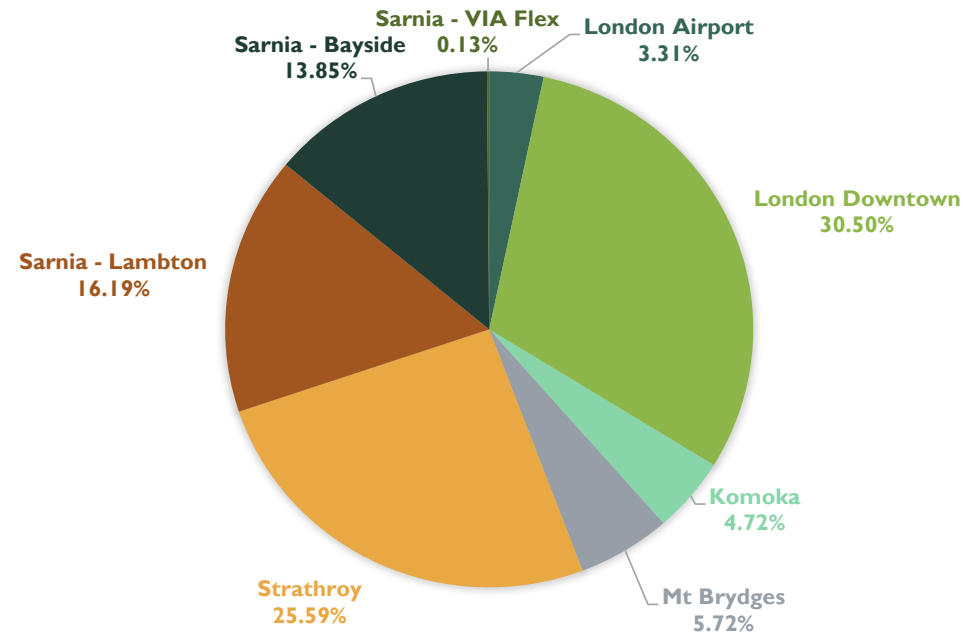
- London Airport and Sarnia VIA Rail Flex consistently account for **very small percentages of ridership**, both historically and in 2025.
- The majority of riders board or alight at London Downtown, Strathroy, and Sarnia Lambton/Bayside, which account for ~70% of total 2025 ridership.
- Removing or adjusting low-ridership stops allows the schedule to be optimized without reducing access to high-demand locations.
- Additional stops provide improved access for underserved communities and better integration with other routes.
- Direct connections to major transportation hubs still available via nearby stops.

BOARDINGS ON

BOARDINGS ON - JAN 2021 - JUN 2025

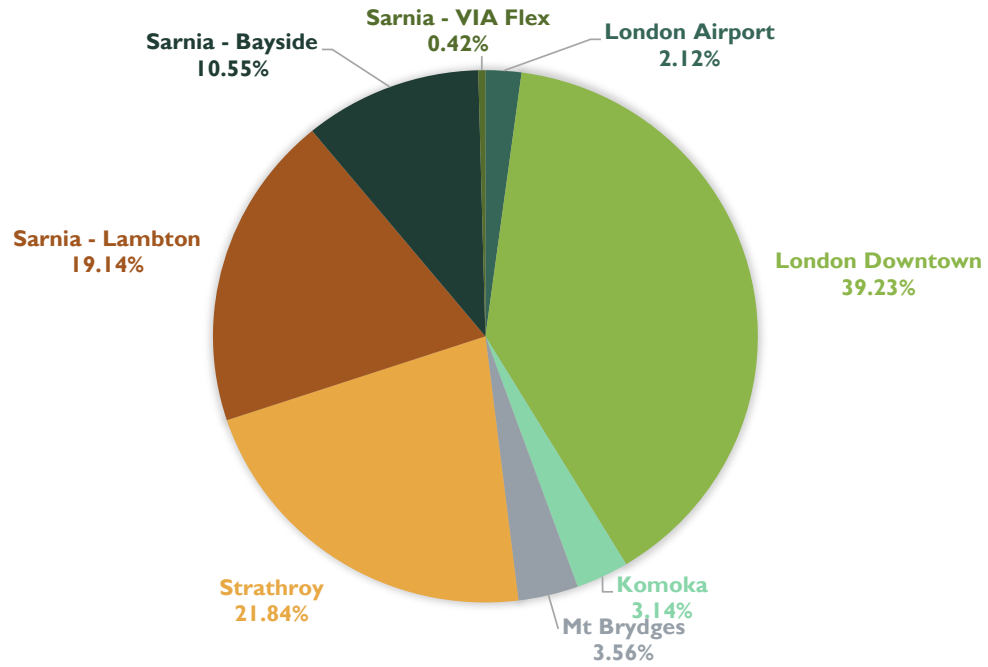


BOARDINGS ON - JAN - JUN 2025

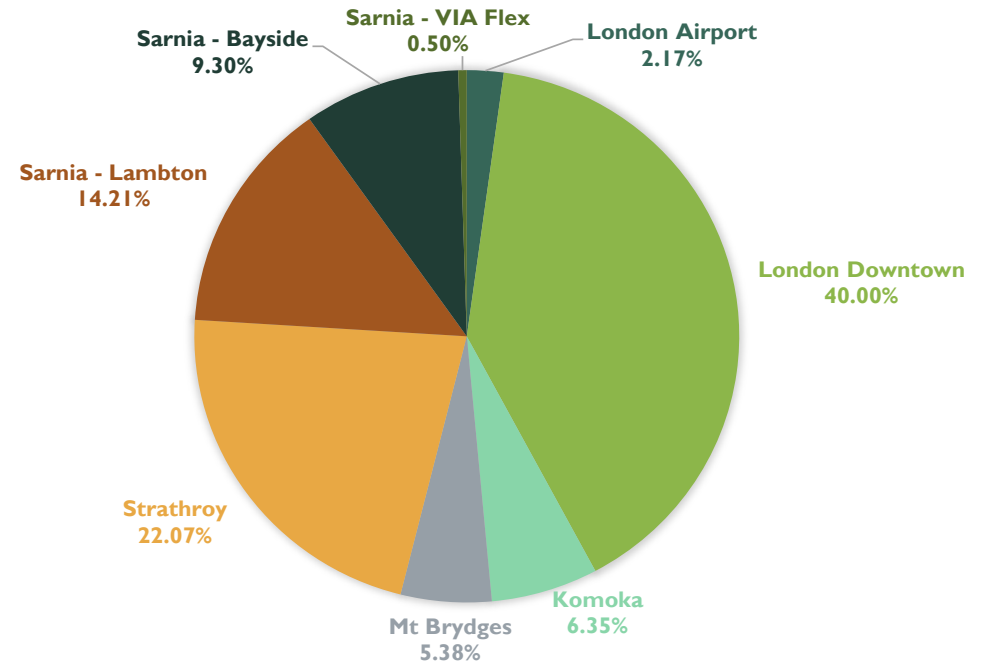


BOARDINGS OFF

BOARDINGS OFF - JAN 2021 - JUN 2025



BOARDINGS OFF - JAN - JUN 2025



ROUTE 4 TENTATIVE SCHEDULE

Stop Location	Trip 1 Out ↓	Trip 1 Return ↑	Trip 2 Out ↓	Trip 2 Return ↑	Trip 3* Out ↓	Trip 3* Return ↑
Sarnia - Bayside Terminal	5:30 AM	10:50 AM	11:00 AM	4:20 PM	4:30 PM	9:50 PM
Sarnia - Lambton Mall	5:45 AM	10:35 AM	11:15 AM	4:05 PM	4:45 PM	9:35 PM
Plympton-Wyoming - McKay Park	6:05 AM	10:15 AM	11:35 AM	3:45 PM	5:05 PM	9:15 PM
London - Oxford St.W / Wonderland Rd.	7:43 AM	8:37 AM	1:13 PM	2:07 PM	6:43 PM	7:37 PM
London - Oxford St.W / Wharncliffe Rd. N	7:48 AM	8:32 AM	1:18 PM	2:02 PM	6:48 PM	7:32 PM
London - Oxford St. E / Richmond St.	7:50 AM	8:30 AM	1:20 PM	2:00 PM	6:50 PM	7:30 PM
London - Fanshawe College Parking Lot	8:05 AM	8:15 AM	1:35 PM	1:45 PM	7:05 PM	7:15 PM

* Weekend schedule may differ, and Trip 3 is not offered on Saturdays and Sundays.

* Please note that this is not the full schedule and is subject to change. It only shows the timings for stops in the City of London, the Town of Plympton-Wyoming, and the City of Sarnia.

COMPARISON WITH EXISTING SERVICES – FLIXBUS

- **London → Sarnia**
 - Departures: 1:05 PM (Downtown), 1:20 PM (Western University)
 - Arrival: ~2:45 PM
- **Sarnia → London**
 - Departure: 3:45 PM (Bayside Terminal)
 - Arrival: ~5:25 PM

FlixBus Limitations:

- **Non-peak service only** — no trips during morning commuter hours (6:30–9:00 AM).
- Only **one outbound and one return trip per day**, highly restrictive for commuters, students, and medical trips.
- Fixed schedule does not accommodate variable work shifts or mid-day needs.

Middlesex County Connect – Proposed Routing

- **Multiple trips per day (3 in each direction)** including morning, mid-day, and evening
- Stops located to maximize **local accessibility** and meet **employment, education, medical, and personal travel needs**.
- Operates **throughout peak and non-peak hours**, ensuring **flexible, all-day service**.

COMPARISON WITH EXISTING SERVICES – HSAT

The Huron Shores Area Transit (HSAT) and Middlesex County Connect (MCC) services are complementary, not duplicative. HSAT provides connections from Grand Bend to Sarnia, while MCC offers service from London to Sarnia, covering different directions and regions.

- **Non-overlapping corridors:**

- HSAT serves **north-south rural corridor (Grand Bend → Sarnia)**.
- MCC serves **east-west inter-community corridor (London → Sarnia)**.

- **Complementary timing:**

- HSAT morning, midday, and evening trips **do not conflict with MCC trips**, giving travelers options for connections.

- **Integration potential:**

- A traveler from Grand Bend can use HSAT to reach Sarnia and then transfer to MCC to continue to London — making the services complementary.

5-YEAR OTIF BUDGET



	Year 1: Apr 2025 – Mar 2026	Year 2: Apr 2026 – March 2027	Year 3: Apr 2027 – March 2028	Year 4: Apr 2028 – March 2029	Year 5: Apr 2029 – March 2030	Total
Total Operating Cost	\$1,284,017	\$1,322,538	\$1,362,214	\$1,403,080	\$1,445,173	\$6,817,022
OTIF Contribution	\$522,703	\$1,058,030	\$762,840	\$631,386	\$433,552	\$3,408,511
Estimated Fare Revenue	\$130,000	\$131,300	\$132,613	\$133,939	\$135,279	\$663,131
Project Team Contribution	*\$631,314	\$133,208	\$466,761	\$637,755	\$876,342	\$2,745,380
Each Municipal Share (1/5)	\$0.00	\$26,642	\$93,352	\$127,551	\$175,268	\$422,813

Note: The above amounts assume that all municipal partners will contribute their municipal share.

*Middlesex County is contributing an additional \$631,314.20 in residual Community Transportation (CT) grant funding in the first year.

LAMBTON COUNTY'S SHARE OF MUNICIPAL CONTRIBUTION DISTRIBUTED BETWEEN SARNIA AND PLYMPTON-WYOMING (OPTIONAL)

Allocated by population (2021 Census):

- City of Sarnia: **72,047** (89.66%)
- Town of Plympton-Wyoming: **8,308** (10.34%)

Fiscal Year	Lambton County's Share	Sarnia (89.66%)	Plympton-Wyoming (10.34%)
2025–26	\$0.00	\$0.00	\$0.00
2026–27	\$26,641.51	\$23,886.78	\$2,754.73
2027–28	\$93,352.22	\$83,699.60	\$9,652.62
2028–29	\$127,551.00	\$114,362.23	\$13,188.77
2029–30	\$175,268.47	\$157,145.71	\$18,122.76
Total (2026–2030)	\$422,813.20	\$379,094.32	\$43,718.88

NEXT STEPS

We kindly request that the municipalities:

1. Consider the proposed municipal contributions over five years.
2. Confirm participation in the OTIF cost-sharing model by September 30, 2025 (a contribution agreement will follow for each municipal partner).

Middlesex County is finalizing the OTIF TPA with the Province, and municipal contributions must be confirmed before it can be completed.



AGENDA ITEM #a)

 INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION	
REPORT TO:	WARDEN AND LAMBTON COUNTY COUNCIL
DEPARTMENT:	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
PREPARED BY:	Jason Cole, P. Eng., General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	October 1, 2025
INFORMATION ITEM:	Middlesex County Connect Inter-Community Transit Proposal

BACKGROUND

In 2020, the City of Sarnia, Municipality of Strathroy-Caradoc, and the City of London collaborated to launch a new transit service connecting the three municipalities. Three round trips per day are currently offered, with multiple stops in each partner municipality, and one in the Municipality of Middlesex Centre. To date, the transit program has been managed by the Municipality of Strathroy-Caradoc, using Voyago as the service provider, with funding from the Ontario Community Transportation Grant Program.

The Province concluded the Ontario Community Transportation Grant Program on March 31, 2025, with any remaining program funds to be utilized by March 31, 2026. As a result, many municipalities operating inter-community transit services are evaluating options for sustaining service or deciding to end service.

In January 2025, Middlesex County undertook a transit planning and evaluation exercise to optimize and align service of the Middlesex County Connect inter-community transit system, which was similarly threatened by the upcoming removal of Provincial funding. Incorporating the Sarnia – Strathroy-Caradoc – London route into the Middlesex County Connect program was recommended as part of the study.

As the optimization study was initiated, Middlesex County included the County of Lambton and the City of Sarnia as members of the Middlesex County Connect Collaboration Framework for the purposes of submitting an application to the Ontario Transit Investment Fund (“OTIF”). A financial commitment was not considered at the onset of the application process. In June 2025, Middlesex County was notified that they were successful in their OTIF application, approving 50% funding up to \$3.4 million over the next five years to support the continued operation of the Middlesex County Connect, in its new optimized and expanded format.

AGENDA ITEM #a)

Middlesex County Connect Inter-Community Transit Proposal (page 2)

October 1, 2025

With the conclusion of the Middlesex County Connect transit optimization study, including recommendations on incorporating the Sarnia – Strathroy-Caradoc – London route, Middlesex County has developed a proposed cost-share arrangement for participating municipalities – for those wishing to participate. The Middlesex County letter dated August 15, 2025 (“**Attachment 1**”) outlines the financial commitment requested to continue inter-community transit service from Sarnia to London.

DISCUSSION

Key aspects of the Middlesex County Connect proposal are presented below.

Route Optimization

The transit optimization review recommendations and OTIF application submission include several modifications to the Sarnia – Strathroy-Caradoc – London route being assumed by Middlesex County Connect (now referred to as “**Route 4**”). A summary of the revised Route 4 is provided as follows:

- Continue to provide three round trips per weekday and operate seven days per week.
- Eliminate the stop at London International Airport and the flexible stop at Sarnia VIA Rail station due to limited ridership.
- Addition of stops along the existing route at:
 - Plympton-Wyoming, McKay Park
 - Adelaide Metcalfe, Tim Hortons
 - Strathroy, Second Street
 - Kilworth, Glendon Drive and Jefferies Road
 - London, Oxford Street West and Wonderland Road
 - London, Oxford Street West and Wharncliffe Road North
 - London, Fanshawe College Main Campus
- Shift select stops within communities or to align with the Oxford Street corridor in London.

It is also proposed that the round-trip route be revised to start and end in Sarnia, rather than originating daily in London. This option is contingent on the ability of the transit service provider. If implemented, the revised route would allow the first bus to arrive in London around 8:00 a.m. (depending on the stop) to better facilitate employment and education opportunities for Sarnia and Lambton residents. Overall, the revised route maintains each one-way trip taking approximately two and a half hours.

Cost-Sharing Model

OTIF has approved a total of up to \$3.4 million in funding over five years for Middlesex County Connect, based on a 50% funding model. This will be received in decreasing increments until 2030.

AGENDA ITEM #a)

Middlesex County Connect Inter-Community Transit Proposal (page 3)

October 1, 2025

Middlesex County has proposed an equal cost-share arrangement between five municipal partners, subject to the County of Lambton electing to participate:

- Middlesex County
- City of London
- City of St. Thomas
- City of Woodstock
- County of Lambton

If it opts to participate, a total contribution of \$422,813.20 would be required from the County of Lambton or its member municipalities to continue to operate Route 4 until March 31, 2030. This figure is broken down as follows:

April 1, 2025 to March 31, 2026	\$ 0.00
April 1, 2026 to March 31, 2027	\$ 26,641.51
April 1, 2027 to March 31, 2028	\$ 93,352.22
April 1, 2028 to March 31, 2029	\$ 127,551.00
April 1, 2029 to March 31, 2030	\$ 175,268.47
Total	\$ 422,813.20

The City of St. Thomas has already passed a motion supporting its respective contribution. Middlesex County is seeking to confirm all partner commitments by the end of October 2025 to finalize the OTIF agreement with the Province.

Local Municipal Discussion

The County of Lambton, City of Sarnia, and Town of Plympton-Wyoming have held several meetings, both with representatives from Middlesex County Connect and independently, to review and consider the proposal put forward to continue the Sarnia – Strathroy-Caradoc – London transit line as Route 4.

Route 4, as presented, directly serves two of the eleven municipalities in the County of Lambton with limited opportunity to modify or add stops. There is, however, some ability to interconnect with the Huron Shores Area Transit system in Sarnia and Plympton-Wyoming.

In addition, through previous rural and inter-community transit discussions, the County of Lambton has maintained that jurisdiction over the operation of transportation systems is not assigned to the County under the *Municipal Act, 2001*.

As an outcome of these discussions, it was agreed that the City of Sarnia and Town of Plympton-Wyoming will take the Middlesex County Connect proposal to their respective councils for consideration. The cost contribution for each municipality will be allocated proportionally based on population size. If the local municipalities do not support the proposal, it can be brought back to Lambton County Council for further consideration.

AGENDA ITEM #a)

Middlesex County Connect Inter-Community Transit Proposal (page 4)

October 1, 2025

FINANCIAL IMPLICATIONS

Middlesex County has proposed partner contributions of \$422,813.20 to run the Middlesex County Connect program until March 31, 2030. This request will be brought to the City of Sarnia and Town of Plympton-Wyoming for consideration, based on population distribution. There is no current financial requirement from the County of Lambton.

CONSULTATIONS

Middlesex County Connect (Middlesex County), the City of Sarnia, and the Town of Plympton-Wyoming were consulted as part of the preparation of this report.

STRATEGIC PLAN

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

- Cultivating sustainable relationships that include strategies to improve communication and understanding, and provide mutual assistance on projects;
- Collaborating with strategic partners to leverage available resources and service opportunities.

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.

CONCLUSION

With the pending closure of the Ontario Community Transportation Grant Program, Middlesex County's inter-community transit service, Middlesex County Connect, conducted an optimization study to consider future viability. As part of that study, the Sarnia – Strathroy-Caradoc – London transit line (now Route 4) is proposed for integration into the Middlesex County Connect operations as part of the OTIF funded service plan. Based on the updated program, OTIF has approved 50% funding up to \$3.4 million over five years toward Middlesex County Connect.

To continue service under the revised inter-community transit model, Middlesex County Connect has proposed an equal cost-share apportionment for each of the benefiting partners. A request for \$422,813.20 over the next five years has been assigned to the County of Lambton or its participating member municipalities. The County of Lambton, City of Sarnia, and Town of Plympton-Wyoming have agreed to bring the Middlesex County Connect funding request to their respective local municipal councils, based on population breakdown, for consideration.

AGENDA ITEM #a)



August 15, 2025

Dear Jason Cole:

Re: Middlesex County Connect – Ontario Transit Investment Fund (OTIF) Cost-Sharing Proposal

As outlined in our July letter, Middlesex County received confirmation from the Province of Ontario on June 19, 2025, of funding approval for up to \$3.4 million over five years to support the continued operation and optimization of Middlesex County Connect. The Ontario Transit Investment Fund (OTIF) program is highly competitive; Middlesex County is one of only four municipalities across Ontario approved to date in 2025 for OTIF funding — a clear endorsement of our collaborative approach and regional leadership in transit planning.

We are pleased to continue working with you to advance our shared goal of ensuring the continuation, enhancement, and long-term sustainability of Middlesex County Connect's inter-community transit routes. This partnership is guided by a common vision: to close regional transit gaps, support economic growth, and deliver sustainable, accessible, and integrated transportation solutions for all the communities we serve.

Financial Contribution Request

We are requesting Lambton County's participation in the OTIF cost-sharing model through a total contribution of **\$422,813.20** over five years (April 1, 2025 – March 31, 2030), as outlined below:

Year	Contribution
April 1, 2025 – March 31, 2026	\$0.00
April 1, 2026 – March 31, 2027	\$26,641.51
April 1, 2027 – March 31, 2028	\$93,352.22
April 1, 2028 – March 31, 2029	\$127,551.00
April 1, 2029 – March 31, 2030	\$175,268.47
Total	\$422,813.20

This phased approach reflects a gradual reduction in OTIF funding over time, offset by incremental municipal contributions to ensure operational sustainability.

We kindly request Lambton County to:

1. Review the proposed municipal contribution of \$422,813.20 over five years.
2. Confirm participation in the OTIF cost-sharing model by September 30, 2025, with a contribution agreement to follow for each municipal partner.

AGENDA ITEM #a)



Should you have any questions or wish to discuss any aspect of this proposal in greater detail, please contact us directly.

Thank you for your ongoing collaboration and commitment to building a stronger, more connected region—one that ensures residents can access jobs, services, and opportunities, no matter where they live.

Sincerely,

Anum Maqsood
Community Transportation Project Manager
519-434-7321 Ext. 2231
amqsood@middlesex.ca

cc. Cara A. Finn, Director of Economic Development and Tourism
Paul Shipway, Chief Administrative Officer

AGENDA ITEM #a)



Appendix A: OTIF Overview and Equal-Share Contribution Model

OTIF Funding Model

Under OTIF program guidelines:

- Funding is limited to a maximum of five years.
- OTIF covers up to 50% of eligible project costs.
- The remaining 50% must be covered through a shared funding model that includes:
 - Municipal contributions
 - Fare and advertising revenue
 - Other federal or provincial sources, such as Ontario's Gas Tax Program

The Province has approved Middlesex County's full request of \$3,408,511 through OTIF to support project operations from April 1, 2025, to March 31, 2030.

Financial Contribution During the Current OTIF Project

The following outlines the funding approach and municipal contribution requirements for the OTIF project term from April 1, 2025, to March 31, 2030. This phased model ensures service continuity while transitioning from no municipal contributions in Year 1 to a shared municipal cost model in subsequent years.

Year 1 (April 1, 2025 – March 31, 2026): Fully Covered – No Municipal Contribution Required

There will be no municipal contributions required in Year 1. The first year of the OTIF-funded project (April 2025 – March 2026) will be fully funded through:

- Remaining funds from Middlesex County through the Community Transportation (CT) Grant Program
- Fare revenue
- OTIF funding

There will be no changes to the Middlesex County Connect routes in Year 1, which will include the following:

- Route 1: Lucan, Ilderton, Arva, London
- Route 2: Woodstock, Ingersoll, Putnam, Dorchester, London
- Route 3: Dorchester, London, St. Thomas, Southwold
- *Route 4: Sarnia, Strathroy, Mt. Brydges, Komoka, London

*Route 4, currently operated by the Municipality of Strathroy-Caradoc, is proposed for integration into Middlesex County Connect operations as part of the OTIF-funded service plan.

AGENDA ITEM #a)



Years 2–5 (April 1, 2026 – March 31, 2030): Cost-Sharing Required

From April 2026 onward, a cost-sharing model will be required. Middlesex County will be making route optimizations within the current approved OTIF budget, as outlined in Appendix 'C'.

Furthermore, to improve the revenue-to-cost ratio, Middlesex County is considering implementing a fare-by-distance structure for all routes. Currently, Routes 1, 2, and 3 have a fixed fare of \$5. The proposed structure would align fares with the distance travelled.

Any future expansions or changes to service (e.g., on-demand options) will be addressed through a separate OTIF application and discussions with municipal partners.

Equal-Share Contribution Model

Middlesex County is proposing an equal-share model among the five partner municipalities for financial contributions:

- Middlesex County
- City of London
- City of St. Thomas
- Oxford County
- Lambton County

Each municipality is being asked to contribute a total of \$422,813.22 over five years (2025–2030), as outlined in the OTIF budget submitted to the Province. This approach aligns with the integrated, coordinated, and sustainable principles of the OTIF program. It also takes into account the cost of operating the routes and recognizes that an equal cost-sharing model is fair and equitable. The County will continue to pursue additional provincial and federal funding opportunities to enhance service and/or reduce the required municipal contributions, if possible.

OTIF Principles:

- **Integrated:** Services must connect across municipal boundaries to meet regional travel needs
- **Coordinated:** Partners must work together as one Project Team to deliver aligned services
- **Sustainable:** The funding is intended as start-up support to allow systems to transition to long-term local cost-sharing

The equal-share model:

- Treats all municipalities as **equal funding partners**
- Provides **predictable and transparent budgeting**
- Supports the system as a **coordinated network**, not isolated routes

AGENDA ITEM #a)



OTIF Funding Was Requested and Approved Based on the Entire System

The OTIF application and funding were approved based on the entire Middlesex County Connect system, not individual routes. The approved funding covers 50% of the total operating expenditures across all four routes. The equal-share model ensures that no single municipality is solely responsible for the cost of a specific route. Instead, the system is approached holistically, with costs distributed equally among the five partner municipalities.

Service Hours by Route:

Route	Current Daily Service Hours	Estimated Daily Service Hours after Route Optimization	Days of Operation (No change)
Route 1: Lucan, Ilderton, Arva, London	7 hours	7 hours	Weekdays only
Route 2: Woodstock, Ingersoll, Putnam, Dorchester, London	8.75 hours	8.75 hours	Weekdays only
Route 3: Dorchester, London, St. Thomas, Southwold	8.5 hours	9.5 hours	Monday to Saturday
Route 4: Sarnia, Strathroy, Mt. Brydges, Komoka, London	16.58 (Weekdays) 11.08 (Weekends)	16.58 (Weekdays) 11.08 (Weekends)	7 Days/Week

5-Year OTIF Budget (April 1, 2025– March 31, 2030):

Fiscal Year	Total Operating Cost	OTIF Funding	Fare Revenue	Remaining Municipal Cost	Each Municipal Share (1/5)
2025–26	\$1,284,017.20	\$522,703.00	\$130,000.00	\$631,314.20 <i>(covered by residual CT grant funds)</i>	\$0
2026–27	\$1,322,537.72	\$1,058,030.17	\$131,300.00	\$133,207.55	\$26,641.51
2027–28	\$1,362,213.85	\$762,839.75	\$132,613.00	\$466,761.10	\$93,352.22
2028–29	\$1,403,080.26	\$631,386.12	\$133,939.13	\$637,755.00	\$127,551.00
2029–30	\$1,445,172.68	\$433,551.80	\$135,278.52	\$876,342.35	\$175,268.47
Total	\$6,817,021.71	\$3,408,510.84	\$663,130.65	\$2,745,380.20	\$422,813.20

It is important to note that Middlesex County is contributing an additional \$631,314.20 in residual Community Transportation (CT) grant funding in the first year, further reducing the cost burden for municipal partners. In addition, the County intends to apply for Ontario's Dedicated Gas Tax Funds for Public Transportation to support additional operating costs arising from route optimization or to help balance the budget. While the exact allocation has not yet been determined, any funds received will be communicated to all OTIF partners.

AGENDA ITEM #a)



Appendix B: Why Lambton County's Participation Matters

While Route 4 ridership from Sarnia accounts for approximately 36% of boardings, Lambton County's benefits extend well beyond the numbers:

- Direct access to London and communities throughout Middlesex County
- Seven-day-a-week service — more frequent and accessible than any other route
- Connections to employment, education, healthcare, retail, and other essential services
- Enhanced regional workforce mobility and support for economic development
- A dependable inter-community transit option aligned with broader regional priorities

By participating, Lambton County helps sustain a route that delivers critical mobility for Sarnia residents, promotes regional economic growth, and supports the long-term integration of inter-community transit across Southwestern Ontario.

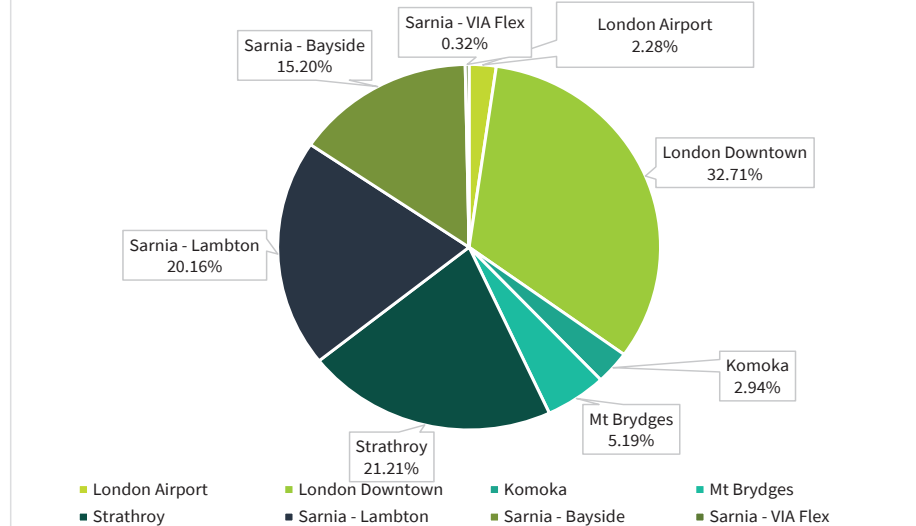
Route 4 Boardings by Municipality (Jan 2021 – June 2025)

Municipality	Stop	Boardings ON	Boardings OFF
City of London	London - Airport	602	561
	London - Downtown	8,640	10,361
Middlesex Centre	Komoka Wellness Centre	777	830
Strathroy-Caradoc	Mt. Brydges – Adelaide Road	1,370	941
	Strathroy - Shops on Sydenham	5,603	5,767
Lambton County	Sarnia - Lambton Mall	5,325	5,054
	Sarnia - Bayside Terminal	4,014	2,786
	Sarnia - VIA Flex Stop	85	111
TOTAL		26,416	26,411

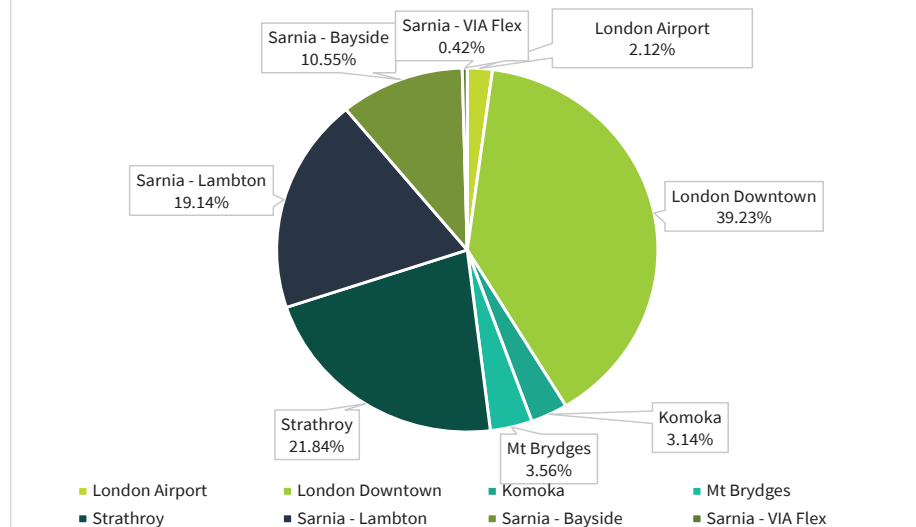
AGENDA ITEM #a)



Passenger Boardings by Stop (%) — Jan 2021 to June 2025



Passenger Alightings by Stop (%) — Jan 2021 to June 2025



AGENDA ITEM #a)



Appendix C: Proposed Route Optimizations – Route 4

As part of the current OTIF application, Middlesex County is proposing route optimizations to improve regional access and operational efficiency within the approved budget. These changes aim to enhance connectivity across the communities served by Middlesex County Connect without requiring additional municipal contributions.

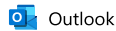
Route 4: Sarnia - Plympton-Wyoming – Adelaide-Metcalfe – Strathroy – Mt. Brydges – Komoka - London

Key improvements include:

- A new stop in Plympton-Wyoming offering broader access within Lambton County
- Removal of the low-use VIA Rail flex stop in Sarnia
- New targeted stops in London, including a stop at Fanshawe College Main Campus
- Additional stop locations in Middlesex County to expand community reach

The following stops are proposed as part of the optimized Route 4 service:

- London - Fanshawe College Main Campus
- London - Oxford St. E/ Richmond St.
- London - Oxford St. W/ Wharnccliffe Rd. N
- London - Oxford St. W/ Wonderland Rd.
- Kilworth - Glendon Dr./ Jefferies Rd.
- Komoka - Komoka Rd/Thames Ave by Middlesex London Paramedic Service
- Mount Brydges - Adelaide Rd/Glendon Dr by Tim Hortons
- Strathroy - Carroll St. E by Walmart
- Strathroy - Front Street E - The Shops on Sydenham
- Strathroy - Second St/Head St N
- Adelaide Metcalfe - Tim Hortons on Centre Road
- **Plympton-Wyoming - Toronto St/Erie St at McKay Park**
- **Sarnia - Lambton Mall Parking Lot**
- **Sarnia - Bayside Terminal (George Street, between Vidal St and Christina St N)**



RE: Middlesex County Connect Inter-Community Transit Proposal Report for Lambton County Council

From Anum Maqsood <amaqsood@middlesex.ca>
Date Wed 10/1/2025 8:57 AM
To Adam Sobanski <ASobanski@plympton-wyoming.ca>
Cc Jason Cole <jason.cole@county-lambton.on.ca>; David Jackson <David.Jackson@Sarnia.ca>; Laura Bydeley <laura.bydeley@county-lambton.on.ca>

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Good morning Adam,

Thank you for your email and for raising these two items. Please see my responses below:

Five-Year Contribution

Subject to Sarnia's participation, we have no issue with the Town spreading its contribution evenly over the five-year term instead of following the staggered increase. A provision will be added to the contribution agreement to reflect this, with the understanding that no interest would apply.

Stop Location

With respect to the proposed stop in Camlachie at 6767 Camlachie Road, we are fine with this location and understand the benefits of providing service to an area currently without transit access, especially given Camlachie's larger overall population compared to the proposed Wyoming site and the similar drive times. Expanding coverage in less dense areas also supports the equity goals of inter-community transit.

At the same time, I would note that Wyoming has higher residential density and is already served by Huron Shores Transit (HSAT), providing connectivity for riders. Choosing Camlachie may limit that integration and potentially result in lower ridership.

Best regards,



Anum Maqsood (she/her/hers)
Community Transportation Project Manager

Middlesex County
399 Ridout St. North | London, ON N6A 2P1
Tel. 519-434-7321 Ext. 2231 |
amaqsood@middlesex.ca
www.middlesex.ca/ct

From: Adam Sobanski <ASobanski@plympton-wyoming.ca>
Sent: Tuesday, September 30, 2025 11:27 AM
To: Anum Maqsood <amaqsood@middlesex.ca>
Cc: Jason Cole <jason.cole@county-lambton.on.ca>; David Jackson <David.Jackson@Sarnia.ca>; Laura Bydeley <laura.bydeley@county-lambton.on.ca>
Subject: Re: Middlesex County Connect Inter-Community Transit Proposal Report for Lambton County Council

CAUTION: This email originated from outside of the Middlesex County email system. Please use caution when clicking links or opening attachments unless you recognize the sender and know the content is safe.

Good day Anum,

As discussed over the phone, the Town would like MCC to consider an alternative location within Plympton-Wyoming. Currently the Camlachie area does not have access to public Transit. As such I would like to suggest an alternative bust stop at 6767 Camlachie Rd, Camlachie, ON N0N 1E0 instead of the currently proposed Wyoming Location already serviced by the Huron Shores system. As per the maps below the drive time would be very similar. Although the Camlachie area is not residentially as dense as Wyoming, it does have a larger population overall.



THE CORPORATION OF THE CITY OF SARNIA
People Serving People

**ENGINEERING AND OPERATIONS DIVISION
OPEN SESSION REPORT**

TO: Mayor and members of Council
FROM: David Jackson, General Manager of Engineering and Operations
DATE: October 20, 2025
SUBJECT: Intercommunity Bus Service

Recommendation

It is recommended:

That Sarnia City Council commit to the partnership with Middlesex County Connect to contribute to the intercommunity bus service between Sarnia and London.

OR

That Sarnia City Council decline to participate in the intercommunity bus service with Middlesex County Connect.

Background

Intercommunity transportation options for smaller communities have always been a challenge. Sarnia used to have more frequent train service and bussing options but those have decreased in recent years. In 2018, as private sector options were further decreasing, the provincial government created a Community Transportation Grant. The grant provided financial support for smaller communities to develop their own intercommunity transportation services. [Sarnia partnered](#) with Strathroy and London and was successful in obtaining a grant.

The [current intercommunity transit service](#) connects the City of Sarnia with the Municipality of Strathroy-Caradoc and the City of London. This service launched August 4, 2020, and has funding to operate until March 31, 2026. This grant covered 70% of the costs for \$1.45M over five years with the remaining 30% covered by fare revenue. Strathroy-Caradoc was the lead municipality for the program and outsourced the service operation to Voyago. The municipalities did not have to make any direct financial contribution.

There are three round trips per day on weekdays and two round trips on weekend days. A one-way trip between Sarnia and London costs \$20 and takes

one hour and forty-five minutes. The current service has seven stops along the route:

1. London – London International Airport
2. London – Downtown
3. Komoka
4. Mount Brydges
5. Strathroy
6. Sarnia – Lambton Mall
7. Sarnia – Bayside Terminal

With the initial grant winding down the province created the new Ontario Transit Investment Fund (OTIF). The objective of this fund was to encourage integration of existing services and develop sustainable transit services.

Middlesex Connect reached out to the City of Sarnia and the County early in 2025 to determine interest in an inter-community system that may consolidate the current Sarnia – Strathroy – London route being managed by Strathroy-Caradoc into Middlesex Connect. Staff provided a letter of support for their application. At the time there were no details yet for a financial commitment.

Comments

In January 2025, Middlesex County applied to the Ontario Transit Investment Fund (OTIF) for the continued operation of the intercommunity transit service and expand the Middlesex County Connect system which connects local municipalities. The total cost of this project is \$6,817,022. Funding is for a maximum of five years and will cover 50% of the total multi-year project costs.

This application was approved for the funding in June for \$3,408,511 over five years (2025-26 to 2029-30).

To meet OTIF application requirements, a lead municipality must be identified, along with a clearly defined project team that includes collaboration among all municipalities served. Middlesex County would be the lead municipality on this project. Voyago is the current service provider and has three round trip bus routes:

Route 1: Lucan, Ilderton, Arva and London

Route 2: Woodstock Ingersoll, Putnam, Dorchester and London

Route 3: Dorchester, London, St. Thomas and Southwold

New Route

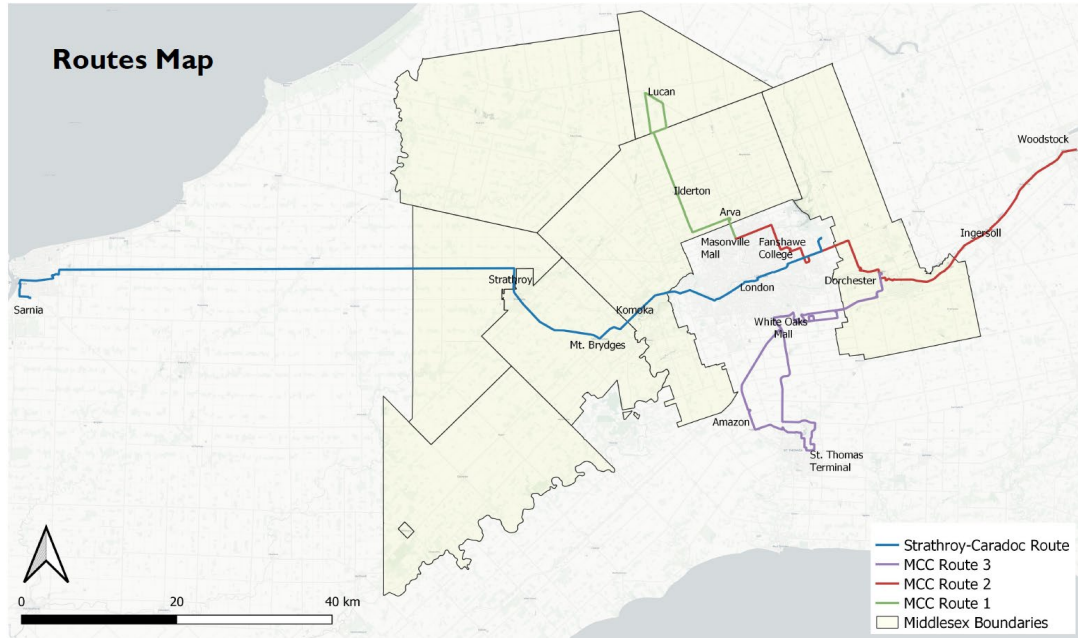
The proposed new route for the intercommunity service starting in 2026 is:

1. London – Fanshawe College

2. London – Oxford St./Richmond St.
3. London – Oxford St./Wharncliffe Rd.
4. London – Oxford St./Wonderland Rd.
5. Kilworth – Glendon Dr./Jefferies Rd.
6. Komoka – Komoka Rd./Thames Ave.
7. Mount Brydges – Adelaide Rd./Glendon Dr.
8. Strathroy – Carroll St. by Walmart
9. Strathroy – Front St.
10. Strathroy – Second St./Head St.
11. Adelaide – Center Rd. at Tim Hortons
12. Plympton Wyoming – Toronto St./Erie St.
13. Sarnia – Lambton Mall
14. Sarnia – Bayside Terminal

This route would be referred to as Route 4 within the current Middlesex County Connect service. On weekdays there would be three departure times and return times for each stop and two for each on weekends. The proposed tentative schedule would take two hours and five minutes to travel between the Lambton Mall stop and downtown London.

Figure 1 – Existing Route Map



Ridership

The current transit route saw ridership increase in the initial years peaking at a high of 440 passengers embarking in Sarnia in October 2023. Ridership started to decrease in early 2024 and is currently in the range of 150 passengers embarking in Sarnia per month. Two private transit service options launched around the start of 2024 which is assumed to be a significant factor in the drop in ridership around that time. It appears only one of those services remains operational now. Over the past year there has also been a significant drop in international student enrollment at Lambton College which could also be a factor in ridership decrease.

Figure 2 - Monthly Number of Passengers Embarking from Sarnia



- City of St. Thomas
- City of Woodstock
- County of Lambton

Table 1 – Annual Operating Costs

	Year 1: Apr 2025 – Mar 2026	Year 2: Apr 2026 – March 2027	Year 3: Apr 2027 – March 2028	Year 4: Apr 2028 – March 2029	Year 5: Apr 2029 – March 2030	Total
Total Operating Cost	\$1,284,017	\$1,322,538	\$1,362,214	\$1,403,080	\$1,445,173	\$6,817,022
OTIF Contribution	\$522,703	\$1,058,030	\$762,840	\$631,386	\$433,552	\$3,408,511
Estimated Fare Revenue	\$130,000	\$131,300	\$132,613	\$133,939	\$135,279	\$663,131
Project Team Contribution	*\$631,314	\$133,208	\$466,761	\$637,755	\$876,342	\$2,745,380
Each Municipal Share (1/5)	\$0.00	\$26,642	\$93,352	\$127,551	\$175,268	\$422,813

The grant encouraged applicants to develop their financial plans utilizing larger amounts of the grant funding up front and increasing municipal contributions in later years to guide it towards long term sustainability without ongoing provincial funding.

The Town of Plympton Wyoming is the only other lower tier municipality in Lambton County that is proposed to have a stop on the route. In discussion with staff from Lambton County and the Town of Plympton-Wyoming it was decided that each lower tier would present this request to their council based on a proportional share related to population.

Table 2 – Annual Required Financial Contribution Based on Grant

Fiscal Year	Sarnia (89.66%)	Plympton-Wyoming (10.34%)	Total
2025-2026	\$0.00	\$0.00	\$0.00
2026-2027	\$23,886.78	\$2,754.73	\$26,641.51
2027-2028	\$83,699.60	\$9,652.62	\$93,352.22
2028-2029	\$114,362.23	\$13,188.77	\$127,551.00
2029-2030	\$157,145.71	\$18,122.76	\$175,268.47
Total	\$379,094.32	\$43,718.88	\$422,813.20

As noted above, the grant application was prepared with a plan to ramp up the municipal financial contribution and decrease the grant component. It may be simpler from a budgeting perspective to plan the City's financial contribution based on the average funding required per year for the five years, which would be \$75,818.86. At the end of the five-year grant, if no new grant funding is provided, the City's annual financial contribution to continue the system would be ~\$235k.

If factoring both passengers embarking and disembarking in Sarnia the peak month had ~800 passengers and recent average monthly ridership total has been ~275. In the peak month the average passenger cost would have been \$26.75/trip, with the fare cost of \$20 it would have required a subsidy of \$6.75/trip. With the current monthly average number of passengers, the average passenger cost is \$77.82/trip, with the fare price of \$20 it requires a subsidy of \$57.82/trip.

Future ridership is challenging to predict. Middlesex County Connect plans to look for opportunities to improve service and timing if the route is integrated with their system. The availability of alternative transit options has changed over the years and would impact the demand for this service.

The City of St. Thomas has already passed a motion supporting their contributions and Middlesex County council has directed staff to secure partner contributions and report back. Middlesex County Connect is seeking to confirm all partner commitments by the end of October 2025 to finalize the OTIF agreement with the Province. If Sarnia chooses not to participate in the program, then Middlesex County would have to review the service network and attempt to renegotiate the grant with the Provincial Government. The current intercommunity bus service would cease operating in March 2026.

Consultation

Middlesex Connect, Lambton County and the Town of Plympton-Wyoming were consulted in preparation for this report.

Financial Implications

The total amount Sarnia would need to budget for this project would be \$379,094.32 over five years. How we budget that is flexible. The grant was prepared so that municipal contributions start low and increase over the grant period based on Table 2 in the report, however we could choose to budget our contribution based on the average amount of \$75,818.864 over the five years.

Based on the timing of this request, the cost will not be included in the draft 2026 budget and would need to be added to it during budget deliberations. However, Middlesex County Connect needs a decision from the City now if we plan to participate in the program.

Any commitment beyond the five-year grant period would be reevaluated at that time.

Prepared by:

David Jackson
General Manager of Engineering and
Operations

Approved by:

Chris Carter
Chief Administrative Officer

Attachment(s):

- None



INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ASSET MANAGEMENT
PREPARED BY:	Dave Graham, P.Eng., Manager
REVIEWED BY:	Jason Cole, P.Eng., General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
SUBJECT:	2025 Corporate Asset Management Plan

BACKGROUND

In 2017, the Ontario Government passed *Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure (O. Reg. 588/17)*. The regulation requires all municipalities in Ontario to advance their asset management programs by complying with the development and implementation of a policy and plans by specific deadlines.

The County of Lambton (the “**County**”) has taken a phased approach to updating the Asset Management Plan in accordance with *O. Reg. 588/17*, as follows:

- Phase One (2023) – Core Infrastructure Asset Management Plan.
- Phase Two (2024) – Asset Management Plan, including the current state of all County-owned municipal infrastructure assets.
- Phase Three (2025) – Asset Management Plan with proposed levels of service, lifecycle management strategy, and financial strategy.

Phase One (2023) and Phase Two (2024) are complete and endorsed by Lambton County Council in the following resolutions:

Lambton County Council, at its meeting on October 4, 2023, endorsed the following motion of the Committee A.M. minutes dated September 20, 2023, regarding Phase One, the 2023 Core Infrastructure Asset Management Plan:

#3: *Case/Marriott: That County Council adopt the County of Lambton Core Infrastructure Asset Management Plan as presented.*

Carried.

Lambton County Council, at its meeting on November 6, 2024, endorsed the following motion of the Committee A.M. minutes dated October 16, 2024, regarding Phase Two, the 2024 Core Infrastructure Asset Management Plan:

#3: Boushy/Dennis: That County Council adopt the County of Lambton 2024 Asset Management Plan Phase Two as presented.

Carried.

This report serves to update County Council on the progress of Phase Three (2025) of the Asset Management Plan and seeks County Council's approval of the updated 2025 Corporate Asset Management Plan.

DISCUSSION

Asset management is an ongoing and long-term approach for managing and investing in assets owned by the County. The County provides a wide range of services to the public and these services rely on assets such as roads, bridges, and buildings. Each of these assets helps to provide a service that the public values and has come to expect as part of their everyday lives. The main goal of asset management is to provide safe and sustainable services delivered to the community in a predictable and cost-effective manner.

The recommended County of Lambton 2025 Corporate Asset Management Plan is attached. The plan is a tool to help guide decision makers in the management of the County's assets. Previous phases of the plan focused on the current state of County-owned assets. In 2024, it was determined that the County's asset portfolio has an estimated replacement value of **\$1.6 billion**. A breakdown of the total replacement value by asset class is as follows:

Asset Class	Current Replacement Value (\$Million)	% of total
Core Assets (Roads, Structures)	\$912.4	56.9%
Facilities	\$651.9	40.7%
Fleet	\$14.5	0.9%
Landfills	\$12.9	0.8%
Equipment & Machinery	\$4.9	0.3%
Information Technology	\$4.1	0.3%
Medical Equipment	\$2.1	0.1%
Natural Assets	Undefined	N/A
Total	\$1,602.8	100.0%

The effective financial management of these assets will enable the County to sustain an appropriate level of service to the community well into the future. Without properly funding asset lifecycle activities, the County will have difficult choices to make in the future, which may include higher cost reactive maintenance and operational repairs, reduction in service levels, and potential reputational damage.

Methodology

The 2025 Corporate Asset Management Plan builds on previous versions of the plan by providing a lifecycle management and financial strategy for the next 10 years. The proposed financial strategy was determined by completing the following steps:

- a) Reviewed previous budgets to determine the County's annual funding capacity for existing asset lifecycle costs.
- b) Determined a sustainable funding target based on recommended reinvestment rates provided in the Canadian Infrastructure Report Card, a report produced by the Federation of Canadian Municipalities.
- c) Compared the annual funding capacity to the sustainable funding target to determine if a funding gap exists.
- d) Reviewed several financial strategy options for a ten-year period and provided a recommended strategy.

Findings

In 2025, the County's funding capacity for existing asset renewal was **\$25.7 million** and the sustainable funding target is **\$31.1 million**. While **83%** of the infrastructure needs are currently funded, the County faces an annual funding gap of **\$5.4 million**. If left unaddressed, this gap will continue to increase due to inflation over the next 10 years and the County's ability to maintain and replace existing assets will become increasingly impaired with each passing year.

Strategy

Historically, the County has used a general County Council reserve to provide sustainable funding for the purpose of maintaining existing assets. It is recommended that the County reestablish a funding strategy and create a new "Life Cycle Maintenance – Capital Investment" Reserve as a mechanism to fund future lifecycle costs of existing assets.

Several options were explored to provide funding to the TCA Amortization Reserve over the next 10 years, including:

- 1) Maintain existing funding levels,
- 2) Eliminate the funding gap in 2026,
- 3) Eliminate the funding gap over a 10-year period, or
- 4) Maintain the funding gap and keep pace with inflation.

The preferred option is to maintain the existing funding gap over the next 10 years by increasing annual funding to match a 2.0% inflation rate. Under this scenario, the initial funding required in 2026 is \$622,000. This represents a 0.61% increase in tax rates.

Annual increases will continue to keep pace with inflation each year thereafter. This option provides the best balance between the need to properly fund asset lifecycle activities with the financial burden increasing tax rates has on ratepayers. Funding for the general County Council reserves will be increased according to the following schedule beginning with the County's 2026 Budget.

Budget Year	Total Reserve Funding	Increase over previous year
2026	\$5,622,000.00	\$622,000.00
2027	\$6,256,000.00	\$634,000.00
2028	\$6,904,000.00	\$648,000.00
2029	\$7,564,000.00	\$660,000.00
2030	\$8,237,000.00	\$673,000.00
2031	\$8,924,000.00	\$687,000.00
2032	\$9,624,000.00	\$700,000.00
2033	\$10,339,000.00	\$715,000.00
2034	\$11,067,000.00	\$728,000.00
2035	\$11,811,000.00	\$744,000.00

One issue with this approach relates to the construction or acquisition of new assets. The funding strategy above does not account for the lifecycle costs of new assets. As new assets come online, the County's current replacement value and annual sustainable funding target will need to be adjusted accordingly.

FINANCIAL IMPLICATIONS

1. To maintain the County's ability to fund existing asset lifecycle activities, annual increases to the Life Cycle Maintenance – Capital Investment Reserve are required to keep pace with inflation.
2. The additional funds must be raised from the County's tax-base as new, additional sources of no-tax funding are not available.
3. The County's property tax rates need to be gradually increased by a factor of 0.61% in 2026 and an equivalent factor each year thereafter.

CONSULTATIONS

The Chief Administrative Officer, General Manager: Finance, Facilities and Acquisitions and County Treasurer, General Managers, and Divisional Support Services staff were consulted in the preparation of this report.

STRATEGIC PLAN

Area of Effort # 3 - Community Development, Health, and Wellness: 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.

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

- Committing to a sound *Asset Management Plan* to maintain and fund critical infrastructure.

CONCLUSION

Establishing a long-term financial strategy to fund lifecycle costs of existing assets involves balancing the need to properly fund asset lifecycle activities with the financial burden increasing tax rates has on ratepayers. The intent of the recommended financial strategy is to ensure the County's ability to fund existing asset lifecycle costs does not decrease over the next 10 years.

By keeping pace with inflation, the County will maintain the existing funding gap at current levels. It is proposed to gradually increase the funding of the Life Cycle Maintenance – Capital Investment Reserve according to the following recommendations.

RECOMMENDATIONS

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



COUNTY OF LAMBTON

2025 CORPORATE ASSET MANAGEMENT PLAN





**The Corporation of the County of Lambton
2025 Corporate Asset Management Plan**

**Presented to Lambton County Council
November 26, 2025**



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Glossary

Asset – The County provides a wide range of services to the public and these services rely on physical assets such as roads, bridges, and buildings. Each of these assets helps to provide a service that the public values and has come to expect as part of their everyday lives.

Asset Class – A group of assets with similar characteristics or functions.

Asset Management Plan (AMP) – A strategic document that states how a group of assets are to be managed over a period of time. The plan describes the characteristics and condition of municipal infrastructure assets, the levels of service expected from them, planned actions to ensure the assets are providing the proposed level of service, and financial strategies to implement the planned actions.

Asset Management Policy – A policy which guides the overall direction of the County's asset management program. Specific requirements of an Asset Management Policy are prescribed in Ontario Regulation 588/17.

Bridge Condition Index (BCI) – A condition rating system based on the Ontario Structure Inspection Manual published by the Ministry of Transportation (MTO). The BCI rating is on a scale from 0 to 100, with 0 representing the worst possible condition and 100 representing the best possible condition.

Building Condition Assessment (BCA) – An assessment completed by an external consultant which helps determine the facility condition, identify issues before they become severe problems, and guide the allocation of capital for major repairs.

Core Municipal Infrastructure Assets – As defined by O. Reg. 588/17, any municipal infrastructure asset that is associated with water, wastewater, stormwater management, roads and bridges or culverts.

Current Replacement Value – The current cost, at the time of publishing the report, that would be incurred to replace an asset with a new equivalent asset using current construction methods and meeting current standards.

Estimated Useful Life (EUL) – An estimate of the number of years an asset is expected to be in service until it should be disposed of or replaced. The EUL considers the age and current condition of an asset as well as the lifecycle events that have been completed on the asset and the resulting effects on extending the asset's service life.

Facility Condition Index (FCI) – The total capital requirements of needed building maintenance, rehabilitation and replacement over a selected period of time divided by the current replacement value. Determined by completing a Building Condition Assessment. The County AMP uses a five-year FCI which calculates the five year capital requirements divided by the current replacement value.

Financial Useful Life – An accounting estimate of the number of years an asset is expected to remain in service for the purpose of financial planning and amortization. This measure may not accurately reflect the length of time an asset may be in service.

Lane Kilometres – Lane kilometres take into consideration the number of lanes on the road, which factors in the size of the road and better reflects the maintenance, rehabilitation, and replacement costs. Travelling 1 kilometre on a 2-lane road is equivalent to 2 lane kilometres. Travelling 1 kilometre on a 4-lane road is equivalent to 4 lane kilometres.

Level of Service – The parameters which reflect social, political, environmental, and economic outcomes that the organization delivers. Parameters can include but are not necessarily limited to safety, customer satisfaction, condition, capacity, reliability, responsiveness, environmental acceptability, cost, and availability.

Lifecycle Activity – Activities undertaken with respect to an asset over its service life, including maintenance, rehabilitation, and replacement.

Lifecycle Costs – The total cost of ownership over the life of an asset.

Lifecycle Management Strategy – The set of planned actions that enables the assets to provide a proposed level of service in a sustainable way, while managing risk, at the lowest lifecycle cost.

Ontario Regulation (O.Reg.) 588/17: Asset Management Planning for Municipal Infrastructure – The Provincial regulation made under the Infrastructure for Jobs and Prosperity Act, 2015, that sets out requirements for municipal asset management planning to help municipalities better understand their infrastructure needs and inform infrastructure planning and investment decisions.

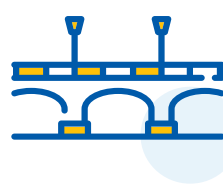
Pavement Condition Index (PCI) – A condition rating system based on the Ministry of Transportation Guide SP-022 Flexible Pavement Condition Rating, Guidelines for Municipalities. The guide provides a consistent standard for rating the roadway by establishing an overall rideability value and the pavement's structural condition on a scale from 0 to 100, with 0 representing the worst possible condition and 100 representing the best possible condition.

Sustainable Funding Target – The funding level required for an asset class to provide and maintain proposed levels of service without resorting to unplanned increases in rates or cuts to service.

County of Lambton Asset Summary



1,376 lane km
Arterial Roads
\$727.1 M



186
Structures
\$185.3 M



49
Facilities
\$651.9 M



72
Fleet Vehicles
\$14.5 M



**Equipment
and Machinery**
\$4.9 M



**Medical
Equipment**
\$2.1 M



IT
\$4.1 M



**Natural
Assets**
665.5 ha



1 active
5 closed
Landfills
\$12.9 M



\$1.6
BILLION
Current Replacement Value

Executive Summary

Asset management is a long-term approach for managing and investing in assets owned by the County. The County provides a wide range of services to the public and these services rely on physical assets such as roads, bridges, and buildings. Each of these assets helps to provide a service that the public values and has come to expect as part of their everyday lives.

The asset management plan outlines the process of actively managing all the County owned assets in a way that ensures they will continue to contribute to the quality of life of the community now and in the future. The asset management plan provides information the County uses to make strategic decisions. The main goal of asset management is to provide safe and sustainable services delivered to the community in a predictable and cost-effective manner.

The County's Asset Management Plan is being implemented in three phases:

- Phase One (2023) – Core Infrastructure Asset Management Plan.
- Phase Two (2024) – Asset Management Plan including the current state of all County owned municipal infrastructure assets.
- Phase Three (2025) – Asset Management Plan including proposed levels of service, lifecycle management strategy, risk management strategy, and financial strategy

This update completes Phase Three of the implementation.

This report is a living document that presents the County of Lambton's Asset Management Plan, in accordance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure. The County is responsible for the following assets by asset class:

- Core Assets including Roads and Structures
- Facilities
- Fleet
- Landfills
- Equipment and Machinery
- Information Technology (IT)
- Medical Equipment
- Natural Assets

The County's assets are also organized into the divisions and departments which they support. The Asset Management Plan follows this asset hierarchy which organizes assets by department. The County's asset portfolio has an estimated replacement value of **\$1.6 billion** (in 2025 dollars). Table 1 provides a summary of the County owned assets by department including current replacement values.

Table 1: Asset Inventory by Department

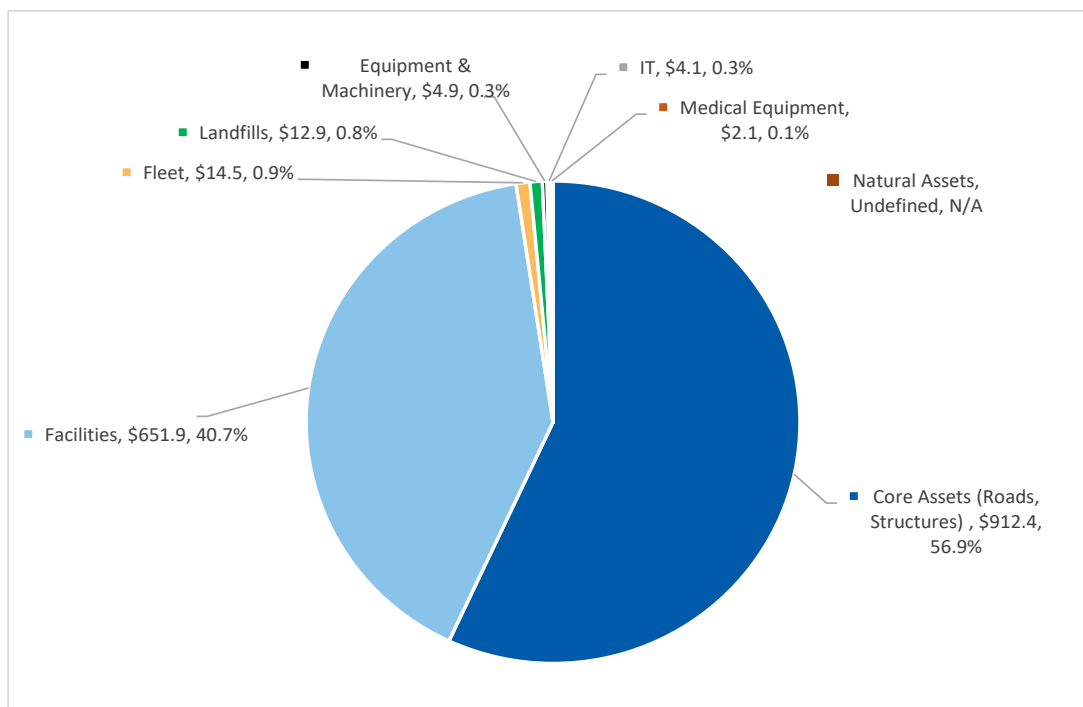
County Division	County Department	Asset Class	Replacement Value (\$Millions)	% of total
Corporate Services	Information Technology	IT	\$4.1	0.26%
Finance, Facilities and Acquisitions	Procurement & Project Management	Facilities, Fleet	\$52.4	3.27%
Infrastructure & Development Services	Public Works	Core Assets (Roads, Structures)	\$912.4	56.93%
		Facilities, Fleet, Equipment & Machinery	\$28.3	1.77%
	Waste Management	Landfills	\$12.9	0.81%
	Planning and Development Services	Natural Assets	Undefined	N/A
Public Health Services	Lambton Public Health	Facilities	\$7.8	0.49%
	Emergency Medical Services	Facilities, Fleet, Medical Equipment	\$20.5	1.28%
Social Services	Child Care and Children's Services	Facilities	\$3.8	0.24%
	Housing Services	Facilities, Fleet	\$285.6	17.82%
Long-Term Care	Long Term Care	Facilities, Fleet, Medical Equipment	\$230.7	14.39%
Cultural Services	Library	Library Contents, Fleet	\$10.0	0.62%
	Museums, Gallery & Archives	Facilities	\$34.2	2.13%
Total =			\$1,602.8	100.0%

Table 2 and Figure 3 provides a summary of the County's assets by asset class with the corresponding current replacement value.

Table 2: Asset Inventory by Asset Class

Asset Class	Current Replacement Value (\$Million)	% of total
Core Assets (Roads, Structures)	\$912.4	56.9%
Facilities	\$651.9	40.7%
Fleet	\$14.5	0.9%
Landfills	\$12.9	0.8%
Equipment & Machinery	\$4.9	0.3%
IT	\$4.1	0.3%
Medical Equipment	\$2.1	0.1%
Natural Assets	Undefined	N/A
Total =	\$1,602.8	100.0%

Figure 3: Current Replacement Value (\$Millions) by Asset Class

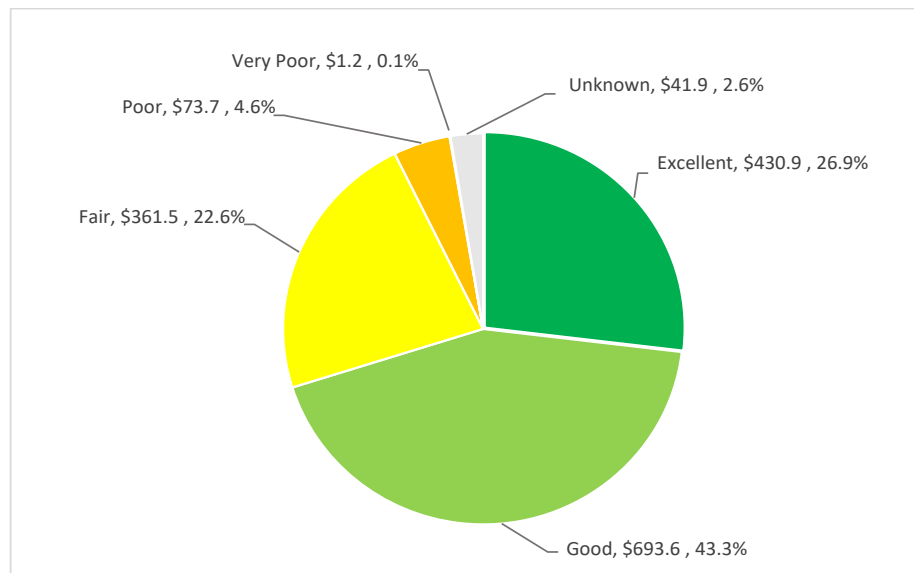


Understanding an asset's condition, age and estimated useful life informs the County on the timing for required lifecycle activities to maintain levels of service. Observed conditions provide an understanding of the current state of assets across the County. Inspections are routinely performed based on technical standards for each asset class. For consistency amongst all asset classes, a 5-point rating scale is used where conditions range from excellent to very poor. Using this rating scale the County has determine the condition distribution of all assets. The condition of the County's assets is shown relative to the current replacement value of each asset, which includes:

- \$430.9 million or 26.9% in excellent condition
- \$693.6 million or 43.3% in good condition
- \$361.5 million or 22.6% in fair condition
- \$73.7 million or 4.6% in poor condition
- \$1.2 million or 0.1% in very poor condition
- \$41.9 million or 2.6% in unknown condition

Based on the condition analysis over 70% of County assets are in good or better condition. A pie chart summarizing the County's assets condition and the associated current replacement value is shown in Figure 4.

Figure 4: Overall Condition by Current Replacement Value



The Level of Service (LOS) builds on the current state of infrastructure by defining the performance that the County's assets are intended to deliver over their service lives. Developing, monitoring, and reporting on current and proposed LOS measures as part of an overall performance management program supports effective governance demonstrated through financial sustainability, openness, and transparency. The County's LOS framework is presented as two types of measures: Customer Level of Service and Technical Level of Service. The County is currently meeting the proposed level of service targets set for the core assets. Proposed LOS measures for all other service areas are currently under development and will be included in future revisions of the Asset Management Plan.

The County is in the process of developing a framework that assesses the potential likelihood and consequences of asset failures to estimate risk exposure using a series of specific qualitative and quantitative metrics. This risk management framework will be built into the County's next iteration of the asset management plan.

The effective financial management of County owned assets will enable the County to sustain an appropriate level of service to the community well into the future. Without funding asset lifecycle activities properly, the County will have difficult choices to make in the future which may include higher cost reactive maintenance and operational repairs, reduction in service levels, and potential reputational damage.

In 2025, the County's funding capacity for existing asset renewal was **\$25.7 million** and the sustainable funding target is **\$31.1 million**. While **83%** of the infrastructure needs are currently funded, the County faces an annual funding gap of **\$5.4 million**. If left unaddressed, this gap will continue to increase due to inflation over the next ten years and the County's ability to maintain and replace existing assets will become increasingly impaired with each passing year.

The County currently has a total annual funding gap of

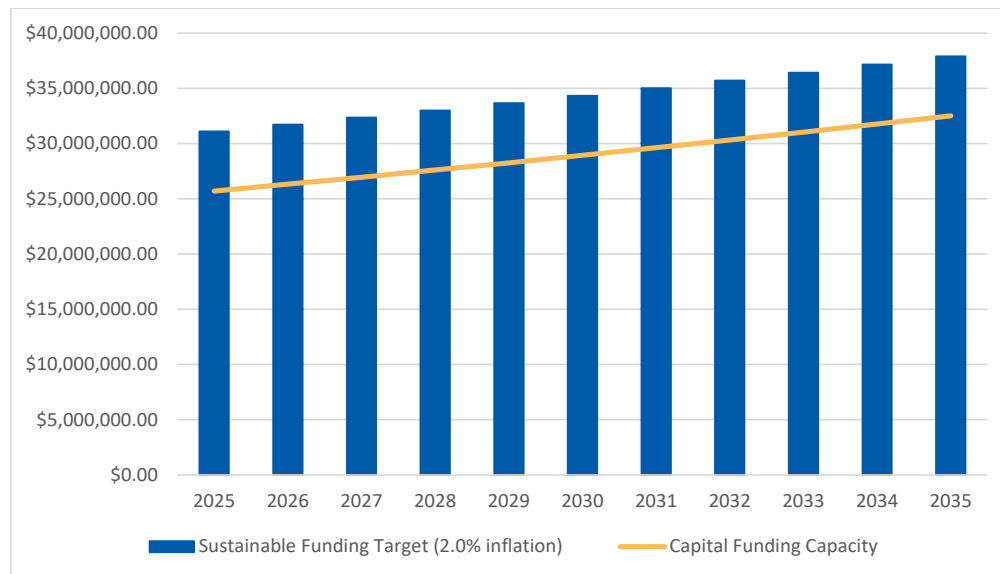
\$5.4 Million

Historically, the County has used a general County Council reserve to provide sustainable funding for the purpose of maintaining existing assets. In 2011, Council approved a funding strategy to gradually increase funding to this reserve over a ten-year period. From 2012 to 2022 funding levels increased annually to \$6.1 million in the 2022 budget year. However, funding for the reserve fell in 2023 to \$4.2 million and now sits at \$5.0 million in the 2025 budget year. It is recommended that the County reestablish a funding strategy and create a new "Life Cycle Maintenance – Capital Investment" Reserve as a mechanism to fund future lifecycle costs of existing assets.

The recommended financial strategy is to maintain the existing funding gap at \$5.4 million over a ten-year period by increasing annual funding to match a 2.0% inflation rate. Under this scenario, the initial

funding required in 2026, year one, would be \$622,000 which represents a 0.6% increase in tax rates. Figure 5 summarizes this option.

Figure 5: Recommended Funding Strategy – Maintain the funding gap and keep pace with inflation



One issue with this approach relates to the construction or acquisition of new assets. The funding strategy above does not account for the lifecycle costs of new assets. As part of the planning process for new assets the County should consider the annual sustainable funding required as a percentage of the overall replacement value. As new assets come online the County's current replacement value and annual sustainable funding requirement will need to be adjusted accordingly.

In addition to the funding strategy above, another way to reduce the funding gap is to direct a portion of any annual budget surplus to the County Council Reserves.

As part of the regulation annual reports to Council are required on the progress of the County's asset management program. These updates will provide an opportunity to review and adjust the funding strategy to reflect the actual inflation rate and any new growth assets acquired or built by the County.

This report completes Phase Three of the County's Asset Management Plan and brings the County into compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.

The County is committed to continuous improvement and is working towards implementing an Enterprise-Wide Asset Management Program. Moving forward, the County will provide annual reports to Council on the progress of the County's asset management program and complete a five-year comprehensive review and update of the AMP in 2030.

Future updates will be presented for approval through a resolution at County Council.

1. Introduction

1.1. County of Lambton Overview

The County of Lambton, referred to as the County, is an upper-tier municipality in Southwestern Ontario, nestled along Lake Huron and the St. Clair River, next to the state of Michigan. The County covers a total land area of approximately 3,000 square kilometres that feature many natural attributes including beautiful blue waters, sandy beaches, fertile farmlands, and rare and unusual wildlife habitats. The County is home to eleven local municipalities. Also, located within the County census division are three independent First Nation communities.

Lambton County is home to a diverse and welcoming population of approximately 128,000 residents. Along with its strong roots in the agriculture, chemical and oil and gas industries, Lambton counts bio-chemicals, education, fabricating, health services, manufacturing, research, and tourism amongst its economic sectors.

Lambton County is one of the area's largest employers. It employs over 1,300 employees within the following divisions:

- Office of the CAO
- Corporate Services
- Cultural Services
- Infrastructure and Development Services
- Finance, Facilities and Acquisitions
- Long-Term Care
- Public Health Services
- Social Services

Each County division has a unique set of municipal infrastructure assets that it relies on to deliver services and programs to residents, allowing the community to flourish. The purpose of the Asset Management Plan is to drive future investment in these assets in accordance with the Strategic Plan's Mission Statement:

Working with municipal and community partners and stakeholders, the County provides efficient, responsive and sustainable services and programs to enhance the quality of life of its citizens. In doing so, the County is committed to sustainability, economic growth, and environmental stewardship.

1.2. Asset Management Regulation

In 2017, the Province of Ontario enacted Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure, under the Infrastructure and Prosperity Act, to support improvements in municipal asset management.

The Regulation provides the authority for the Province to regulate municipal asset management planning. It reflects the province's commitment to guide investments in public infrastructure that was

first initiated in 2011 when the province released the Building Together Guide for Municipal Asset Management Plans as its long-term infrastructure plan and strategic framework.

The intent of the Regulation is to facilitate asset management best practices throughout the municipal sector, provide a degree of consistency to asset management plans, and leverage asset management planning to optimize infrastructure investment decisions. The requirements of the regulation are phased in, as follows:

- July 1, 2019: Every municipality shall prepare its first strategic asset management policy.
- July 1, 2022: Every municipality shall prepare an asset management plan in respect to its core municipal infrastructure assets.
- July 1, 2024: Every municipality shall prepare an asset management plan in respect to all of its municipal infrastructure assets.
- July 1, 2025: Every municipality shall prepare an asset management plan that includes proposed levels of service, lifecycle management strategy, risk management strategy and financial strategy for the following 10 years.

Additionally, the regulation requires the continued evaluation and improvement of the asset management plan, as follows:

- Every municipal council shall conduct an annual review of its asset management progress on or before July 1 in each year, starting the year after the municipality's asset management plan is completed.
- Every municipality shall review and, if necessary, update its strategic asset management policy at least every five years.
- Every municipality shall review and update its asset management plan at least every five years.

Finally, the regulation requires that the asset management plan be publicly available, as follows:

- Every municipality shall post its current strategic asset management policy and asset management plan on a website that is available to the public and shall provide a copy of the policy and plan to any person who requests it.

1.3. Background

Asset management at the County of Lambton has been an evolving process. Significant milestones that have been achieved to date are summarized below:

- 2014 – The first Asset Management Plan was approved by County Council which included roads, structures, and social housing.
- 2019 – The Asset Management Plan was updated to include buildings, fleet, machinery, and medical equipment.
- 2021 – The Strategic Asset Management Policy was approved by County Council.
- 2023 – The Core Infrastructure Asset Management Plan was approved by County Council.
- 2024 – The updated Asset Management Plan including the current state of all County owned municipal infrastructure assets was approved by County Council.

In 2021, the County initiated a review of the current Asset Management Plan and processes and established a plan to move forward to ensure compliance with new and updated provincial regulations, specifically, O. Reg. 588/17. Following the review, a Corporate Asset Management Team was created to meet legislative requirements and to have a professionally prepared and monitored Asset Management Plan. The County is taking a phased approach to update the Asset Management Plan to meet current regulations. The Plan is being updated according to the following three phases:

- Phase One (2023) – Core Infrastructure Asset Management Plan
- Phase Two (2024) – Updated Asset Management Plan including the current state of all County owned municipal infrastructure assets.
- Phase Three (2025) – Updated Asset Management Plan including proposed levels of service, lifecycle management strategy, risk management strategy, and financial strategy

This update completes Phase Three of the implementation.

1.4. Asset Management Plan

This update focuses on the current state of all County owned municipal infrastructure assets. The County is responsible for the following assets organized by asset class:

- Core Assets including Roads and Structures
- Facilities
- Fleet
- Landfills
- Equipment and Machinery
- Information Technology (IT)
- Medical Equipment
- Natural Assets

The County's assets are also organized into the divisions and departments which they support. The Asset Management Plan follows this asset hierarchy which organizes assets by department. Table 1-1 summarizes the County's asset hierarchy.

Table 1-1: Asset Hierarchy

County Division	County Department	Asset Class
Corporate Services	Information Technology	IT
Finance, Facilities and Acquisitions	Procurement & Project Management	Facilities, Fleet
Infrastructure & Development Services	Public Works	Core Assets (Roads, Structures) Facilities, Fleet, Equipment & Machinery
	Waste Management	Landfills
	Planning and Development Services	Natural Assets
Public Health Services	Lambton Public Health	Facilities
	Emergency Medical Services	Facilities, Fleet, Medical Equipment
Social Services	Child Care and Children's Services	Facilities
	Housing Services	Facilities, Fleet
Long-Term Care	Long Term Care	Facilities, Fleet, Medical Equipment
Cultural Services	Library	Library Contents, Fleet
	Museums, Gallery & Archives	Facilities

The Asset Management Plan is organized to meet the requirements of Ontario Regulation 588/17. The contents of the plan follow the recommended elements of a detailed Asset Management Plan as follows:

- **State of Infrastructure:** An overview of the current state of infrastructure within each service area including inventory, value, age, estimated useful life and condition.
- **Level of Service:** Information on current and proposed levels of service as determined by the regulation.
- **Lifecycle Management Strategy:** A summary of the proposed maintenance, rehabilitation and reconstruction techniques.
- **Risk Management Strategy:** A framework for assessing risk of individual assets and prioritizing investments to minimize risk.
- **Financial Strategy:** A long-term financial plan to execute the proposed lifecycle strategy including sustainable funding targets.
- **Continuous Improvement:** A review of lessons learned and future opportunities.

The goal of the Asset Management Plan is to provide an accurate assessment of assets within each service area. This information should be used by decision-makers in making sound and consistent

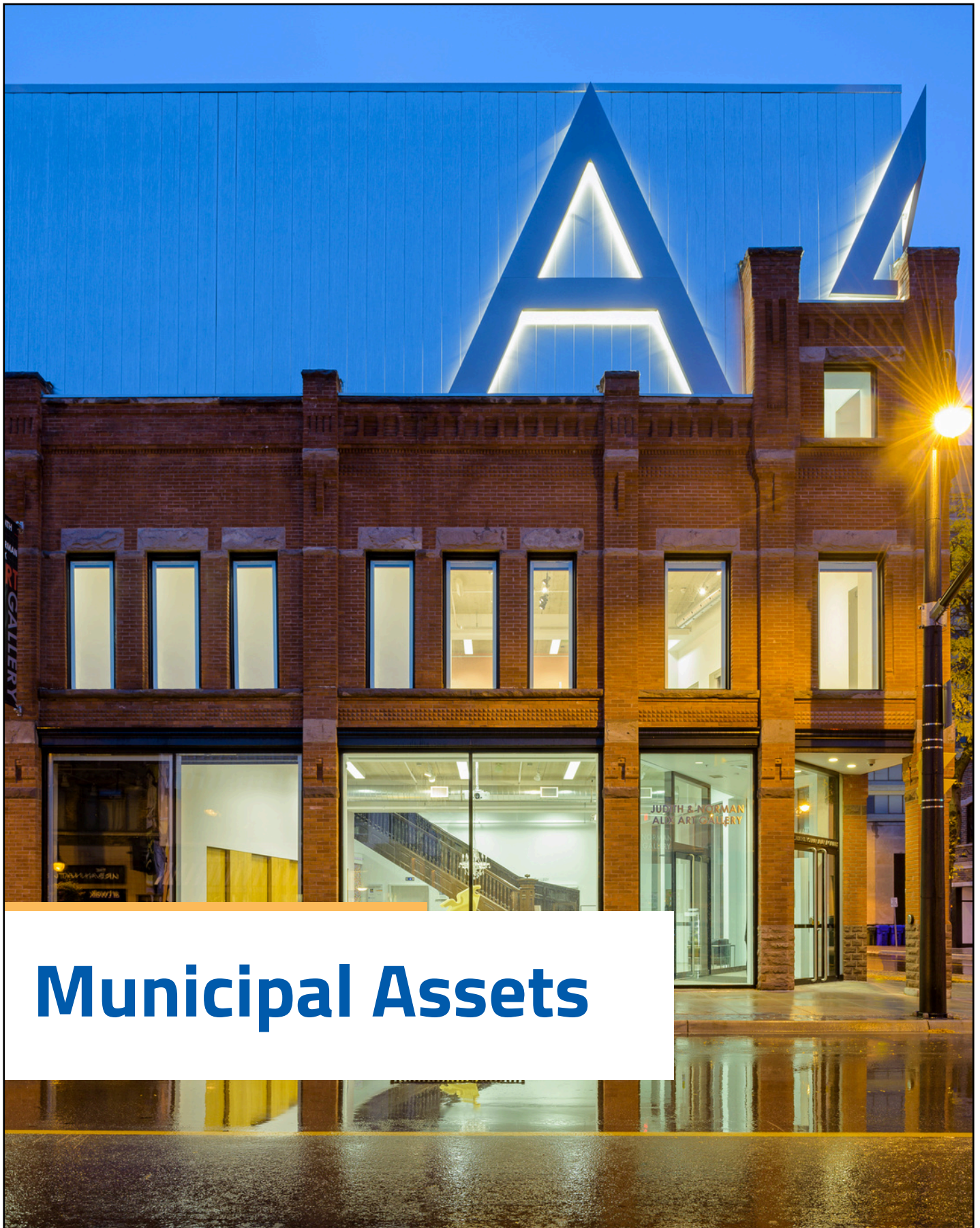
investment decisions. The Asset Management Plan does not bind the County to specific expenditures but instead sets a framework for consistent decision making and planning.

1.5. Next Steps

This report completes Phase Three of the County's Asset Management Plan and brings the County into compliance with Ontario Regulation 588/17: Asset Management Planning for Municipal Infrastructure.

The County is committed to continuous improvement and is working towards implementing an Enterprise-Wide Asset Management Program. Moving forward, the County will provide annual reports to Council on the progress of the County's asset management program and complete a five-year comprehensive review and update of the AMP in 2030.

Future updates will be presented for approval through a resolution at County Council.



Municipal Assets



Municipal Assets Gallery

2. State of Infrastructure

2.1. Overview

The County of Lambton's range of services depends on a wide portfolio of municipal infrastructure assets. Understanding the assets owned by the County is the starting point to developing a plan to best manage them. To better understand the current state of infrastructure of all County owned assets the County reviews current replacement values, condition, age and estimated service life.

The current replacement value of an asset represents the current cost to replace an existing asset with a new equivalent using current construction methods and meeting current standards. The County's asset portfolio has an estimated replacement value of **\$1.6 billion** (in 2023 dollars). Table 2-1 provides a summary of the County owned assets by department including current replacement values.

Table 2-1: Asset Inventory by Department

County Division	County Department	Asset Class	Replacement Value (\$Millions)	% of total
Corporate Services	Information Technology	IT	\$4.1	0.3%
Finance, Facilities and Acquisitions	Procurement & Project Management	Facilities, Fleet	\$52.4	3.3%
Infrastructure & Development Services	Public Works	Core Assets (Roads, Structures)	\$912.4	56.9%
		Facilities, Fleet, Equipment & Machinery	\$28.3	1.8%
	Waste Management	Landfills	\$12.9	0.8%
	Planning and Development Services	Natural Assets	Undefined	N/A
Public Health Services	Lambton Public Health	Facilities	\$7.8	0.5%
	Emergency Medical Services	Facilities, Fleet, Medical Equipment	\$20.5	1.3%
Social Services	Child Care and Children's Services	Facilities	\$3.8	0.2%
	Housing Services	Facilities, Fleet	\$285.6	17.8%
Long-Term Care	Long Term Care	Facilities, Fleet, Medical Equipment	\$230.7	14.3%
Cultural Services	Library	Library Contents, Fleet	\$10.0	0.6%
	Museums, Gallery & Archives	Facilities	\$34.2	2.1%
Total =			\$1,602.8	100.0%

Another way to organize the County's assets is by grouping them with other assets that have similar characteristics and functions, known as an asset class. County owned assets are grouped into the following asset classes:

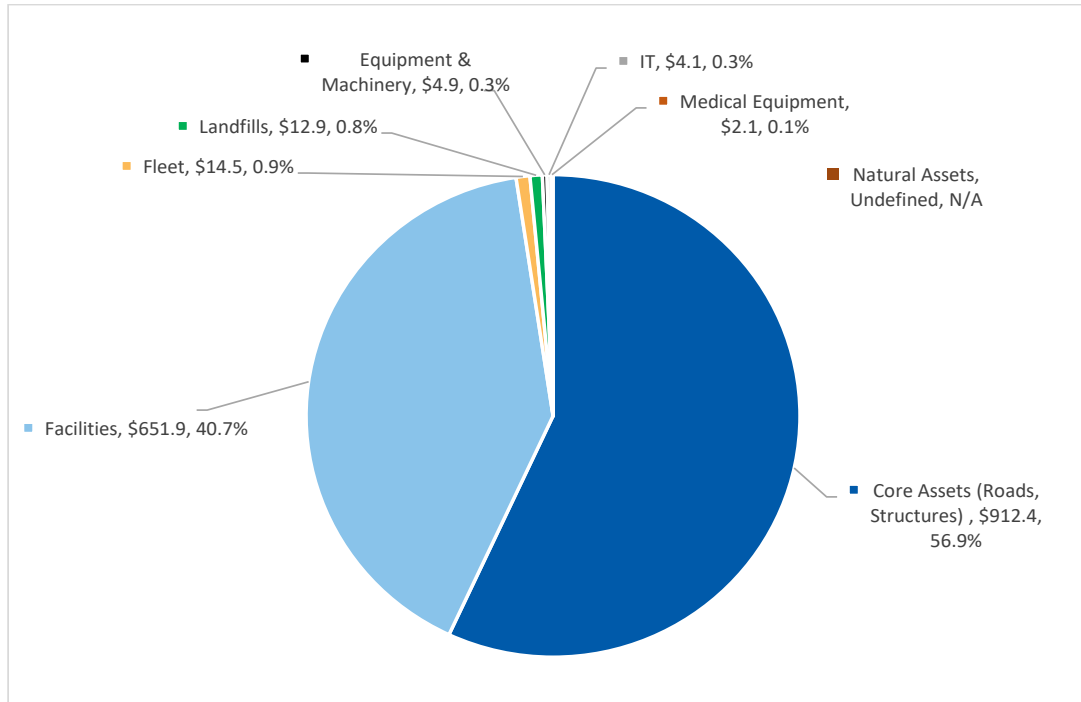
- Core Assets including Roads and Structures
- Facilities
- Fleet
- Landfills
- Equipment and Machinery
- Information Technology (IT)
- Medical Equipment
- Natural Assets

Table 2-2 and Figure 2-3 provides a summary of the County's assets by asset class with the corresponding current replacement value.

Table 2-2: Asset Inventory by Asset Class

Asset Class	Current Replacement Value (\$Million)	% of total
Core Assets (Roads, Structures)	\$912.4	56.9%
Facilities	\$651.9	40.7%
Fleet	\$14.5	0.9%
Landfills	\$12.9	0.8%
Equipment & Machinery	\$4.9	0.3%
IT	\$4.1	0.3%
Medical Equipment	\$2.1	0.1%
Natural Assets	Undefined	N/A
Total =	\$1,602.8	100.0%

Figure 2-3: Current Replacement Value (\$Millions) by Asset Class



Understanding an asset's condition, age and estimated useful life informs the County on the timing for required lifecycle activities to maintain levels of service. Observed conditions provide an understanding of the current state of assets across the County. Conditions and their corresponding service level are summarized using the five-point condition scale defined in Table 2-4. The five conditions used are: excellent, good, fair, poor and very poor. This scale is aligned with the International Infrastructure Management Manuals (IIMM) five-point condition scale.

Table 2-4: Asset Condition Scale

Condition Scale	Service Level
Excellent	Asset is physically sound and is performing its function as originally intended. Required maintenance costs are well within standards and norms. Typically, asset is new or recently rehabilitated.
Good	Asset is physically sound and is performing its function as originally intended. Required maintenance costs are within the acceptable standards and norms but are increasing. Typically, asset has been used for some time but is within the middle stage of its expected life.
Fair	Asset is showing signs of deterioration and is performing at a lower level than originally intended. Some components of the asset are becoming physically deficient. Required maintenance costs exceed acceptable standards and norms and are increasing. Typically, asset has been used for a long time and is within the later stage of its expected life.

Poor	Asset is showing significant signs of deterioration and is performing to a much lower level than originally intended. A major portion of the asset is physically deficient. Required maintenance costs significantly exceed acceptable standards and norms. Typically, asset is at the end of its expected life.
Very Poor	Asset is physically unsound and or not performing as originally intended. Asset has a higher probability of failure or failure is imminent. Maintenance costs are unacceptable, and rehabilitation is not cost effective. Replacement or major refurbishment is required.

Conditions are determined using unique assessment techniques for each asset class. For this Asset Management Plan, condition assessment data was incorporated where available for the following asset classes:

- Roads – 2022 Pavement Condition Index based on staff assessments
- Structures – 2022 Bridge Condition Index based on external OSIM inspections
- Facilities – 2023 Facility Condition Index based on external BCA inspections or staff assessments
- Fleet, Equipment and Machinery, Medical Equipment and IT – age based (percentage of EUL remaining)
- Natural Assets – staff assessments

Each assessment technique is translated into the five-point condition scale shown in Table 2-5.

Table 2-5: Conversion Table for Condition Scale

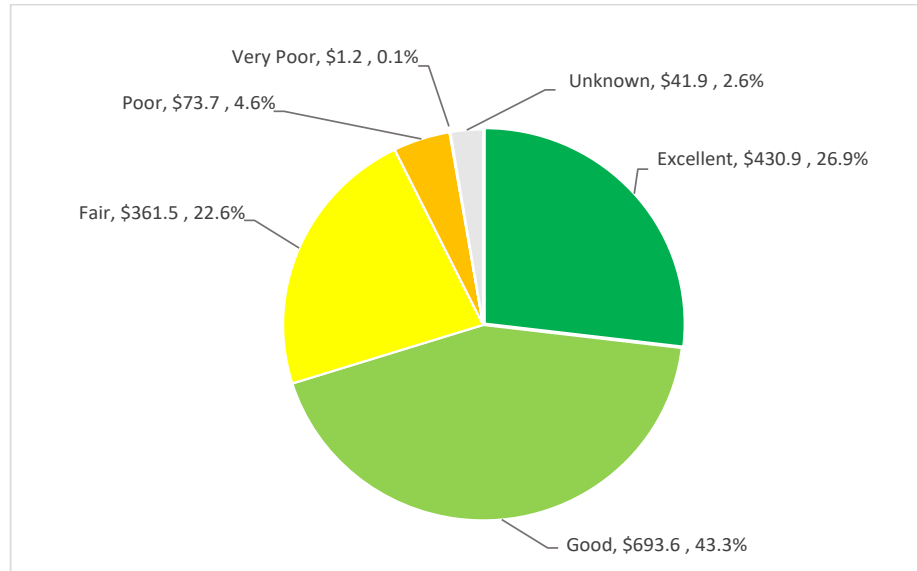
Condition Scale	Roads (PCI)	Bridges and Culverts (BCI)	Facilities (FCI _{5year})	Age Based (% EUL Remaining)
Excellent	> 90 – 100%	> 85 – 100%	0 – 5%	> 66 – 100%
Good	> 75 – 90%	> 70 – 85%	> 5 – 15%	> 33 – 66%
Fair	> 60 – 75%	> 60 – 70%	> 15 – 28%	> 0 – 33%
Poor	> 40 – 60%	> 30 – 60%	> 28 – 70%	> -33 – 0%
Very Poor	0 – 40%	0 – 30%	> 70%	< -33%

Using these translations the County has determined the condition distribution of all assets. The condition of the County's assets is shown relative to the current replacement value of each asset, which includes:

- \$430.9 million or 26.9% in excellent condition
- \$693.6 million or 43.3% in good condition
- \$361.5 million or 22.6% in fair condition
- \$73.7 million or 4.6% in poor condition
- \$1.2 million or 0.1% in very poor condition
- \$41.9 million or 2.6% in unknown condition

Based on the condition analysis, over 70% of County assets are in good or better condition. A pie chart summarizing the County's assets condition and the associated current replacement value is shown in Figure 2-6.

Figure 2-6: Overall Condition by Current Replacement Value



Appendix A through M provides a detailed review of assets in each County Department.

3. Level of Service

In the State of the Infrastructure section, the current replacement value, condition, age and estimated useful life were discussed. The Level of Service builds on the previous chapter by defining the performance that the County's assets are intended to deliver over their service lives. Developing, monitoring, and reporting on current and proposed Level of Service measures as part of an overall performance management program supports effective governance demonstrated through financial sustainability, openness, and transparency.

Levels of Service (LOS) are statements that describe the outputs and objectives the County intends to deliver to its residents, businesses and other stakeholders. In general, LOS measures are guided by a combination of customer expectations, legislative requirements, internal guidelines, policies and procedures, and affordability. Effective asset management requires that LOS be formalized and supported through a framework of performance measures, targets, and timeframes and that the costs to deliver the level of service are understood.

The County's LOS framework is presented as two types of measures: Customer Level of Service and Technical Level of Service. Customer LOS are statements that articulate the customer's expectations from the service area. Technical LOS are statements that identify the technical measures that support the service delivery. These technical LOS are typically quantitative and express numerical measures of performance that can be evaluated and compared year-to-year.

3.1. Current Level of Service

The following summarizes the current LOS measures established for each department in the County's asset hierarchy. Customer LOS statements for core assets are provided in accordance with Ontario Regulation 588/17. Customer LOS statements for all other service areas are currently under development and will be included in future revisions of the Asset Management Plan. Technical LOS are provided through one key measure that is consistent across all service areas, which is the percentage of assets in good or better condition. The LOS for each department is summarized below:

Information Technology

The Information Technology (IT) Department supports the centralized strategic and operational technology needs of the County of Lambton and is responsible for the management and support of information technology-based services to all County Departments. Technical LOS for the IT department are summarized in Table 3-1.

Table 3-1: Technical Level of Service – IT

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	IT	55%

Procurement & Project Management

The Procurement & Project Management Department coordinates the construction, demolition, and maintenance of County-owned and leased facilities. Technical LOS for the department are summarized in Table 3-2.

Table 3-2: Technical Level of Service – Procurement & Project Management

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Facilities	93%
	Fleet	43%

Public Works

The Public Works department is responsible to maintain and upgrade the County Road Network which includes 1,376 lane kilometres of roads and 186 structures (bridges and major culverts). Customer LOS for the department's core assets are summarized in Table 3-3 and Table 3-4. Technical LOS for the department are summarized in Table 3-5.

Table 3-3: Customer Level of Service – Roads

Customer Level of Service	Current Performance
Description, which may include maps, of the road network in the municipality and its level of connectivity.	The County's road network is classified as arterial roads and as such the type of traffic supported by the structures includes motor vehicles, heavy transport vehicles, emergency response vehicles, school buses, cyclists and pedestrians. The County also supports the Lambton County Regional Trail System which is an on-road, shared access route for motorists, cyclists and pedestrians. A map showing the County road network is included at the end of Appendix D.
Description or images that illustrate the different levels of road class pavement condition.	Images of the condition of roads are shown in Appendix D.

Table 3-4: Customer Level of Service – Structures

Qualitative Description	Current Level of Service
Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	The County's road network is classified as arterial roads, which support the following type of traffic: motor vehicles, heavy transport vehicles, emergency response vehicles, school buses, cyclists, and pedestrians. The County also supports the Lambton County Regional Trail System which is an on-road, shared access route for motorists, cyclists and pedestrians. A map showing the location of County structures is included at the end of Appendix E.
1. Description or images of the condition of bridges and how this would affect use of the bridges. 2. Description or images of the condition of culverts and how this would affect use of the culverts.	Images of the condition of bridges and culverts are shown in Appendix E. A map showing the location of structures and their condition is included at the end of Appendix E.

Table 3-5: Technical Level of Service – Public Works

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Core Assets – Roads	68%
	Core Assets – Structures	91%
	Facilities	53%
	Fleet	35%
	Equipment & Machinery	37%

Waste Management

The Waste Management department is responsible for providing waste disposal facilities to receive and dispose of municipal solid waste generated by the local municipalities. Technical LOS for the department are summarized in Table 3-6.

Table 3-6: Technical Level of Service – Waste Management

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Landfill	16%

Natural Assets

The Planning and Development Services Department is responsible for managing the County's natural assets. These assets are natural areas that include forests, wetlands, grasslands, etc. on County owned parcels of land. Technical LOS for Natural Assets are summarized in Table 3-7.

Table 3-7: Technical Level of Service – Natural Assets

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Natural Assets	100%

Lambton Public Health

Lambton Public Health is mandated to provide specialized public health programs and services throughout Lambton County. Technical LOS for the department are summarized in Table 3-8.

Table 3-8: Technical Level of Service – Lambton Public Health

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Facilities	45%

Emergency Medical Services

The Emergency Medical Services (EMS) Department is mandated by Provincial legislation, to provide land ambulance services to the residents of Lambton County. Technical LOS for the EMS department are summarized in Table 3-9.

Table 3-9: Technical Level of Service – Emergency Medical Services

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Facilities	87%
	Fleet	32%
	Medical Equipment	N/A

Childcare and Children's Services

The Childcare and Children's Services department is responsible for oversight for the childcare and early years' system in the County of Lambton. As part of this service the County owns one facility at 295 Essex Street in Sarnia which is leased to a not-for-profit childcare provider. Technical LOS for the department are summarized in Table 3-10.

Table 3-10: Technical Level of Service – Childcare and Children’s Services

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Facilities	100%

Housing Services

The Housing Services department manages 3 high-rise apartments, 13 low-rise apartments and 8 family sites for a total of 832 housing units owned by the County. Technical LOS for the department are summarized in Table 3-11.

Table 3-11: Technical Level of Service – Housing Services

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Facilities	74%
	Fleet	0%

Long-Term Care

The Long-Term Care department manages three not-for-profit long-term care homes with a total of 339 beds. Technical LOS for the department are summarized in Table 3-12.

Table 3-12: Technical Level of Service – Long-Term Care

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Facilities	62%
	Fleet	0%

Cultural Services

The Cultural Services Division manages Lambton Heritage Museum, the Oil Museum of Canada, the Judith & Norman Art Gallery, the Library Headquarters / Lambton County Archives and the operation of 25 Libraries. Technical LOS for the department are summarized in Table 3-13.

Table 3-13: Technical Level of Service – Cultural Services

Technical Level of Service	Asset Class	Current Performance
Percentage of assets in 'Good' or better condition	Facilities	73%
	Fleet	100%

3.2. Proposed Level of Service

The following summarizes the proposed LOS measures established for each department in the County's asset hierarchy. Proposed LOS for core assets focuses on the physical condition of the overall asset class and sets the minimum LOS that the County aims to provide. Proposed LOS measures for all other service areas are currently under development and will be included in future revisions of the Asset Management Plan. The proposed LOS for core assets are summarized below:

Core Assets - Roads

The proposed LOS for roads focuses on the physical condition of the overall road network and sets the minimum level of service that the County aims to provide. Pavement condition is the main factor used to determine lifecycle events and is also the most noticeable by the residents and visitors of the County. Proposed levels of service are summarized in Table 3-14.

Table 3-14: Road Network Proposed Level of Service

Proposed Level of Service	Target	Performance
Maintain an average condition of 'Good' or better (PCI greater than 75)	Good (PCI>75)	Good (PCI=83.9)
Maintain 100% of roads above 'Very Poor' condition	100%	100%

Roads identified for replacement are allowed to decline to 'poor' condition. Poor condition roadways are considered acceptable in the short term, except for any roads that have concerns with safety or performance. The County is currently meeting the proposed level of service targets set for the road network.

Core Assets - Structures

Proposed LOS for structures focuses on the physical condition of the overall network as this provides the best indication of how a structure will perform in the short to medium term. The proposed level of service sets the minimum level of service that the County aims to provide. Proposed levels of service are summarized in Table E-7.

Table E-7: Structures Proposed Level of Service

Proposed Level of Service	Target	Performance
Maintain an average condition of 'Good' or better (BCI greater than 70)	Good (BCI>70)	Good (BCI=79.2)
Maintain 100% of bridges and major culverts above 'Very Poor' condition	100%	100%

Bridges identified for replacement are allowed to decline to 'poor' condition. Bridges rated as poor are considered acceptable in the short term except for any structures that have concerns with safety or performance. The County is currently meeting the proposed level of service targets set for structures.

4. Lifecycle Management Strategy

The County's Lifecycle Management Strategy is a set of planned activities that enable assets to provide levels of service in a sustainable way, while managing risk at the lowest lifecycle cost. Lifecycle activities detail the actions that are executed as part of the strategy. They document the activities that the County is undertaking to provide services through assets to the community. The County's lifecycle activities are organized into six (6) categories summarized in Table 4-1.

Table 4-1: Summary of Lifecycle Management Strategy

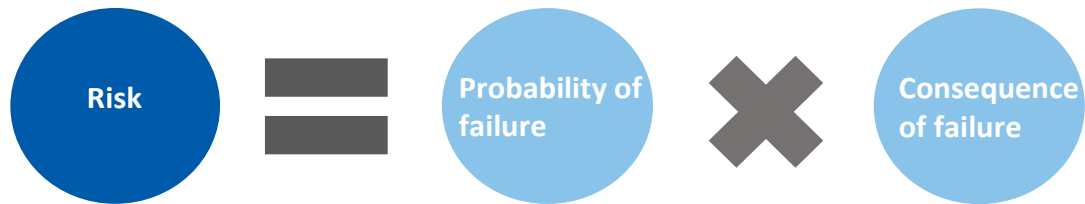
Lifecycle Activity Category	Description	Examples
Non-Infrastructure	Actions or policies that are not capital in nature, which result in lower lifecycle costs and/or extended useful life of an asset.	Demand management plans, managed failures, procurement policies, etc.
Operations and Maintenance	Regularly scheduled costs to inspect or maintain assets, or in some cases, one time repair costs that don't meet the definition of rehabilitation. Also, maintenance activities associated with unexpected events.	Annual inspections, regular cleaning, unplanned repairs, etc.
Rehabilitation	Significant repairs designed to extend the service life of an asset at a fraction of the cost of replacement.	Repair or replacement of asset components (ie. repair / replacement of HVAC system components, pavement recycling, etc.)
Replacement	Activities that involve the removal of an existing asset or major component of an asset and replacement with a new one. Replacements are planned to occur once an asset has reached the end of its useful life and rehabilitation is no longer an option.	Replacement of major components (ie. replace entire HVAC system, replace roof, etc.) Replacement of entire asset (new building, new bridge, etc.)
Disposal	Activities associated with disposing of an asset when it is no longer needed by the County and will not be replaced.	Building demolition, vehicle sale, etc.
Growth / Expansion	Planned activities to provide a new asset that did not exist previously or an expansion to an existing asset to meet an increase in demand, either through population growth or other factors.	Building addition, new building, road widening, roundabout construction, etc.

The County assesses the costs of potential lifecycle management activities to determine the lowest lifecycle strategy to manage each asset type while still meeting service levels. The total cost of ownership is the sum of lifecycle activity costs over the service life of the asset. A well-planned lifecycle management strategy can minimize the total cost of ownership of each asset and also mitigate other potential risks such as interruption to service delivery.

5. Risk Management

The County is in the process of developing a framework that assesses the potential likelihood and consequences of asset failures to estimate risk exposure using a series of specific qualitative and quantitative metrics.

The asset management risk framework will follow the following formula:



Probability of failure is a measure of how likely it is that an asset will fail at a given time and cease to provide service. The current physical condition and service life remaining are two commonly used risk parameters in determining the likelihood of failure.

Consequence of failure describes the overall effect that an assets failure will have on an organization's asset management goals. Consequence of failure can range from non-eventful to impactful. Many assets depend on other infrastructure systems to function so a single failure may have cascading effects. The consequence of failure parameters are organized by the type of consequences they pertain to; these include economic, social, environmental, operational and health and safety.

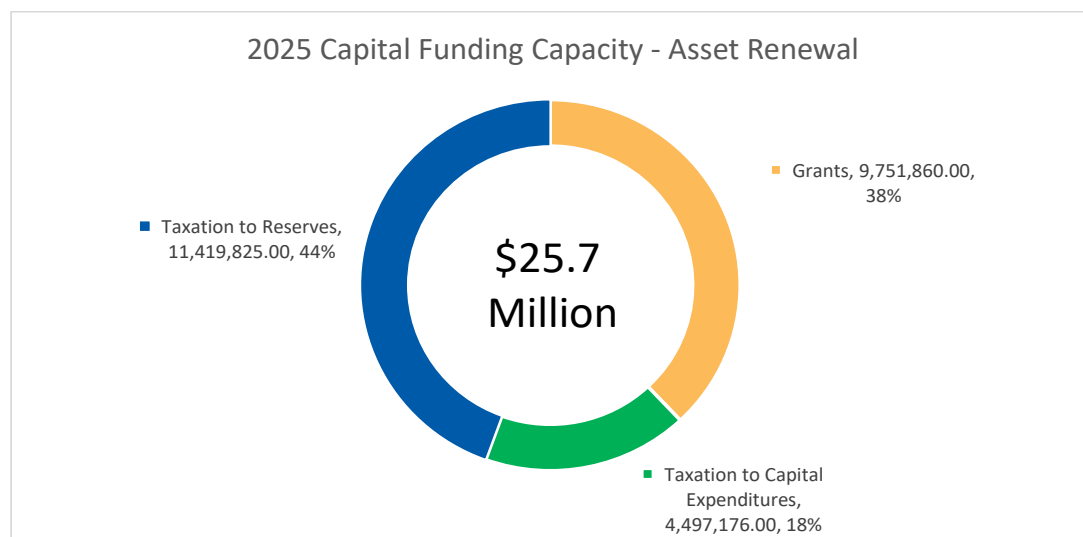
The risk management framework will be built into the County's next iteration of the asset management plan.

6. Financial Strategy

The effective financial management of County owned assets will enable the County to sustain an appropriate level of service to the community well into the future. Without properly funding asset lifecycle activities, the County will have difficult choices to make in the future which may include higher cost reactive maintenance and operational repairs, reduction in service levels, and potential reputational damage.

The County has limited avenues to generate revenue, relying primarily on property taxes, grants from upper levels of government, reserve funds and long-term financing to fund the lifecycle costs of maintaining existing infrastructure. The County's annual funding capacity is composed of taxation transferred to reserves, taxation applied directly to capital expenditures and grant funding. The County's funding capacity does not include long-term financing or transfers from existing reserves. In 2025, the County's funding capacity for existing asset renewal was **\$25.7 million**. The County's funding capacity is summarized in Figure 6-1.

Figure 6-1: 2025 Capital Funding Capacity



The County uses a sustainable funding target as an indicator of the asset portfolio's long-term financial health. The sustainable funding target is determined by establishing target reinvestment rates for each asset class. The reinvestment rate is defined as the annual funding capacity for capital renewal projects as a share of the total replacement value of the asset portfolio. The current funding capacity is compared to the sustainable funding target and if it is lower a funding gap exists.

The County uses target reinvestment rates that have been established in the Canadian Infrastructure Report Card. This report is produced by the Federation of Canadian Municipalities (FCM) and seven partner organizations to examine the state of Canada's public infrastructure and is considered the industry standard for establishing target reinvestment rates. The lower and upper reinvestment rates recommended in the report for applicable County owned asset classes are summarized in Table 6-1.

Table 6-1: Canadian Infrastructure Report Card: Target Reinvestment Rates

Asset Class	Lower Target Reinvestment Rate	Upper Target Reinvestment Rate
Roads	2.0%	3.0%
Bridges	1.0%	1.5%
Buildings	1.7%	2.5%

For asset classes that have a relatively short estimated useful life such as fleet, equipment and machinery, IT, and medical equipment the County determines a target reinvestment rate using the Sinking Fund Method. This method is a simple approach to determining a target reinvestment rate and is calculated by dividing the current replacement cost by the estimated useful life. It assumes that the interest earned on reserve fund balances will match or exceed the capital inflation rate, meaning replacement of the asset will be fully funded.

Based on these methods and using the lower target reinvestment rates, The County's sustainable funding target for existing asset renewal is **\$31.1 million**. The sustainable funding target compared to funding capacity is summarized in Table 6-2.

Table 6-2: Financial Summary

Asset Class	Current Replacement Value (\$million)	Target Reinvestment Rate	Sustainable Funding Target (\$million)	2025 Funding Capacity (\$million)
General ¹				\$7.85
Core Assets (Roads)	\$727.1	2.0%	\$14.54	\$6.46
Core Assets (Structures)	\$185.3	1.0%	\$1.85	\$1.85
Facilities	\$651.9	1.7%	\$11.08	\$7.33
Fleet	\$14.5	13.1%	\$1.90	\$0.64
Landfills	\$12.9	1.7%	\$0.22	\$0.00
Equipment & Machinery	\$4.9	8.0%	\$0.39	\$0.98
IT	\$4.1	20.0%	\$0.82	\$0.40
Medical Equipment	\$2.1	15.0%	\$0.32	\$0.16
Natural Assets	\$0.0	0.0%	\$0.00	\$0.00
Total =	\$1,602.8	1.9%	\$31.1	\$25.7

¹ The County TCA Budget has a general County Council line item which transfers taxation into general reserve funds. These reserve funds are then distributed to respective departments for annual capital expenditures.

In 2025, the County’s funding capacity for existing asset renewal was **\$25.7 million** and the sustainable funding target is **\$31.1 million**. While **83%** of the infrastructure needs are currently funded, the County faces an annual funding gap of **\$5.4 million**. If left unaddressed, this gap will continue to increase due to inflation over the next ten years and the County’s ability to maintain and replace existing assets will become increasingly impaired with each passing year.

The County currently has a total annual funding gap of

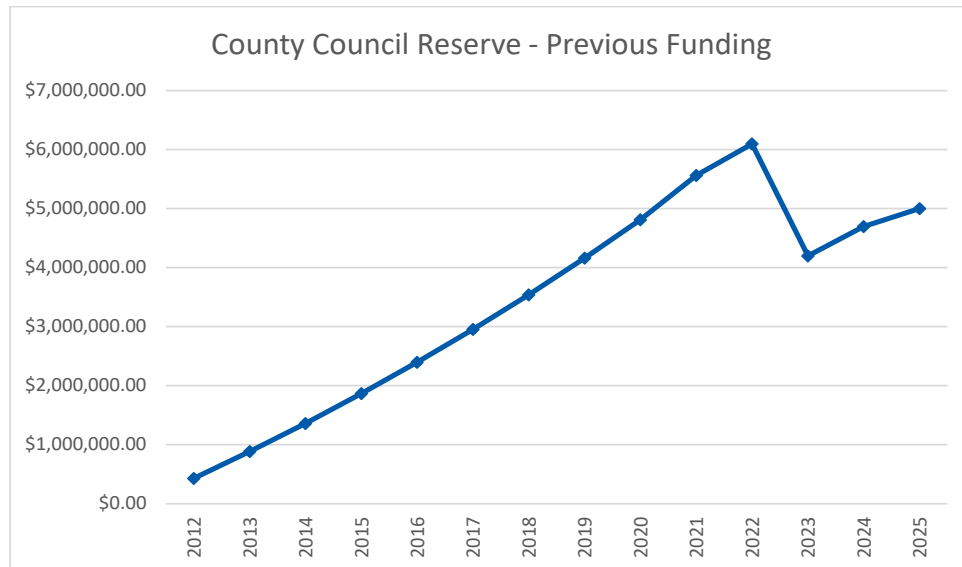
\$5.4 Million

Historically, the County has used a general County Council reserve to provide sustainable funding for the purpose of maintaining existing assets. In 2011, Council approved a funding strategy for this reserve to gradually increase funding over a ten-year period. From 2012 to 2022 funding levels increased annually to \$6.1 million in the 2022 budget year. However, funding for the reserve fell in 2023 to \$4.2 million and now sits at \$5.0 million in the 2025 budget year. This reduction in funding from 2022 levels has had a significant impact on the County’s annual funding gap. Contributions to the reserve are summarized in Table 6-3 and Figure 6-2.

Table 6-3: County Council Reserve – Previous Funding

Budget Year	County Council Reserve Previous Funding
2012	\$431,000.00
2013	\$885,000.00
2014	\$1,363,000.00
2015	\$1,866,000.00
2016	\$2,396,000.00
2017	\$2,955,000.00
2018	\$3,543,000.00
2019	\$4,162,000.00
2020	\$4,814,000.00
2021	\$5,565,000.00
2022	\$6,097,111.00
2023	\$4,200,000.00
2024	\$4,700,000.00
2025	\$5,000,000.00

Figure 6-2: County Council Reserve – Previous Funding



It is recommended that the County reestablish a funding strategy and create a new “Life Cycle Maintenance – Capital Investment” Reserve as a mechanism to fund future lifecycle costs of existing assets. This report looked at several options to fund the reserve, including:

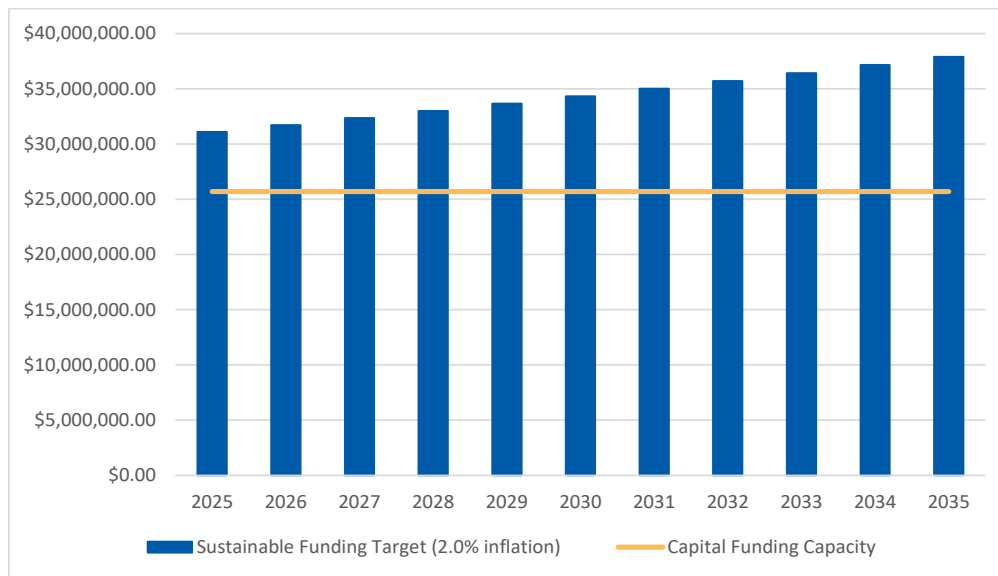
- 1) Maintain existing funding levels
- 2) Eliminate the funding gap in 2026
- 3) Eliminate the funding gap over a ten-year period
- 4) Maintain the funding gap and keep pace with inflation

These options are summarized in detail below.

Option 1 – Maintain existing funding levels

If the County’s funding capacity for existing assets stays at current levels the funding gap will continue to increase due to inflation. Assuming that inflation will be at 2.0% over the next ten years, the funding gap will grow to over \$12.2 million by 2035. With this option the County’s ability to maintain and replace existing assets will become increasingly impaired with each passing year. In the absence of sufficient reserves to fund lifecycle events the County would have no choice but to defer these projects or incur debt to pay for them. Figure 6-3 summarizes this option.

Figure 6-3: Option 1 – Maintain existing funding levels

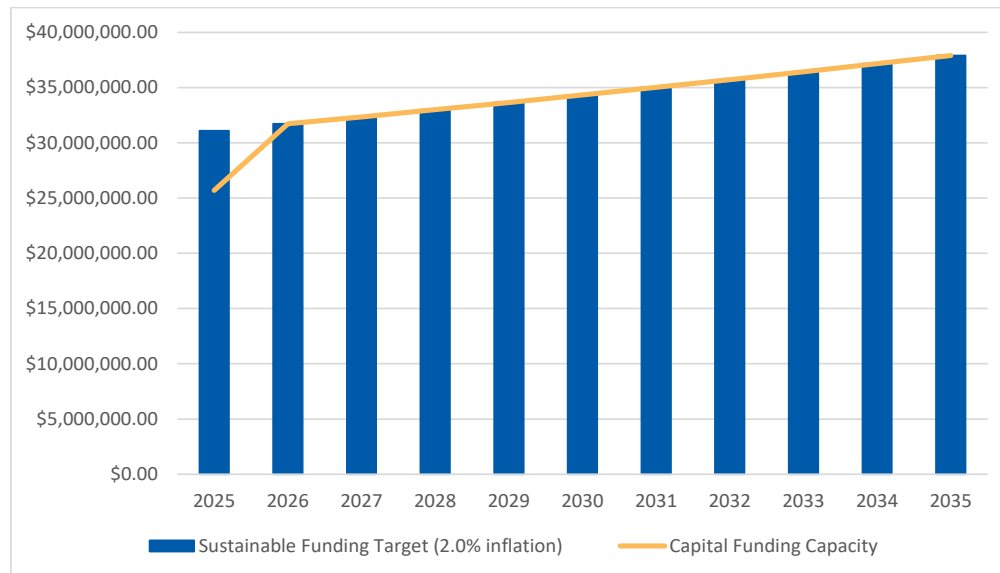


Option 2 – Eliminate the funding gap in 2026

This option would immediately eliminate the funding gap. The positive impact to this is that lifecycle events of existing assets would be fully funded by the existing ratepayer instead of passing on costs to future ratepayers. It would also grow the reserve which could be invested to generate income, thus mitigating the impact of inflation on future lifecycle costs.

However, to eliminate the funding gap, the County would need to increase the amount of taxes drawn from the tax base in 2026 by \$5.4 million. This would require a 5.31% increase to the County's tax rates in 2026. Such an increase would create a significant financial burden for ratepayers and therefore it is both impractical and unfeasible. Figure 6-4 summarizes this option.

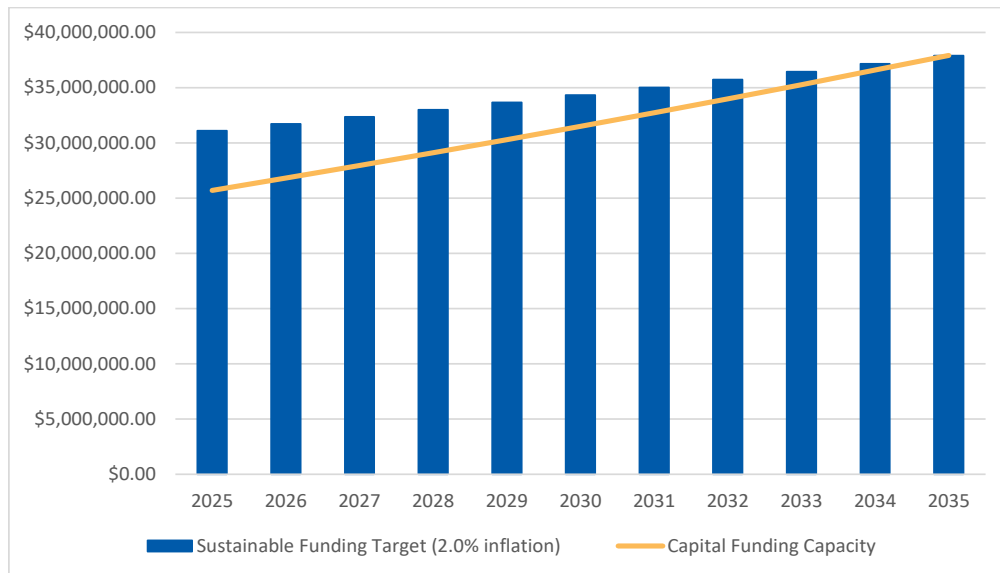
Figure 6-4: Option 2 – Eliminate the funding gap in 2026



Option 3 – Eliminate the funding gap over a ten-year period

Another option is to phase in the required amount of funding over a period of ten years. The initial funding required would be \$1.12 million in 2026 which represents a 1.10% increase in tax rates. The amount required in 2027, year two, would be \$2.25 million. The amount required in 2028, year three, would be \$3.42 million. This would continue until year 10 when the funding capacity would reach the sustainable funding target, assuming that the sustainable funding target grows at a 2.0% inflation rate. While this option eliminates the funding gap after ten years, it would still create a heavy financial burden for ratepayers. Figure 6-5 summarizes this option.

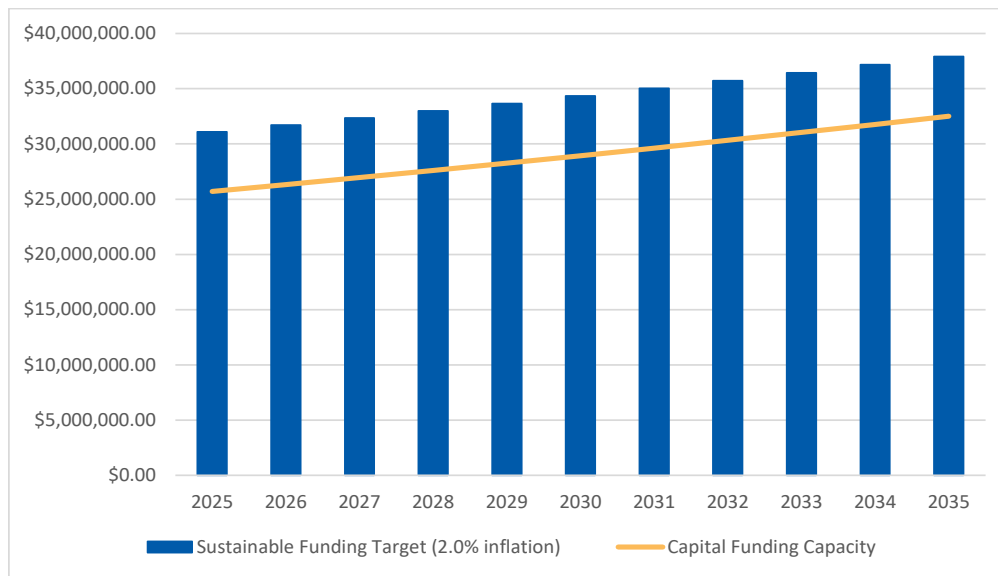
Figure 6-5: Option 3 – Eliminate the funding gap over a ten-year period



Option 4 – Maintain the funding gap and keep pace with inflation

The final option is to maintain the existing gap at \$5.4 million over a ten-year period by increasing annual funding to match a 2.0% inflation rate. Under this scenario, the initial funding required in 2026, year one, would be \$622,000 which represents a 0.61% increase in tax rates. The amount required in 2027, year two, would be \$1,256,000 (an increase of \$634,000). The amount required in 2028, year three, would be \$1,904,000 (an increase of \$648,000). This will continue until year ten. Assuming the rate of inflation is approximately 2.0%, the funding gap will remain at \$5.4 million. Figure 6-6 summarizes this option.

Figure 6-6: Option 4 – Maintain the funding gap and keep pace with inflation



Option 4 is the recommended funding strategy. This option balances the need to properly fund asset lifecycle activities with the financial burden increasing tax rates has on ratepayers. The funding gap is maintained at current levels by keeping pace with an inflation rate of 2.0%. Table 6-4 shows the proposed funding schedule of the general County Council reserves beginning in the County's 2026 Budget.

Table 6-4: County Council Reserves – Funding Schedule

Budget Year	Total Reserve Funding	Increase over previous year
2025	\$5,000,000.00	
2026	\$5,622,000.00	\$622,000.00
2027	\$6,256,000.00	\$634,000.00
2028	\$6,904,000.00	\$648,000.00
2029	\$7,564,000.00	\$660,000.00
2030	\$8,237,000.00	\$673,000.00
2031	\$8,924,000.00	\$687,000.00
2032	\$9,624,000.00	\$700,000.00
2033	\$10,339,000.00	\$715,000.00
2034	\$11,067,000.00	\$728,000.00
2035	\$11,811,000.00	\$744,000.00

One issue with this approach relates to the construction or acquisition of any new assets. The funding strategy above does not account for the lifecycle costs of new assets. As part of the planning process for new assets the County should consider the annual sustainable funding required as a percentage of the overall replacement value. As new assets come online the County's current replacement value and annual sustainable funding requirement will be adjusted accordingly.

In addition to the funding strategy above, another way to reduce the funding gap is to direct a portion of any annual surplus to the County Council Reserves.

As part of the regulation annual reports to Council are required on the progress of the County's asset management program. These updates will provide an opportunity to review and adjust the funding strategy to reflect the actual inflation rate and any new growth assets acquired or built by the County.

7. Continuous Improvement

The County is committed to continuous improvement and is working towards implementing an Enterprise-Wide Asset Management Program (EAM). The County has identified several lessons learned and future opportunities. Many of the improvements that have been implemented to date have helped the County meet current regulatory requirements. Moving forward the County is committed to exploring future enhancement opportunities to improve the quality of data, strengthen asset management processes, and allow for ease of annual monitoring and reporting. Table 7-1 summarizes the County's recommended continuous improvement actions.

Table 7-1: Continuous Improvement Actions

Actions	Timeline
Data Management & Processes	
Implement PSD Citywide enterprise asset management (EAM) system	2026
Review Asset Management Policy and update if necessary	2026
Review and improve data quality of existing asset registry	2026
Create a data governance framework for movement of data into the EAM	2026-2027
Where duplication or multiple systems/data sets are necessary, ensure the datasets are the same and that each asset has a unique ID that ties together all attribute information	2026-2030
Improve understanding of operating and maintenance needs through analysis of available data to refine lifecycle strategies and forecasting of future operating and maintenance costs for new assets.	2026-2030
Refresh lifecycle strategies and costs for all assets using the latest technical studies, tender contract pricing, and other available data.	2026-2030
Implement a risk management framework within Citywide for managing and assigning risk scores.	2026-2030
Improve corporate asset management condition assessment approaches, methodologies and ratings for all assets to enhance accuracy and confidence of asset condition results	2026-2030
Financing	
Review tangible capital assets policy and update if necessary	2026
Continue to annually review and implement a County reserve fund recovery strategy	2026-2030
Reporting	
Improve the asset management programs reporting capabilities and visualization of outputs	2026-2030
Annual reports to Council on the progress of the County's asset management program as per the regulation	2026-2030
Complete a 5-year comprehensive review and update of the AMP as per the regulation	2030

Appendix A – Service Summary: Information Technology

Information Technology

The Information Technology (IT) department supports the centralized strategic and operational technology needs of the County of Lambton and is responsible for the management and support of information technology-based services to all County Departments. The IT departments assets are pooled together through the County's financial reporting system. IT assets include items such as end user devices, IT infrastructure and communication systems.

The County's IT asset portfolio has an estimated replacement value of **\$4.1 million** (in 2023 dollars). Table A-1 shows a detailed breakdown of the IT asset inventory.

Table A-1: Asset Inventory – Information Technology

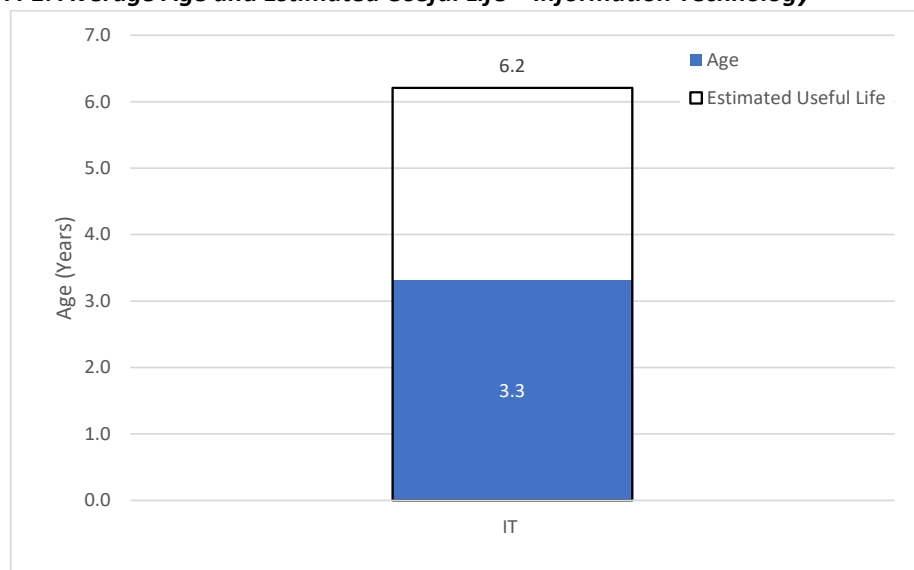
Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
IT	End User Devices, IT Infrastructure and Communication Systems	Pooled Assets		\$4,091,146
Total				\$4,091,146

¹ Current Replacement Value for IT assets is based on inflating the purchase price of assets using the Consumer Price Index (CPI) published by Statistics Canada.

Age and Estimated Useful Life

IT assets generally have a short service life and are replaced on a regular interval. The IT assets have an average age of 3.3 years old. The estimated useful life ranges from 4 to 10 years with an average of 6.2 years. The average age and estimated service life of the County's IT assets weighted by current replacement value is summarized in Figure A-1.

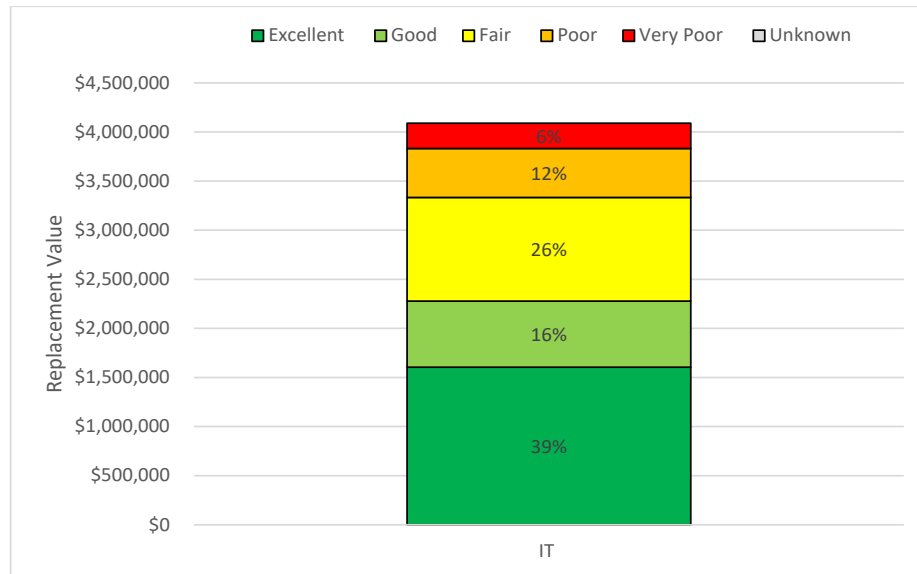
Figure A-1: Average Age and Estimated Useful Life – Information Technology



Condition

The condition of IT assets is estimated based on the age and percentage of useful life remaining. The IT assets are in Good overall condition. The condition distribution of the County's IT assets is shown in Figure A-2.

Figure A-2: Condition Summary – Information Technology



IT Summary											
County Division:		Corporate Services									
County Department:		Information Technology									
General Data											
Asset ID (from Maximo)	Asset Class	Asset Type	Quantity	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition
Varies	IT	End User Devices, IT Infrastructure, and Communication Systems	N/A	Pooled Assets	N/A	Varies				\$4,091,146	Good
										Total	
										\$4,091,146	

Current Replacement Value for IT assets is based on inflating the purchase price of assets using the Consumer Price Index (CPI) published by Statistics Canada.

Appendix B – Service Summary: Procurement & Project Management

Procurement & Project Management

The Procurement & Project Management department coordinates the construction, demolition, and maintenance of County-owned and leased facilities. The department is directly responsible for the administration facilities including the County Administration Building in Wyoming, 190 Front Street in Sarnia, Lambton Shared Services Centre in Sarnia and 218 Christina St. N. in Sarnia.

The Procurement & Project Management department's asset portfolio has an estimated replacement value of **\$52.4 million** (in 2023 dollars). Table B-1 shows a detailed breakdown of the asset inventory.

Table B-1: Asset Inventory – Procurement & Project Management

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Facilities	Administration Building, Wyoming	N/A	N/A	\$10,998,650
	190 Front Street, Sarnia	N/A	N/A	\$3,997,500
	Lambton Shared Services Centre	N/A	N/A	\$36,518,414
	218 Christina Street North, Sarnia	N/A	N/A	\$780,000
Fleet	Light-Duty Fleet	2	Each	\$115,000
Total				\$52,409,564

¹ Current Replacement Value for Facilities is based on inflating previous estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada. Current Replacement Value for Fleet is based on recent fleet purchase prices.



IMAGE: The County Administration Building

Age and Estimated Useful Life

The Procurement & Project Management department's four facilities have an average age weighted by replacement value of 44 years old. The department's assets are summarized below:

Administration Building

The County Administration Building was constructed in 1981 and has served as the main administrative hub for the County since opening. The facility has undergone a significant renewal with renovations to major building components completed in the last 10 years including: parking lot and sitework reconstruction, HVAC system upgrades, flat roof replacement, exterior window replacements and elevator upgrades. The facility is 43 years old with many major components in good or better condition.

190 Front Street, Sarnia

190 Front Street is the former CIBC building in downtown Sarnia that was purchased by the County in 2018. The facility has undergone an extensive interior renovation and reopened in the spring of 2023. The lower level of the building is currently leased to Youth Wellness Hub of Ontario, and the upper floor is used as office space for the Judith and Norman Alix Art Gallery. Although the facility is 71 years old, due to the recent renovations many major components are in good or better condition.

Lambton Shared Services Centre

The Lambton Shared Services Centre (LSSC) was originally constructed in 1982. The building was formerly used as an Eaton's department store and formed part of the downtown mall. The facility recently underwent an extensive renovation, and reopened to the public in 2022, as part of the redevelopment of the former mall site and the County's previous lease agreement. The County purchased the facility in 2024. The facility also includes four commercial retail units along the east wall of the building which are currently under renovation for future leased space. The facility is 42 years old with many major components in excellent condition.

218 Christina Street North, Sarnia

218 Christina Street North was renovated in 2022 as part of the LSSC project and was purchased in 2024. The building is currently leased to the Ministry of Children, Community and Social Services.

Fleet

The two fleet vehicles have an average age of 7 years old and an estimated useful life of 10 years. The two fleet vehicles are approaching the end of their estimated useful life.

The average age and estimated service life of the Procurement & Project Management Departments assets are summarized in Figure B-1.

Figure B-1: Average Age and Estimated Useful Life – Procurement & Project Management

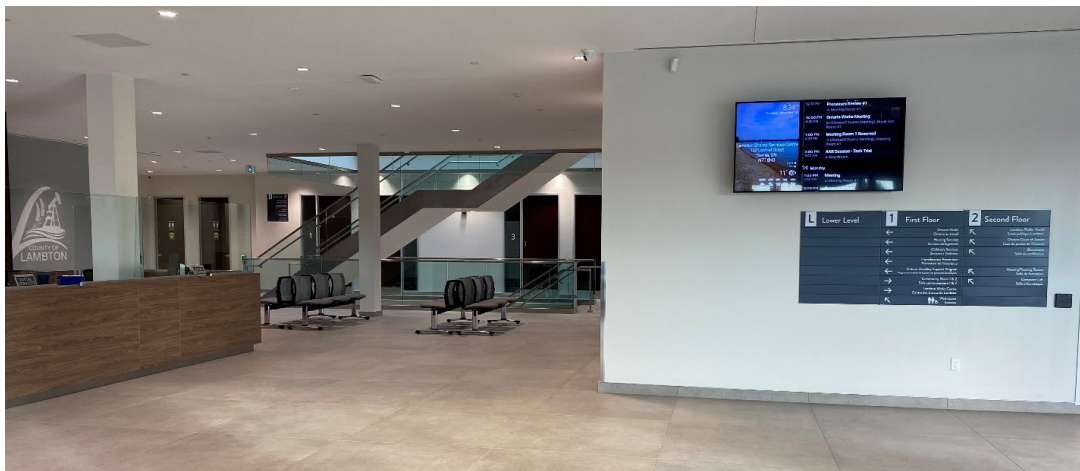
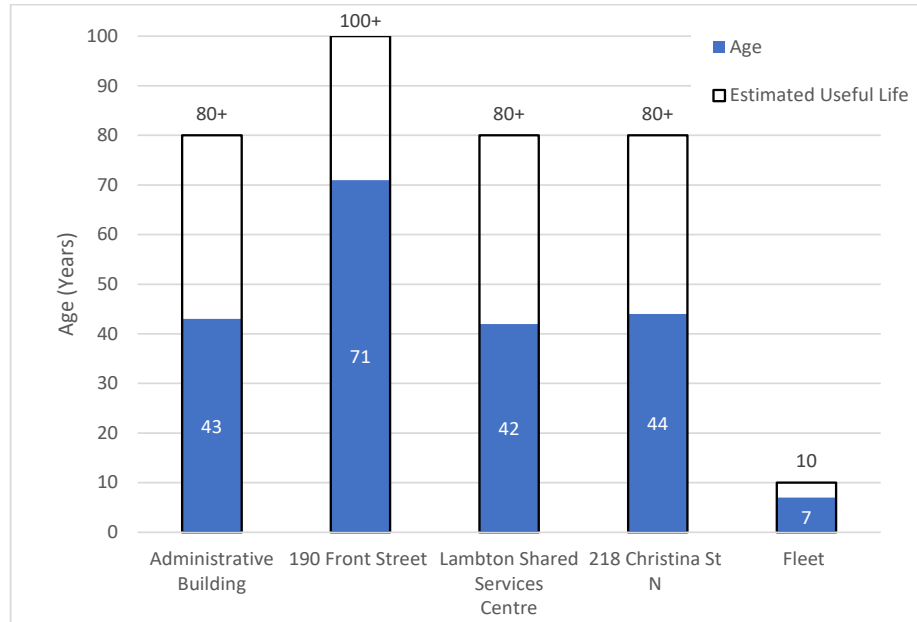
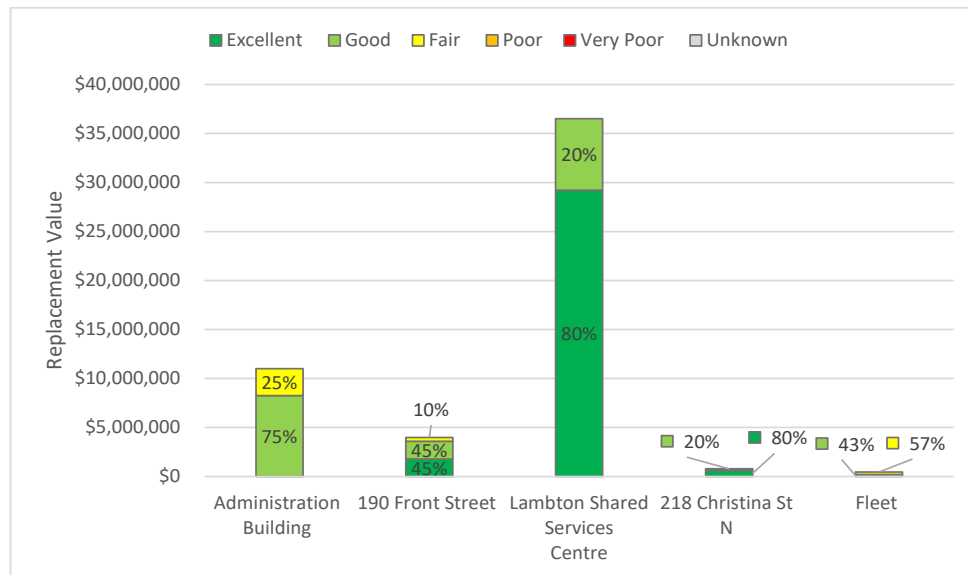


IMAGE: The Lobby of the Lambton Shared Services Centre

Condition

The condition of Procurement & Project Management facility assets is estimated based on completing a facility staff assessment which evaluates the condition of each major building component. The Administrative Building and 190 Front Street are in Good overall condition and the Lambton Shared Services Centre and 218 Christina St N are in Excellent overall condition. The condition of fleet vehicles is estimated based on the age and percentage of useful life remaining and they are in Fair overall condition. The condition distribution of the department's assets is shown in Figure B-2.

Figure B-2: Condition Summary – Procurement & Project Management



Facility Summary															
County Division:		Finance, Facilities and Court Services													
County Department:		Procurement & Project Management													
General Data															
Asset ID (from Maximo)	Facility Name	Location	Asset Class	Asset Type	Description	Year Constructed	Age	Gross Floor Area		Floors Below Grade	Floors Above Grade	Current Replacement Value Unit Rate (\$/sq.ft)	Current Replacement Value	Condition	Condition Method
								sq.ft	sq.m						
CFS-ADMWYO	Administrative Building	789 Broadway Street, Wyoming, ON	Facility	Office	The main administrative hub for the County of Lambton including office space and County Council Chambers.	1981	43	33842	3144	0	2	\$325	\$10,998,650	Good	Staff Assessment
CFS-CIBC	190 Front St, Sarnia, ON	190 Front St, Sarnia, ON	Facility	Office	Office space and meeting rooms connected directly to the main JNAAG building on the upper level. Space leased to Youth Wellness Hub of Ontario on the lower level.	1953	71	12300	1143	1	3	\$325	\$3,997,500	Good	Staff Assessment
LSS-LSSC	Lambton Shared Services Centre (LSSC)	162 Lochiel St, Sarnia	Facility	Office	Office space and meeting rooms. Departments Homelessness Prevention & Children’s Services, Court Services, Housing Services, Ontario Works, and some program areas from Lambton Public Health and Procurement and Project Management.	1982	42	112364	10439	1	2	\$325	\$36,518,414	Excellent	Staff Assessment
N/A	218 Chrstina St. N	218 Chrstina St. N, Sarnia	Facility	Office / Commercial	Commercial space fronting onto Christina St N. Currently leased to Ministry of Children, Community and Social Services.	1980	44	2400	223	0	1	\$325	\$780,000	Excellent	Staff Assessment
							Average	Total	Total				Total		
							44	158506	14726				\$52,294,564		

Current Replacement Value for Facilities is based on inflating previous estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.

Fleet Summary													
County Division:		Finance, Facilities and Court Services											
County Department:		Procurement & Project Management											
General Data													
Asset ID (from Maximo)	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition Score (% EUL Remaining)	Condition	Condition Assessment Method
8129	Fleet	Light Duty Fleet	Hybrid Sedan		Ford Fusion (Hybrid)	2018	6	10	\$50,000	\$50,000	40%	Good	Age Based
7830	Fleet	Light Duty Fleet	Pickup 2x4		Ford F-150	2016	8	10	\$65,000	\$65,000	20%	Fair	Age Based
							Average			Total	Average	Average	
							7			\$115,000	30%	Fair	

Current Replacement Value for Fleet is based on recent fleet purchase prices.

Appendix C – Service Summary: Public Works

Public Works

It is the responsibility of the Public Works department to maintain and upgrade the County Road Network which includes 1,376 lane kilometres of roads and 186 structures (bridges and major culverts). Roads and Structures are considered Core Municipal Infrastructure Assets under Ontario Regulation 588/17 and are reviewed in detail in Appendix D and Appendix E. In addition to the core assets, the department is responsible for four operation depots, sixteen pick-up trucks, fourteen snowplows, four dump trucks and various pieces of equipment and machinery.

The County's Public Works asset portfolio has an estimated replacement value of **\$940.7 million** (in 2023 dollars) which includes \$912.4 million worth of core assets and \$28.3 million worth of the other municipal assets. Table C-1 shows a detailed breakdown of the asset inventory.

Table C-1: Asset Inventory – Public Works

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Core Assets	Roads	1,376	Lane-km	\$727,102,128
	Structures	187	Each	\$185,323,602
Facilities	Depots	4	Each	\$15,806,525
Fleet	Light-Duty Fleet	16	Each	\$1,010,000
	Heavy-Duty Fleet	18	Each	\$6,620,000
Equipment and Machinery	Varies	46	Each	\$4,859,500
Total				\$940,721,755

¹ Current Replacement Value for Core Assets see 2023 Core Infrastructure Asset Management Plan. Current Replacement Value for Facilities is based on inflating previous estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada. Current Replacement Value for Fleet and Equipment and Machinery is based on recent purchase prices or current supplier estimates.



IMAGE: County of Lambton Snowplow during Winter Operations

The following reports support the Public Works Department's asset management initiatives:

- 5-Year Roads Construction Program, updated annually to Council.

Age and Estimated Useful Life

The average age of the Public Works department's four facilities weighted by replacement value is 48 years old. The assets are summarized below:

Forest Depot

The Forest Depot was originally built in 1975 by the County. A building addition was constructed in 1986 and again in 2011. Each building addition included major renovations to the existing building. A sand and salt storage dome was constructed in 2006 and the fuel centre at the site was reconstructed in 2023.

Oil City Depot

The Oil City Depot was previously owned by the Ministry of Transportation (MTO). Records show the original building on the site was constructed in 1967 and the sand and salt storage dome was constructed in the early 1980s. The facility was transferred to the County in 2001. A building addition and renewal of the existing building was completed in 2006. The fuel centre was constructed in 2006 as part of the building addition.

Petrolia Depot

The Petrolia Depot was constructed by the County in 1981, and the sand and salt storage dome was constructed in 1983. The fuel centre was reconstructed in 2024.

Warwick Depot

The Warwick Depot was previously owned by the MTO. Records show the building and the sand and salt storage dome were constructed in the early 1980s. The facility was transferred to the County in 2001.

Fleet

Public Works fleet vehicles include 16 pickup trucks, 14 snowplows and 4 dump trucks. The fleet vehicles have the following average age:

- Light-duty fleet (pickups): 5.6 years
- Heavy-duty fleet (snowplows and dump trucks): 7.6 years

Light-duty fleet vehicles have an estimated useful life of 5 years. Heavy-duty fleet vehicles have an estimated useful life of 10 years.

Equipment and Machinery

Public Works equipment and machinery includes a variety of asset types including: linestriper, grader, excavator, loader, brush chipper, mower, compactor, attachment, trailer, lifting equipment, remote weather information system (RWIS), brine tank and tools. The equipment and machinery has an average age of 10.2 years old. The estimated useful life ranges from 5 to 25 years with an average of 13.6 years.

The average age and estimated service life of the Public Works assets are summarized in Figure C-1.

Figure C-1: Average Age and Estimated Useful Life – Public Works

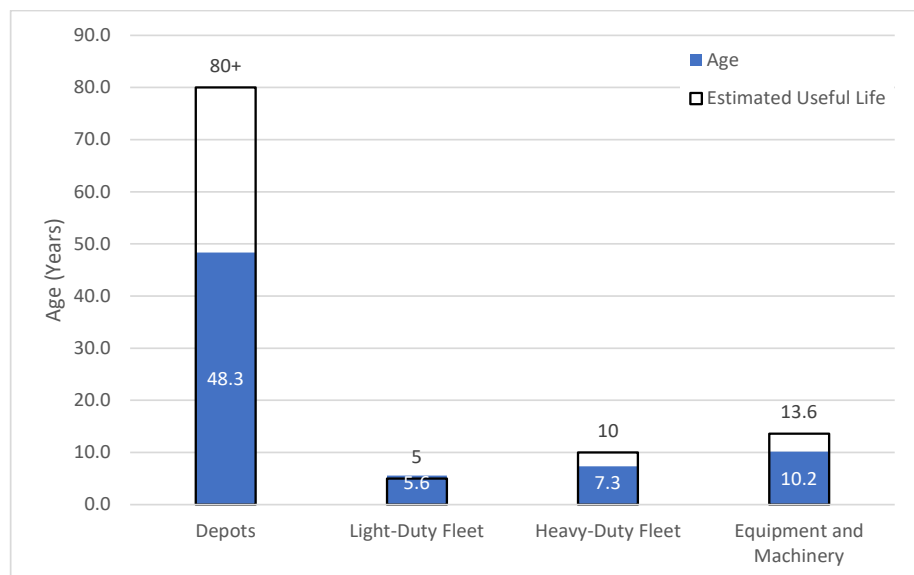


IMAGE: Sand and Salt Storage Dome at the Forest Operations Depot

Condition

The condition of Public Works facility assets is estimated based on completing a facility staff assessment which evaluates the condition of each major building component. The Forest, Oil City and Warwick Depots are assessed to be in Good overall condition, and the Petrolia Depot is assessed in Fair overall condition. The condition of fleet vehicles and equipment and machinery are estimated based on the age and percentage of useful life remaining. The Public Works Fleet is in Fair overall condition, and the Equipment and Machinery is in Good overall condition. The condition distribution of the department's assets is shown in Figure C-2.

Figure C-2: Condition Summary – Public Works

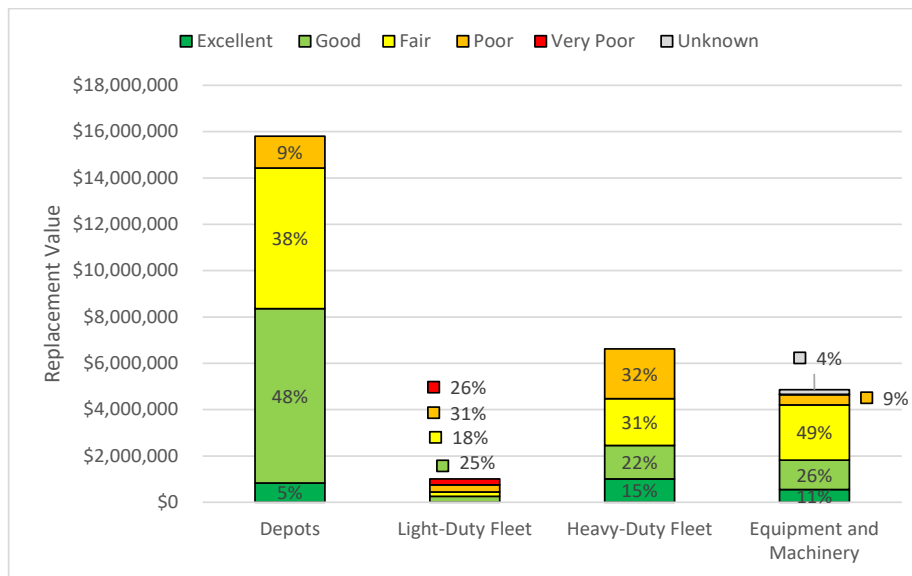


IMAGE: County of Lambton Grader in Storage

Facility Summary															
County Division:		Infrastructure & Development Services													
County Department:		Public Works													
General Data															
Asset ID (from Maximo)	Facility Name	Location	Asset Class	Asset Type	Description	Year Constructed	Age	Gross Floor Area		Floors Below Grade	Floors Above Grade	Current Replacement Value Unit Rate (\$/sq.ft)	Current Replacement Value	Condition	Condition Assessment Method
								sq.ft	sq.m						
RDS-FOREST	Forest Depot	6958 Townsend Line, Forest	Facility	PW Depot	Main Building	1975	49	12120	1126	0	2	\$275	\$3,333,000	Good	Staff Assessment
					Sand/Salt Dome	2006	18	10800	1003	0	1	\$50	\$540,000		
					Coverall	2021	3	1000	93	0	1	\$50	\$50,000		
					Fuel Centre	2023	1	N/A				\$250,000			
RDS-OILCITY	Oil City Depot	3024 Oil Heritage Road, Oil City	Facility	PW Depot	Main Building	1967	57	12325	1145	0	2	\$275	\$3,389,375	Good	Staff Assessment
					Sand/Salt Dome	1980	44	7854	730	0	1	\$50	\$392,700		
					2 Storage Sheds	1964	60	2000	186	0	1	\$50	\$100,000		
					Coverall	2021	3	1000	93	0	1	\$50	\$50,000		
					Fuel Centre	2006	18	N/A				\$250,000			
RDS-PETROLIA	Petrolia Depot	304 Centre Street, Petrolia	Facility	PW Depot	Main Building	1981	43	17000	1579	0	2	\$275	\$4,675,000	Fair	Staff Assessment
					Sand/Salt Dome	1983	41	7854	730	0	1	\$50	\$392,700		
					Fuel Centre	2024	0	N/A				\$250,000			
RDS-WARWICK	Warwick Depot	6905 London Line, Warwick	Facility	PW Depot	Main Building	1980	44	5508	512	0	2	\$275	\$1,514,700	Good	Staff Assessment
					Sand/Salt Dome	1980	44	10381	964	0	1	\$50	\$519,050		
					2 Storage Sheds	1980	44	2000	186	0	1	\$50	\$100,000		
							Average Main Bldg	Total Main Bldg					Total	Average	
							48	46953	4362				\$15,806,525	Good	

Current Replacement Value for Facilities is based on inflating previous estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.

Fleet Summary													
County Division:		Infrastructure & Development Services											
County Department:		Public Works											
General Data													
Asset ID (from PW)	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition Score (% EUL Remaining)	Condition	Condition Assessment Method
01-16	Fleet	Light-duty Fleet	Pickup		DODGE RAM 1500	2016	8	5	\$60,000	\$60,000	-60%	Very Poor	Age Based
02-21	Fleet	Light-duty Fleet	Pickup 4x4		FORD F150 XLT 4X4	2021	3	5	\$65,000	\$65,000	40%	Good	Age Based
03-19	Fleet	Light-duty Fleet	Pickup		FORD F150 XLT	2019	5	5	\$60,000	\$60,000	0%	Poor	Age Based
04-22	Fleet	Light-duty Fleet	Pickup 4x4		FORD F150 XLT 4X4	2022	2	5	\$65,000	\$65,000	60%	Good	Age Based
05-18	Fleet	Light-duty Fleet	Pickup 4x4	Replacement ordered 05-24 (9356)	FORD F150 TRUCK XLT 4X4	2018	6	5	\$65,000	\$65,000	-20%	Poor	Age Based
06-15	Fleet	Light-duty Fleet	Pickup		CHEVROLET SILVERADO	2015	9	5	\$60,000	\$60,000	-80%	Very Poor	Age Based
07-15	Fleet	Light-duty Fleet	Pickup		CHEVROLET SILVERADO	2015	9	5	\$60,000	\$60,000	-80%	Very Poor	Age Based
08-19	Fleet	Light-duty Fleet	Pickup 4x4		FORD F150 XLT 4X4	2019	5	5	\$65,000	\$65,000	0%	Poor	Age Based
10-19	Fleet	Light-duty Fleet	Pickup		FORD F150 XLT CREWCAB	2019	5	5	\$60,000	\$60,000	0%	Poor	Age Based
11-18	Fleet	Light-duty Fleet	Pickup		FORD F150 XLT CREWCAB	2018	6	5	\$60,000	\$60,000	-20%	Poor	Age Based
12-20	Fleet	Light-duty Fleet	Pickup 4x4		FORD F150 TRUCK XLT 4X4	2020	4	5	\$65,000	\$65,000	20%	Fair	Age Based
14-22	Fleet	Light-duty Fleet	Pickup 4x4		FORD F150 XLT 4X4	2022	2	5	\$65,000	\$65,000	60%	Good	Age Based
15-20	Fleet	Light-duty Fleet	Pickup		FORD PICKUP 2X4 REG CAB	2020	4	5	\$60,000	\$60,000	20%	Fair	Age Based
16-20	Fleet	Light-duty Fleet	Pickup		FORD PICKUP 2X4 REG CAB	2020	4	5	\$60,000	\$60,000	20%	Fair	Age Based
17-21	Fleet	Light-duty Fleet	Pickup		FORD F150 EXT CAB	2021	3	5	\$60,000	\$60,000	40%	Good	Age Based
18-10	Fleet	Light-duty Fleet	Pickup SD	Replacement ordered 18-23 (9128)	FORD F250	2010	14	5	\$80,000	\$80,000	-180%	Very Poor	Age Based
20-20	Fleet	Heavy-duty Fleet	Tandem Axle Truck		Freightliner 114SD	2020	4	10	\$430,000	\$430,000	60%	Good	Age Based
21-19	Fleet	Heavy-duty Fleet	Tandem Axle Truck		Freightliner 114SD	2019	5	10	\$430,000	\$430,000	50%	Good	Age Based
22-17	Fleet	Heavy-duty Fleet	Tandem Axle Truck		Freightliner 114SD	2017	7	10	\$430,000	\$430,000	30%	Fair	Age Based
23-11	Fleet	Heavy-duty Fleet	Tandem Axle Truck	Replacement ordered 23-23 (8970)	International	2011	13	10	\$430,000	\$430,000	-30%	Poor	Age Based
24-16	Fleet	Heavy-duty Fleet	Tandem Axle Truck		International	2016	8	10	\$430,000	\$430,000	20%	Fair	Age Based
25-15	Fleet	Heavy-duty Fleet	Tandem Axle Truck		International	2015	9	10	\$430,000	\$430,000	10%	Fair	Age Based
26-12	Fleet	Heavy-duty Fleet	Tandem Axle Truck	Replacement ordered 26-24 (9130)	International	2012	12	10	\$430,000	\$430,000	-20%	Poor	Age Based
27-13	Fleet	Heavy-duty Fleet	Tandem Axle Truck		International	2013	11	10	\$430,000	\$430,000	-10%	Poor	Age Based
28-14	Fleet	Heavy-duty Fleet	Tandem Axle Truck		International	2014	10	10	\$430,000	\$430,000	0%	Poor	Age Based
29-15	Fleet	Heavy-duty Fleet	Tandem Axle Truck		International	2015	9	10	\$430,000	\$430,000	10%	Fair	Age Based
30-12	Fleet	Heavy-duty Fleet	Tandem Axle Truck	Replacement ordered 30-24 (9131)	International	2012	12	10	\$430,000	\$430,000	-20%	Poor	Age Based
31-23	Fleet	Heavy-duty Fleet	Tandem Axle Truck		International	2023	1	10	\$430,000	\$430,000	90%	Excellent	Age Based
32-18	Fleet	Heavy-duty Fleet	Tandem Axle Truck		International	2018	6	10	\$430,000	\$430,000	40%	Good	Age Based
33-21	Fleet	Heavy-duty Fleet	Tandem Axle Truck		Freightliner 114SD	2021	3	10	\$430,000	\$430,000	70%	Excellent	Age Based
37-18	Fleet	Heavy-duty Fleet	Single Axle Truck		International 4300	2018	6	10	\$150,000	\$150,000	40%	Good	Age Based
38-23	Fleet	Heavy-duty Fleet	Single Axle Truck		International CV515	2023	1	10	\$150,000	\$150,000	90%	Excellent	Age Based
39-17	Fleet	Heavy-duty Fleet	Single Axle Truck		International 4300	2017	7	10	\$150,000	\$150,000	30%	Fair	Age Based
40-16	Fleet	Heavy-duty Fleet	Single Axle Truck		International 4300	2016	8	10	\$150,000	\$150,000	20%	Fair	Age Based
							Average			Total	Average	Average	
							6.5			\$7,630,000	9%	Fair	

Current Replacement Value for Fleet is based on recent purchase prices or current supplier estimates.

Equipment & Machinery Summary												
County Division:		Infrastructure & Development Services										
County Department:		Public Works										
General Data												
Asset ID (from PW)	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition Score (% EUL Remaining)	Condition
41-20	Equipment & Machinery	Linestriper		2019 Rebuild to Painter Components (8408), 2020 Chassis Only (8545), 2012/2023 Painter Component Addons (8910/9133)	FREIGHTLINER LINESTRIPER	2020	4	10		\$750,000	60%	Good
42-20	Equipment & Machinery	Linestriper			GRACO PORTABLE LINESTRIPER	2020	4	10		\$14,000	60%	Good
42-01	Equipment & Machinery	Linestriper			PORTABLE LINESTRIPER	2001	23	20		\$14,000	-15%	Poor
50-05	Equipment & Machinery	Grader		Betterment in 2019	VOLVO G74B GRADER - Forest	2005	19	20		\$450,000	5%	Fair
51-03	Equipment & Machinery	Grader		Betterment in 2019	VOLVO G740B GRADER - Oil Springs	2003	21	22		\$450,000	5%	Fair
52-09	Equipment & Machinery	Excavator		Refurbished in 2023 (9134)	NEW HOLLAND E215B HYDRAULIC EXCAVATOR	2009	15	20		\$550,000	25%	Fair
56-17	Equipment & Machinery	Excavator			Ring-O-Matic 850 VX Vaccum Excavator	2017	7	10		\$130,000	30%	Fair
53-22	Equipment & Machinery	Loader			CASE 580 SN BACKHOE/LOADER	2022	2	10		\$200,000	80%	Excellent
60-21	Equipment & Machinery	Loader			CASE 570 NXT TRACTOR 4X4 - Petrolia Location	2021	3	10		\$220,000	70%	Excellent
61-13	Equipment & Machinery	Loader			CASE 570 NXT TRACTOR/LOADER - Forest Location	2013	11	10		\$220,000	-10%	Poor
62-18	Equipment & Machinery	Loader			CASE MAXXUM 115 CVT LOADER TRACTOR Agri - Oil Springs	2018	6	10		\$220,000	40%	Good
63-14	Equipment & Machinery	Loader		Refurbished in 2023 (9135)	Catrepillar 924K ARTICULATED WHEEL LDR - Forest	2014	10	14		\$250,000	29%	Fair
64-16	Equipment & Machinery	Loader			CASE 621F ARTICULATED WHEEL LDR - Oil Springs	2016	8	10		\$250,000	20%	Fair
54-10	Equipment & Machinery	Roller			SINGLE CASE SV208 DRUM ROLLER	2010	14	15		\$130,000	7%	Fair
	Equipment & Machinery	Roller			Diesel Bomag Walk behing double roller Total 1	2013	11	10		\$12,000	-10%	Poor
55-19	Equipment & Machinery	Brush Chipper			Bandit Intimidator 15XPC Brush Chipper	2019	5	10		\$100,000	50%	Good
65-16	Equipment & Machinery	Mower			Club Cadet 5040 Mower	2016	8	10		\$16,500	20%	Fair
70	Equipment & Machinery	Compactor			Plate Compactor	2005	19	20		\$5,000	5%	Fair
71	Equipment & Machinery	Compactor			Jumping Jack	2005	19	20		\$5,000	5%	Fair
	Equipment & Machinery	Attachment			Midland Model WA405 Road Widener Total 1	2019	5	10			50%	Good
80-21	Equipment & Machinery	Attachment			Jumbo Frontline Votex Flail Mower	2021	3	10		\$35,000	70%	Excellent

Equipment & Machinery Summary												
County Division:		Infrastructure & Development Services										
County Department:		Public Works										
General Data												
Asset ID (from PW)	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition Score (% EUL Remaining)	Condition
76-19	Equipment & Machinery	Attachment			Votex Jumbo Flail Mower	2019	5	10		\$25,000	50%	Good
81-17	Equipment & Machinery	Attachment			Lely 205 HD Disc Mower	2017	7	10		\$12,000	30%	Fair
78-20	Equipment & Machinery	Attachment			EDDYNET SWEEPER	2020	4	10		\$20,000	60%	Good
77-22	Equipment & Machinery	Attachment			Sami -Tractor mount broom	2022	2	10		\$12,000	80%	Excellent
85-23	Equipment & Machinery	Attachment			HFL HSG902 shoulder grader	2023	1	10		\$10,000	90%	Excellent
67-08	Equipment & Machinery	Trailer			WITZ RG5 HYDRAULIC GOOSENECK TRLR	2008	16	20		\$100,000	20%	Fair
	Equipment & Machinery	Trailer			UTILITY TRAILER	2009	15	20		\$6,000	25%	Fair
	Equipment & Machinery	Trailer			EMERENCY ROAD CLOSED TRAILER	2020	4	10		\$6,000	60%	Good
	Equipment & Machinery	Trailer			EMERENCY ROAD CLOSED TRAILER	2020	4	10		\$6,000	60%	Good
	Equipment & Machinery	Trailer			EMERENCY ROAD CLOSED TRAILER	2020	4	10		\$6,000	60%	Good
	Equipment & Machinery	Trailer			EMERENCY ROAD CLOSED TRAILER	2020	4	10		\$6,000	60%	Good
81-20	Equipment & Machinery	Trailer			VER-MAC PCMS320 Message Board - Data logger	2020	4	10		\$30,000	60%	Good
82-20	Equipment & Machinery	Trailer			VER-MAC PCMS320 Message Board	2020	4	10		\$30,000	60%	Good
83-21	Equipment & Machinery	Trailer			VER-MAC PCMS320 Message Board	2021	3	10		\$30,000	70%	Excellent
84-21	Equipment & Machinery	Trailer			VER-MAC PCMS320 Message Board - Data logger	2021	3	10		\$30,000	70%	Excellent
	Equipment & Machinery	Trailer			Utility Trailer - 2022	2022	2	10		\$6,000	80%	Excellent
	Equipment & Machinery	Trailer			Utility Trailer - 2023	2023	1	10		\$6,000	90%	Excellent
	Equipment & Machinery	Lifting Equipment			Electric Chain Hoist	1996	28	20		\$10,000	-40%	Very Poor
	Equipment & Machinery	Lifting Equipment			Electric Chain Hoist	1998	26	20		\$10,000	-30%	Poor
	Equipment & Machinery	Lifting Equipment			6 TON PORTABLE CRANE	1998	26	20		\$20,000	-30%	Poor
	Equipment & Machinery	Lifting Equipment			TWO POINT HOIST - 18000 LBS	2003	21	20		\$20,000	-5%	Poor
	Equipment & Machinery	Lifting Equipment			Petrolia Depot Hoist	2004	20	25		\$30,000	20%	Fair

Equipment & Machinery Summary												
County Division:		Infrastructure & Development Services										
County Department:		Public Works										
General Data												
Asset ID (from PW)	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition Score (% EUL Remaining)	Condition
	Equipment & Machinery	Lifting Equipment			WHEEL LIFT SYSTEM	2004	20	20		\$20,000	0%	Poor
	Equipment & Machinery	RWIS		RWIS Stations (3 Total)		Varies	5	10	\$18,000	\$54,000	50%	Good
	Equipment & Machinery	Brine Tank		Brine Tanks (12 Total)		Varies	10.5	10	Varies	\$133,000	-5%	Poor
	Equipment & Machinery	Tools		Tools Pool		Varies				\$200,000	N/A	N/A
							Average			Total	Average	Average
							10.2	13.6		\$4,859,500	34%	Good

Current Replacement Value for and Equipment and Machinery is based on recent purchase prices or current supplier estimates.

Appendix D – Service Summary: Public Works Core Assets Roads



Roads Gallery

Road network at a glance:



1,376 lane km
of **arterial roads**
including:



181 lane km
of **urban asphalt**



1,152 lane km
of **rural asphalt**



43 lane km
of **rural gravel**

Supporting assets, including:



2
roundabouts



51 signalized
intersections



5,600
signs



29 flashing
beacons



80
streetlights



28,000 m of
safety barriers

Average Condition



GOOD RATING = 84/100



\$727.1
MILLION

current replacement value

Public Works – Core Assets Roads

The County of Lambton strives to provide a safe, efficient, and reliable arterial road network that supports the movement of traffic throughout the County. A well-maintained road network plays a key part in providing responsive and efficient services to the community. The County owns and maintains 647 centreline kilometres of roads, or a total of 1,376 lane kilometres.

The asset management plan provides all road measurements in lane kilometres. Lane kilometres take into consideration the number of lanes on the road, which factors in the size of the road and better reflects the maintenance, rehabilitation, and replacement costs. While, centreline kilometres are a measurement of the actual length of roads within the County or the distance travelled between locations.

For the purposes of the asset management plan the road network is divided into the following three asset types:

- 181 lane km's of urban arterial asphalt roads
- 1,152 lane km's of rural arterial asphalt roads
- 43 lane km's of rural arterial gravel roads

The road network also includes many supporting assets that are required for the safe movement of vehicles. These assets include roundabouts, signalized intersections, signage, flashing beacons, street lights and safety barriers. A summary of the road network infrastructure in the County of Lambton is provided in Table D-1 and Table D-2.

Table D-1: Road Network Asset Summary

Road Network				
Asset Type	Length (lane-km)	Pavement Area (m ²)	Average Age ¹ (years)	Average Condition (PCI)
Urban Arterial – Asphalt	181	623,371	15.1	83.5
Rural Arterial – Asphalt	1,152	4,840,059	12.3	83.8
Rural Arterial – Gravel	43	157,989	N/A	98.0
Total	1,376	5,228,501	13.5	83.9

¹ Age of a road segment is considered from the date of the last major rehabilitation. Age information for gravel roads is not reliable as they are maintained annually.

Table D-2: Road Network Supporting Assets Summary

Supporting Assets			
Asset Type	Quantity	Unit	Average Age (years)
Roundabouts	2	Each	7.5
Signalized Intersections	115	Legs ¹	N/A
Signage	5,600	Each	N/A
Flashing Beacons	29	Each	N/A
Streetlights	80	Each	N/A
Safety Barriers	28,000	Length (m)	N/A

¹ Intersections have shared ownership if the joining road is owned by a local municipality. A leg is considered as one direction of travel (i.e., a standard four-way intersection has 4 total legs).

Asset Inventory

The County's road network is comprised of a total of 34 numbered County roads. Each County road is divided into clearly identified segments that are distinguished by major intersections, in total there are 621 road segments. A map showing the location of all County Roads is provided at the end of this Appendix.

Each segment is labelled with an asset type that identifies what setting the roadway is in. The County has two distinct roadway settings, including:

- Urban which has curb and gutter at the edge of the pavement and underground infrastructure that is owned by the local municipality.
- Rural which has granular or paved shoulders and roadside ditches.

Most of the roads within the County network are paved with a small quantity of gravel roads identified as Rural Arterial Gravel. Each road segment is assigned with various attribute information, such as:

- Condition
- Age
- Road dimensions
- Traffic conditions
- Current replacement costs
- Maintenance and rehabilitation history

The County also follows Ontario Regulation 239/02: Minimum Maintenance Standards for Municipal Highways which defines classes of highways based on the posted speed limit and average daily traffic.

Roads with higher speed limits and average daily traffic require more frequent inspections and quicker response times to identified deficiencies such as potholes, debris, snow and ice accumulation, etc. County roads are divided into the classes summarized in Table D-3. A map showing the class of all County roads is provided at the end of this Appendix.

Table D-3: Minimum Maintenance Standards Classification

Road Class	Patrolling Frequency	Length (lane-km)
Class 1	3 times every 7 days	0.7
Class 2	2 times every 7 days	306.3
Class 3	Once every 7 days	857.7
Class 4	Once every 14 days	171.1
Class 5	Once every 30 days	40.6

The current replacement values of assets in the road network are based on recent trends in reconstruction costs and totals an estimated \$727.1 million, including:

- \$99.5 million in Urban Arterial Asphalt Roads
- \$576.2 million in Rural Arterial Asphalt Roads
- \$21.6 million in Rural Arterial Gravel Roads
- \$29.9 million in Supporting Assets

A summary of current replacement values is provided in Table D-4 and D-5.

Table D-4: Road Network Valuation

Road Network		
Asset Type	Length (lane-km)	Current Replacement Value ¹
Urban Arterial Asphalt	181	\$99,502,568
Rural Arterial Asphalt	1,152	\$576,155,992
Rural Arterial Gravel ²	43	\$21,570,568
Subtotal	1,376	\$697,229,128

¹ The following unit rates were used to calculate Current Replacement Value: Urban Arterial Asphalt = \$550,000 / lane km, Rural Arterial Asphalt = \$500,000 / lane km and Rural Arterial Gravel = \$500,000 / lane km.

² Rural Arterial Gravel roads will be replaced with asphalt roads whenever feasible, as such Rural Asphalt Arterial unit rates have been used for Rural Arterial Gravel roads.

Table D-5: Supporting Assets Valuation

Additional Road Assets			
Asset Type	Quantity	Units	Current Replacement Value ¹
Roundabouts	2	Each	\$4,000,000
Signalized Intersections	115	Legs	\$6,900,000
Signage	5,600	Each	\$980,000
Flashing Beacons	29	Each	\$85,000
Streetlights	80	Each	\$520,000
Safety Barriers	28,000	Length (m)	\$17,388,000
Subtotal	N/A	N/A	\$29,873,000

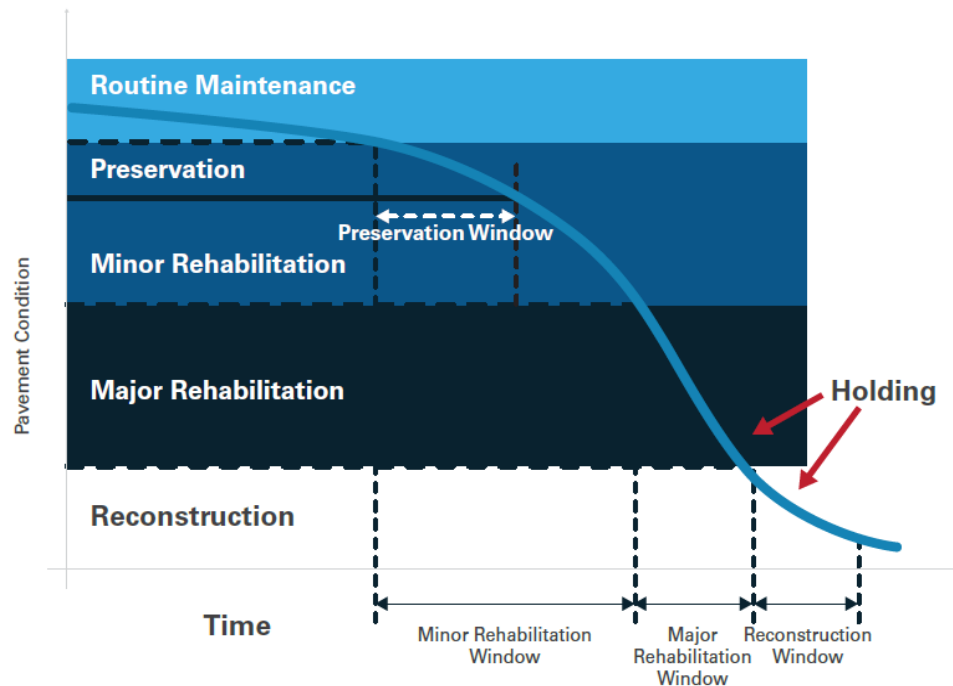
¹ The following unit rates were used to calculate Current Replacement Value: Roundabouts = \$2,000,000 each, Signalized intersections = \$60,000 / leg, Signage = \$175 / sign, beacons = \$2,500 / beacons and \$5,000 / overhead beacon, Streetlights = \$6,500 / streetlight, and Safety barriers = \$400 / m for cable barriers and \$800 / m for steel beam barriers.

Age and Estimated Useful Life

The exact age of roads is difficult to determine due to historical data gaps. Some roadways have existed in the County for well over one hundred years and continue to be maintained, rehabilitated, and reconstructed to provide service to the community. Additionally, the ownership of roads has varied over time with roads either being uploaded by local municipalities or downloaded from the province. Road rehabilitation and reconstruction dates are collected as projects are completed to establish reliable age information.

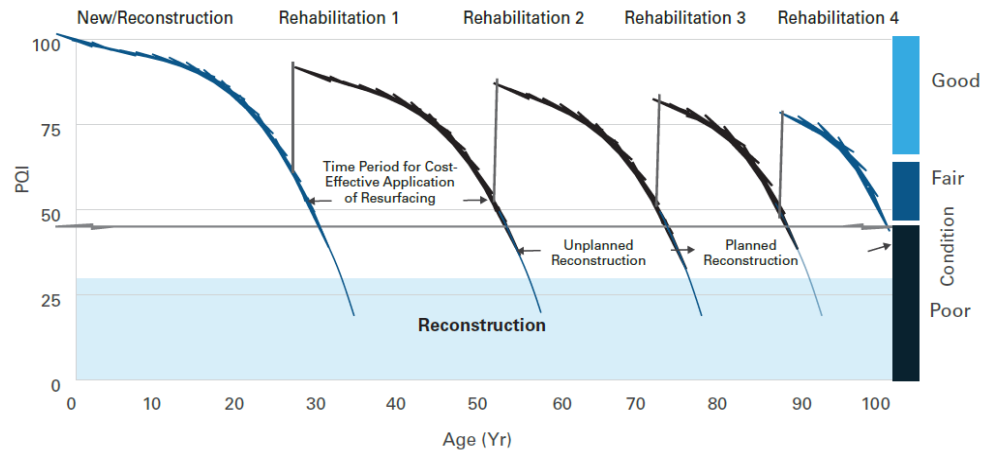
Once a road is built the pavement will start to deteriorate and the rate of deterioration will increase over time. A typical pavement performance curve is included in Figure D-1 (Taken from City of Toronto, Core Infrastructure Asset Management Plan, 2021).

Figure D-1: Typical Roadway Performance Curve Without Interventions



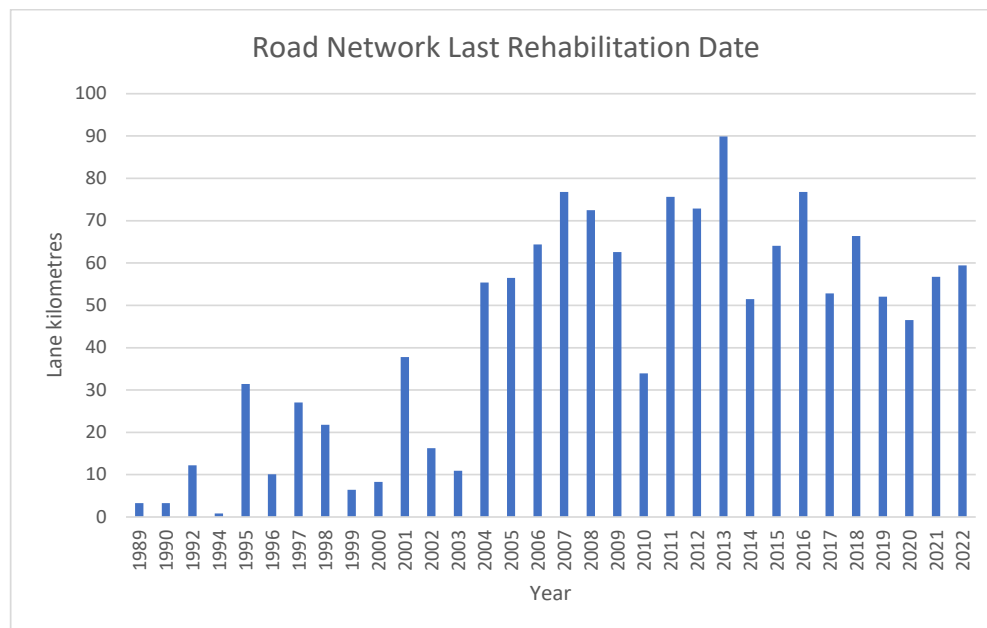
As a road deteriorates there are windows to apply maintenance and rehabilitation to extend the life of the roadway. If a road is left to deteriorate without any intervention it will reach a very poor condition in approximately 20 to 25 years. Once the road deteriorates to this point a full reconstruction is required. However, a properly maintained and rehabilitated road can provide approximately 75 to 100 years of service life or more before full replacement is required. During this time roads will generally undergo three to four cycles of major rehabilitation occurring about every 25 to 35 years. A typical service life of a well-maintained road is included in Figure D-2 (Taken from City of Toronto, Core Infrastructure Asset Management Plan, 2021).

Figure D-2: Typical Roadway Service Life with Interventions



The County has accurate data on the date roads have undergone their last rehabilitation. A histogram with the last rehabilitation date by lane kilometres is shown in Figure D-3.

Figure D-3: Road Network Last Rehabilitation Date



Condition

The County uses a pavement condition index (PCI) as the primary performance indicator when determining lifecycle strategies. Road condition is analyzed by County staff for each road segment and the frequency of inspections is at a minimum of once every 5 years. Road segments observed as being in distress may be analyzed at a higher frequency to ensure accurate and up to date conditions are recorded. The County's inspection frequency for roads is summarized in Table D-6.

Table D-6: Road Network Inspection Frequency

Asset Type	Inspection Frequency
Road Network	MTO Flexible Pavement Condition Rating every five (5) years

The network is reviewed in compliance with Ministry of Transportation Guide SP-022 Flexible Pavement Condition Rating, Guidelines for Municipalities. This is a standard guide used by road authorities throughout Ontario. The guide provides a consistent standard for rating the roadway by establishing an overall rideability value and the pavement's structural condition. The condition is determined by reviewing the severity and density of thirteen various distress manifestations observed within the road surface. The resulting data is translated into a five-point condition scale shown in Table D-7.

Table D-7: Road Network Condition Descriptions

PCI	Condition Scale	Service Level	Associated Work
90 or greater	Excellent	Recently reconstructed or rehabilitated. There are no visual cracks or structural issues. The ride is smooth.	No action is required.
75 to 90	Good	The road shows a few signs of surface deterioration, random cracks or rutting. The ride is relatively smooth	Maintenance
60 to 75	Fair	The road shows signs of surface deterioration, random cracks, rutting and some patching of surface defects. The ride is becoming rough.	Maintenance or Rehabilitation
40 to 60	Poor	The road shows signs of deterioration, cracks, rutting, and patching of surface defects that occur over 50 percent of the surface. Some structural issues are starting to show. The ride is uncomfortable.	Rehabilitation or Reconstruction
Below 40	Very Poor	The road shows significant structural issues with large visible cracks, rutting, and patching of surface defects that occur over 75 percent of the surface. The road is difficult to drive at the posted speed limit	Reconstruction or reconstruction

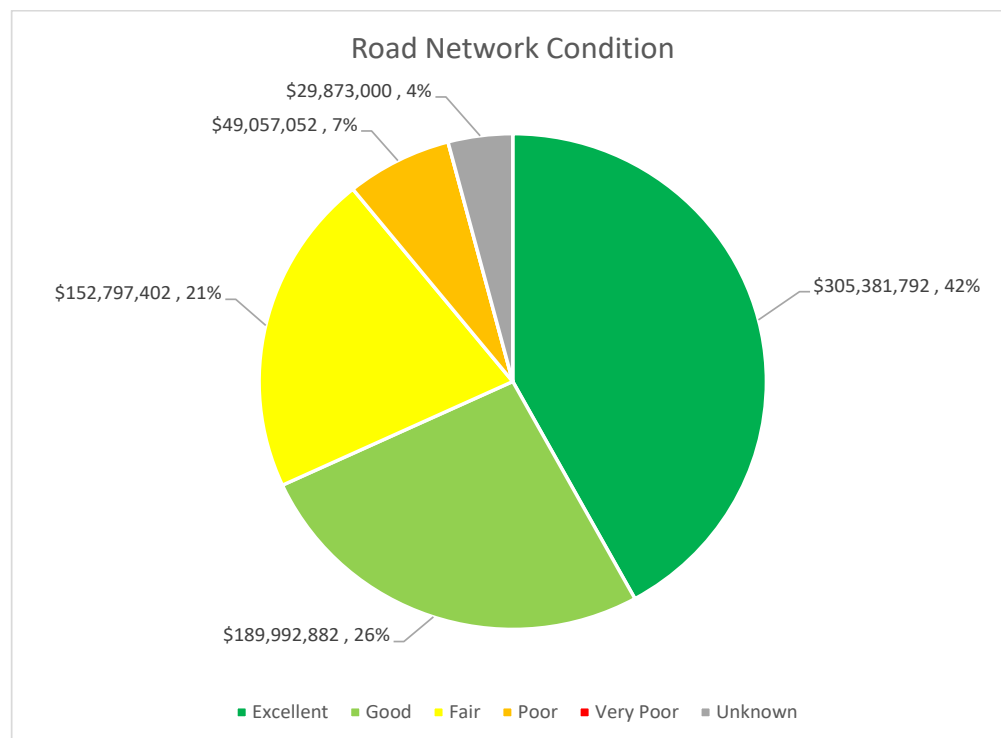
The County also undertakes an annual road coring program to determine the condition of granular material located underneath the asphalt. This is completed by an external geotechnical consultant. The program consists of coring through the road platform to confirm asphalt, granular and existing soil thicknesses to a depth of 1.0 metre. The road cores provide accurate data on how the roads have been built and any deficiencies that need to be addressed that could not be determined by visual inspection.

The condition of the road network is shown relative to the current replacement value of each asset, which includes:

- \$305.4 million or 42% in excellent condition
- \$190.0 million or 26% in good condition
- \$152.8 million or 21% in fair condition
- \$49.1 million or 7% in poor condition
- \$29.9 million or 4% in unknown condition

A pie chart with the condition of the road network and the associated current replacement value is shown in Figure D-4. A map showing the location of roads and their condition is included at the end of this Appendix.

Figure D-4: Road Network Condition by Current Replacement Value



Level of Service

The current level of service provided by the County's road network is summarized as community levels of service in Table D-8 and technical levels of service in Table D-9.

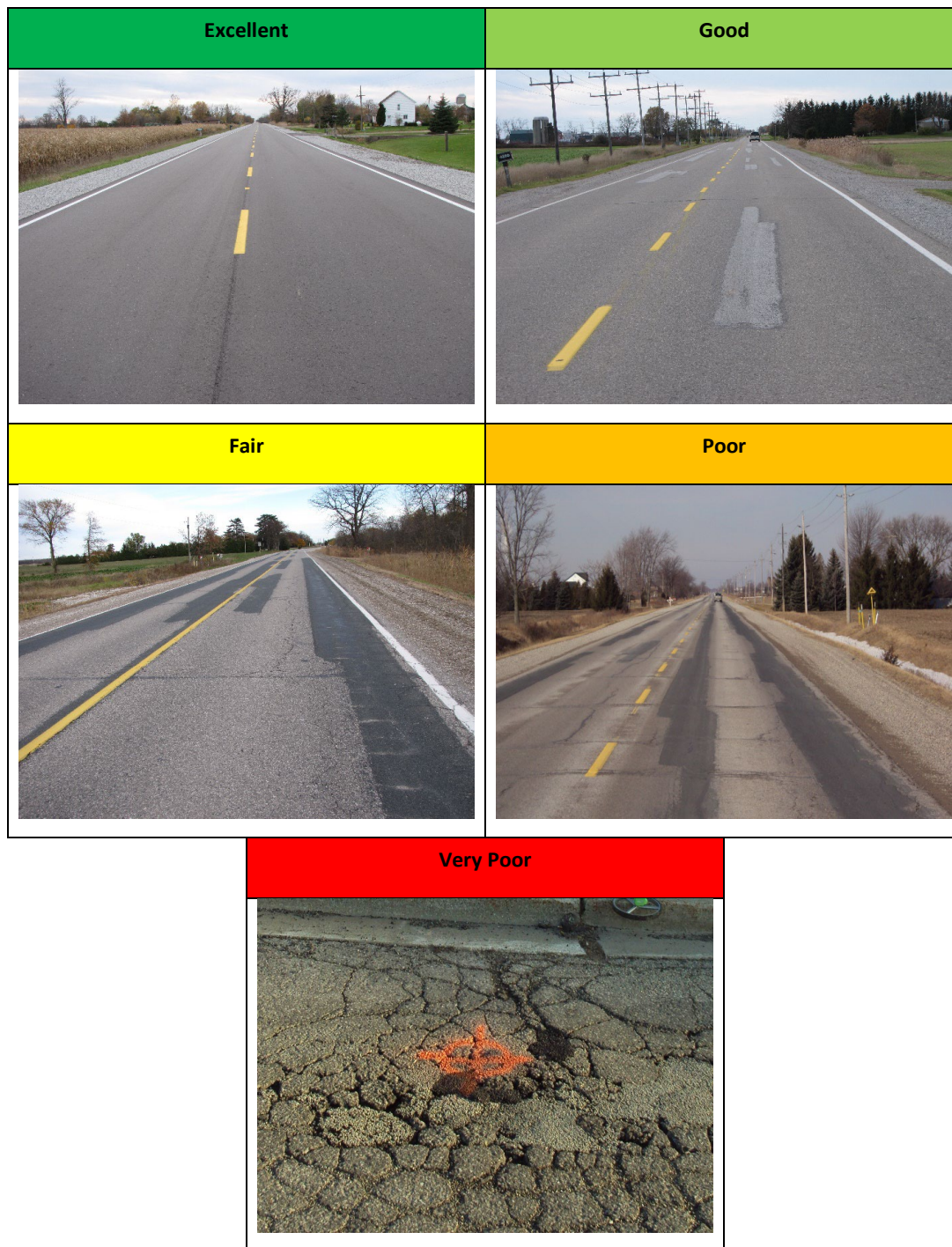
Table D-8: Community Level of Service

Qualitative Description	Current Level of Service
Description, which may include maps, of the road network in the municipality and its level of connectivity.	The County's road network is classified as arterial roads and as such the type of traffic supported by the structures includes motor vehicles, heavy transport vehicles, emergency response vehicles, school buses, cyclists and pedestrians. The County also supports the Lambton County Regional Trail System which is an on-road, shared access route for motorists, cyclists and pedestrians. A map showing the County road network is included at the end of this Appendix.
Description or images that illustrate the different levels of road class pavement condition.	Images of the condition of roads are shown in Figure D-5.

Table D-9: Technical Level of Service

Technical Metrics	Current Level of Service
Number of lane-kilometres of arterial roads as a proportion of square kilometres of land area of the municipality.	(1,376 lane km / 3,002 km ² land area) = 0.46 lane km / km ² land area
The average pavement condition index of the road network.	Good (PCI = 83.9)

Figure D-5: Local Examples of Road Network Condition



The proposed level of service for roads focuses on the physical condition of the overall road network and sets the minimum level of service that the County aims to provide. Pavement condition is the main factor used to determine lifecycle events and is also the most noticeable by the residents and visitors of the County. Proposed levels of service are summarized in Table D-10.

Table D-10: Road Network Proposed Level of Service

Proposed Level of Service	Target	Performance
Maintain an average condition of 'Good' or better (PCI greater than 75)	Good (PCI>75)	Good (PCI=83.9)
Maintain 100% of roads above 'Very Poor' condition	100%	100%

Roads identified for replacement are allowed to decline to 'poor' condition. Poor condition roadways are considered acceptable in the short-term, except for any roads that have concerns with safety or performance.

The County is currently meeting the proposed level of service targets set for the road network.

Risk

The County is in the process of developing a framework that assesses the potential likelihood and consequences of asset failures to estimate risk exposure using a series of specific qualitative and quantitative metrics. The risk management framework will be built into the County's next iteration of the asset management plan.

Lifecycle Strategy

The key to long-term cost-effective pavement performance is the use of timely maintenance, rehabilitation, and reconstruction techniques. The benefits of applying these techniques appropriately are realized in lower lifecycle costs, longer service life, reuse of existing materials, increased service levels and less disruptions to the travelling public. The lifecycle strategies that the County uses in the overall sustainable management of its road network are summarized in Table D-11.

Table D-11: Summary of Structures Lifecycle Strategy

Category	Lifecycle Strategy
Non-Infrastructure	The County implements seasonal half-load restrictions to select roadways identified as being susceptible to damage due to traffic loading during freeze/thaw events. Overlap between County assets and those of local municipalities are reviewed and coordinated with key stakeholders. Financial and logistical savings can be recognized by using a coordinated asset management approach.
Maintenance	Maintenance is applied to maintain the current level of service and prevent further deterioration. The County groups maintenance into two categories: • Routine maintenance including catch basin cleaning, ditch cleaning, roadside cleaning, pothole repair, pavement marking, snow removal, ice prevention, etc. This maintenance is done on a routine basis to address immediate issues. • Preservation including crack sealing and spray patching. This maintenance is designed to be proactive and is used to preserve the current condition and to slow deterioration.
Rehabilitation	Rehabilitation is completed to increase the condition of the road and extend its estimated useful life. The County groups rehabilitation into two categories: • Minor Rehabilitation (Surface Renewal) including micro surfacing, bonded wearing course, asphalt overlay and topcoat mill and pave. • Major Rehabilitation (Resurfacing) including full depth mill and pave, cold-in-place recycling (CIR), cold in place recycling with expanded asphalt mix (CIREAM) and full depth reclamation (pulverizing).
Replacement	Total reconstruction of a section of roadway is determined when it is no longer financially practical or technically viable to continue maintenance and rehabilitation strategies. Other reasons for replacement may include: • Issues with underlying soil • Slope stability issues in areas with fill. • Improvements to the geometric design such as road re-alignment, turn lanes, road widening, etc. Prior to reconstructing, maintenance and rehabilitation is minimized and the road condition is left to decline in advance of replacement.
Disposal	Based on road network reviews, segments of road may be downloaded to local municipalities, closed, or abandoned, subject to approval by Council.
Growth / Expansion	Based on road network reviews, segments of road may be uploaded from local municipalities, subject to approval by Council or downloaded from the Province of Ontario. Other expansions may be necessary to provide operational or geometric design improvements to the network including intersection improvements such as roundabouts. Such expansions to the network coincide with areas of growth within the County and are subject to approval by Council.

The lifecycle strategy used for road segments is affected by many factors including road classification, pavement structure, traffic volume, traffic distribution, construction materials, quality of construction, and maintenance and rehabilitation history. Condition and performance can also be impacted by underground utility work and private development activities. Generally, a properly maintained and rehabilitated road will provide approximately 75 to 100 years of service or more before full replacement is required. Roads will generally undergo three to four cycles of major rehabilitation occurring about every 25 to 35 years of their service life. The lifecycle strategy for a major rehabilitation cycle used for the road network is summarized in Table D-12.

Table D-12: Road Network Lifecycle Strategy

Event Name	Event Trigger	Impact to BCI	Event Cost Urban	Event Cost Rural
Maintenance	Age = 5 to 10 years PCI < 80	PCI = 85	\$2,500 / lane km	\$2,500 / lane km
Minor Rehabilitation	Age = 12 to 18 years PCI < 70	PCI = 90	\$85,000 / lane km Urban Arterial	\$50,000 / lane km Rural Arterial
Maintenance	Age 20 to 25 PCI < 80	PCI = 85	\$2,500 / lane km	\$2,500 / lane km
Major Rehabilitation or Reconstruction	Age 25 to 35 years PCI < 60	PCI = 98 or 100	Major Rehab: \$200,000 / lane km	Major Rehab: \$175,000 / lane km
			Reconstruction: \$550,000 / lane km	Reconstruction: \$500,000 / lane km

Financial Strategy

The County's Financial Strategy for all County owned assets is provided in Section 6 of the report.

Growth and Expansion

Population and employment growth within the County will result in an increased demand on the road network. The County has seen an increase in growth and development recently and the County Official Plan is currently being updated to provide new population, demographic and employment projections for all local municipalities.

During the approval process for development applications a traffic impact study is completed to assess any required upgrades to County roads in the area. The County requires that any upgrades identified in the traffic impact study are paid for by the developer as part of the development process.

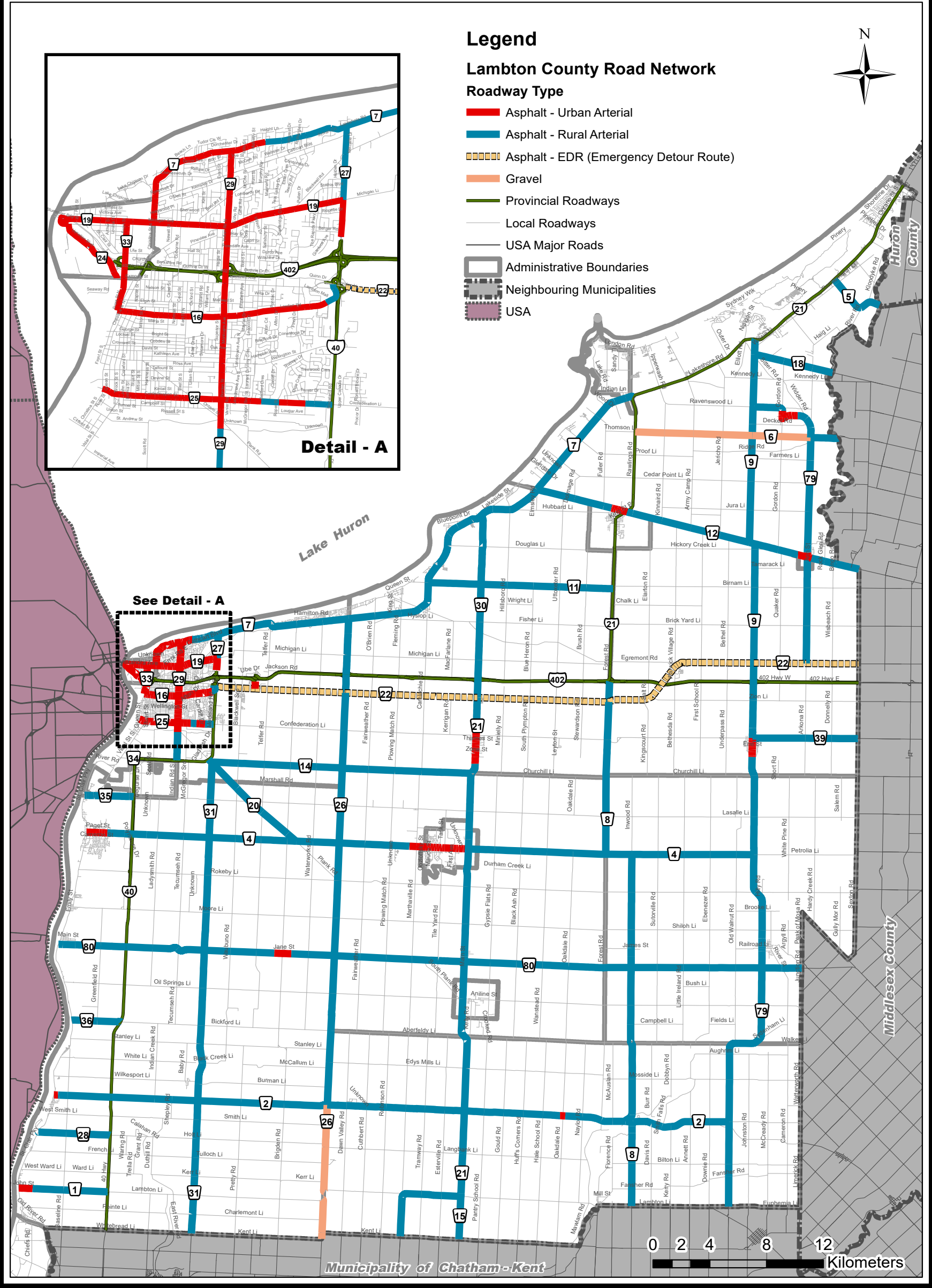
Significant increases in traffic volumes or shifts in traffic patterns can result in a need for road widenings or intersection improvements. It is not projected that any road widening projects will be required in the next ten years. However, there are currently intersection improvements, such as traffic lights or

roundabouts, that are being considered to provide an increased level of service. While the need for these intersection improvements may be influenced by growth within the County they are not captured in development projects and are funded directly from capital allocations.

Any growth and expansion projects are not considered in the annual sustainable funding target and would require additional capital allocations.



The Corporation of the County of Lambton Asset Management Plan Road Network

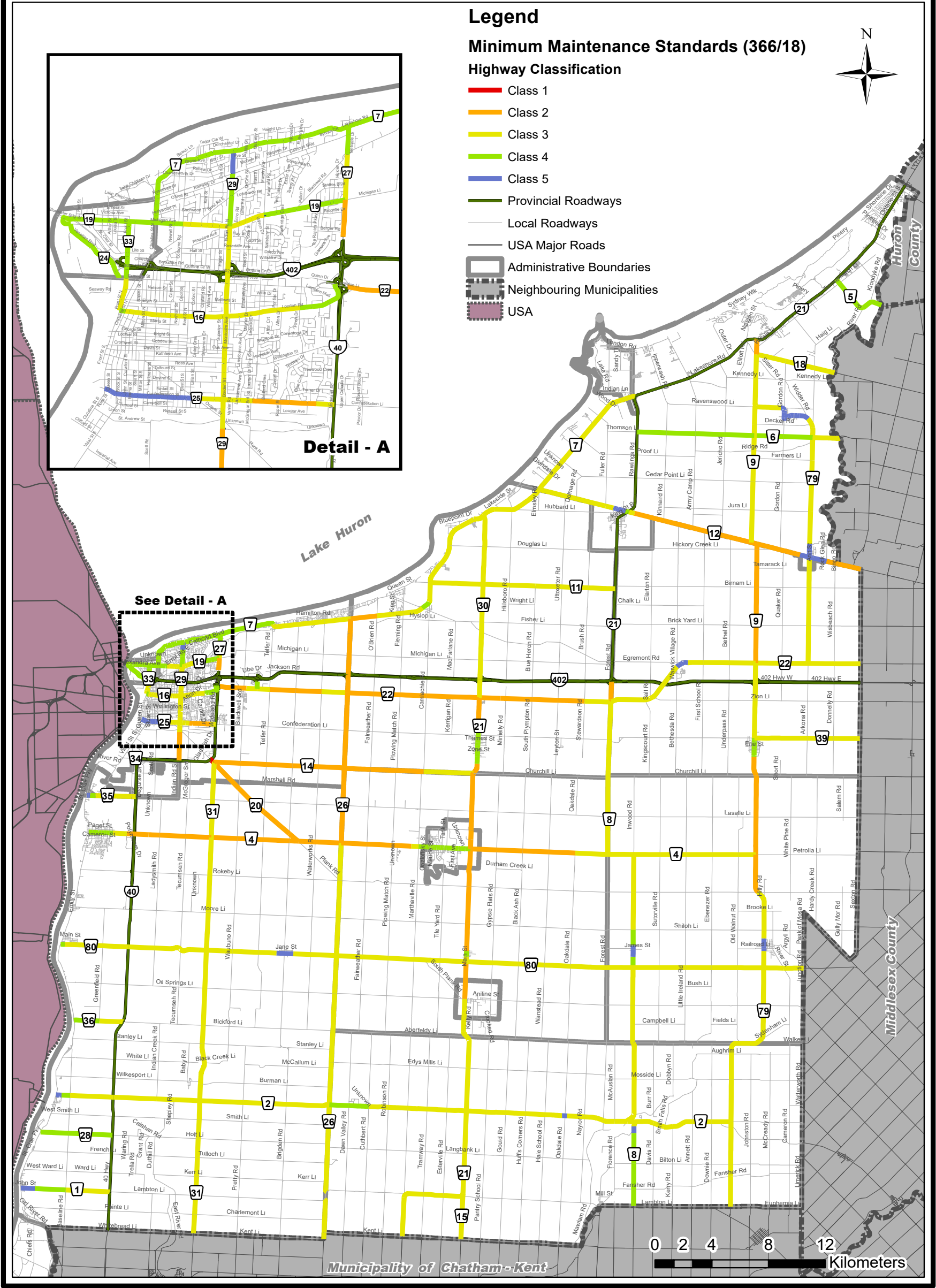




The Corporation of the County of Lambton

Asset Management Plan

Minimum Maintenance Standards Classes

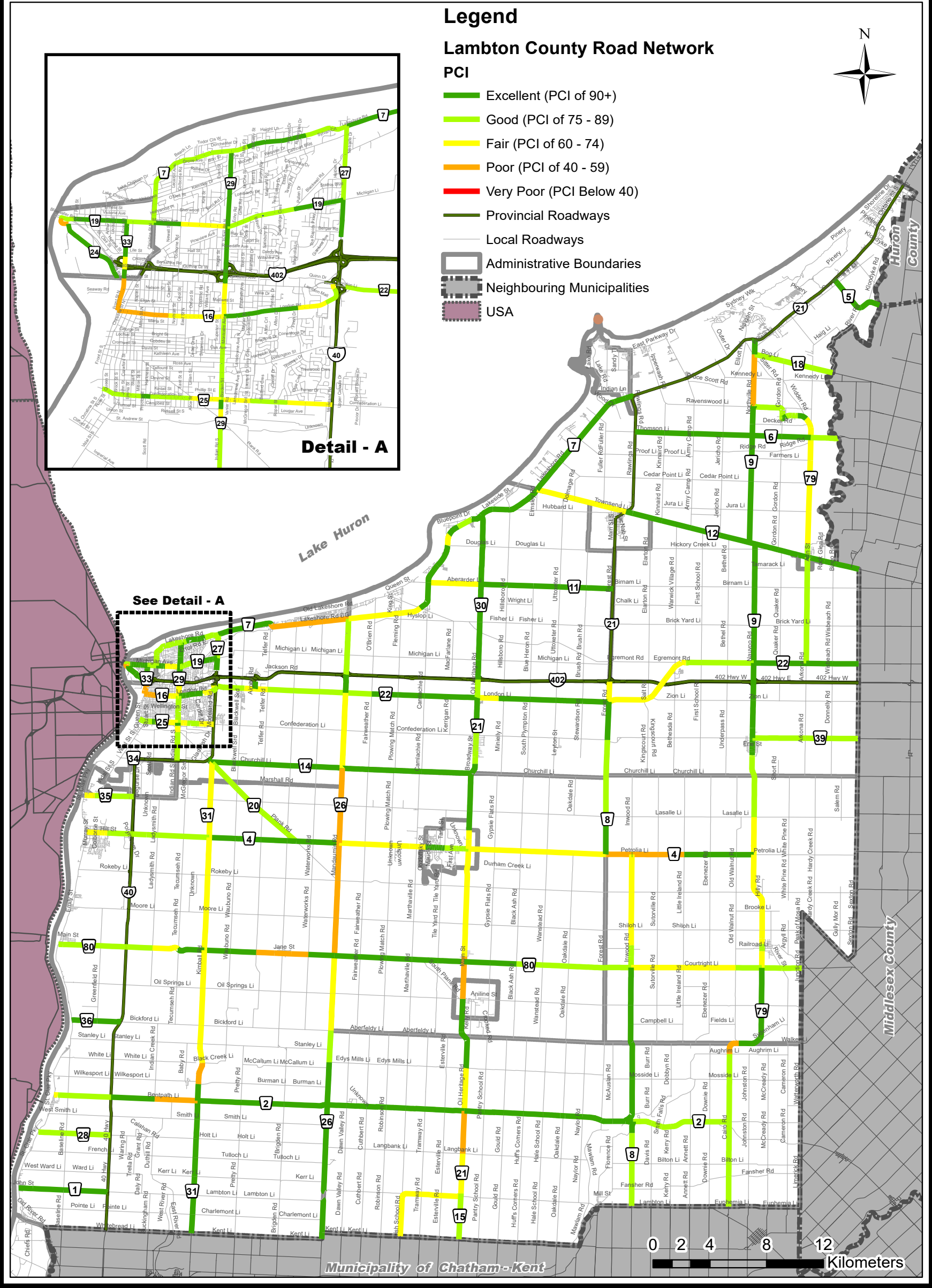




The Corporation of the County of Lambton

Asset Management Plan

Road Conditions



Appendix E – Service Summary: Public Works Core Assets Structures



Structures Gallery

Structures at a glance:



186
Structures
including:



71 Bridges



95 Concrete
culverts



20 Steel
culverts



49 YEARS
STRUCTURES
average age

Average Condition



GOOD RATING = 79/100



\$185.3
MILLION

current replacement value

Public Works – Core Assets Structures

Structures assist in the safe and efficient movement of vehicular traffic and form part of the County’s road network. The County of Lambton owns and maintains 186 structures totaling over 40,000 square metres of deck area. For the purposes of the asset management plan the structures are divided into the following three asset types:

- 71 bridges
- 95 concrete culverts spanning 3.0 metres or greater
- 20 steel culverts spanning 3.0 metres or greater

In accordance with the Canadian Highway Bridge Design Code (CHBDC), a bridge is defined as “a structure that provides a roadway or walkway for the passage of vehicles, pedestrians, or cyclists across an obstruction, gap, or facility and is greater than 3.0 metre in span”.

The CHBDC defines culverts as “a structure that forms an opening through soil”. Culverts that are included in the Ontario Structures Inventory Manual (OSIM) have a span greater than or equal to 3.0 metres and more than 600 millimetres of cover and are referred to as major culverts. Culverts of less than 3.0 metres in span are not assessed based on OSIM methodology and are referred to as minor culverts. Minor culverts are not identified in this report but are maintained as part of the associated road asset.

A summary of the bridge and major culvert infrastructure in the County of Lambton is provided in Table E-1. Data is based on structure inspections completed in 2022.

Table E-1: Structures Asset Summary

Asset Type	Number of Structures	Total Deck Area (m2)	Average Age	Average Condition (BCI)
Bridges	71	24,621	51	Good (80.8)
Concrete Culverts (>3.0m)	95	12,612	48	Good (78.6)
Steel Culverts (>3.0m)	20	3,372	45	Good (76.1)
Total	186	40,605	49	Good (79.2)

Asset Inventory

The County owns and maintains a total of 186 structures consisting of 71 bridges, 95 concrete culverts and 20 steel culverts. A total of 17 structures or 9.1% are jointly owned with bordering Counties or Railways and the costs associated with inspection, maintenance, rehabilitation and reconstruction are shared. A map showing the location of all structures is included at the end of this Appendix.

Structures are identified with a unique identification number issued by County staff. This numbering system follows the format XX-Y-ZZZ where:

- XX is the County Road number or boundary location (EB = east boundary, SB = south boundary and IB = interior boundary)
- Y is the type of structure (3 = bridge and 5 = culvert)

- ZZZ is the location of the bridge measured as a distance (chainage) from the starting point of the road.

The current replacement values of bridges and major culverts is based on recent trends in reconstruction costs for equivalent structures and totals an estimated \$185.3 million, including:

- \$129.5 million in bridges
- \$44.1 million in concrete culverts (>3.0m)
- \$11.7 million in steel culverts (>3.0m)

A summary of current replacement values is provided in Table E-2. The values shown below only reflect the County's portion for any shared assets.

Table E-2: Structures Valuation

Asset Type	Number of Structures	Current Replacement Value ¹
Bridges	71	\$129,527,074
Concrete Culverts (>3.0m)	95	\$44,079,385
Steel Culverts (>3.0m) ²	20	\$11,717,143
Total	186	\$185,323,602

¹ The following unit rates were used to calculate Current Replacement Value: Bridges = \$6,000 / m² deck area, Concrete Culverts = \$3,500 / m² deck area and Steel Culverts = \$3,500 / m² deck area.

² Steel Culverts are replaced with Concrete Culverts whenever feasible. Concrete Culvert unit rates have been used for Steel Culverts

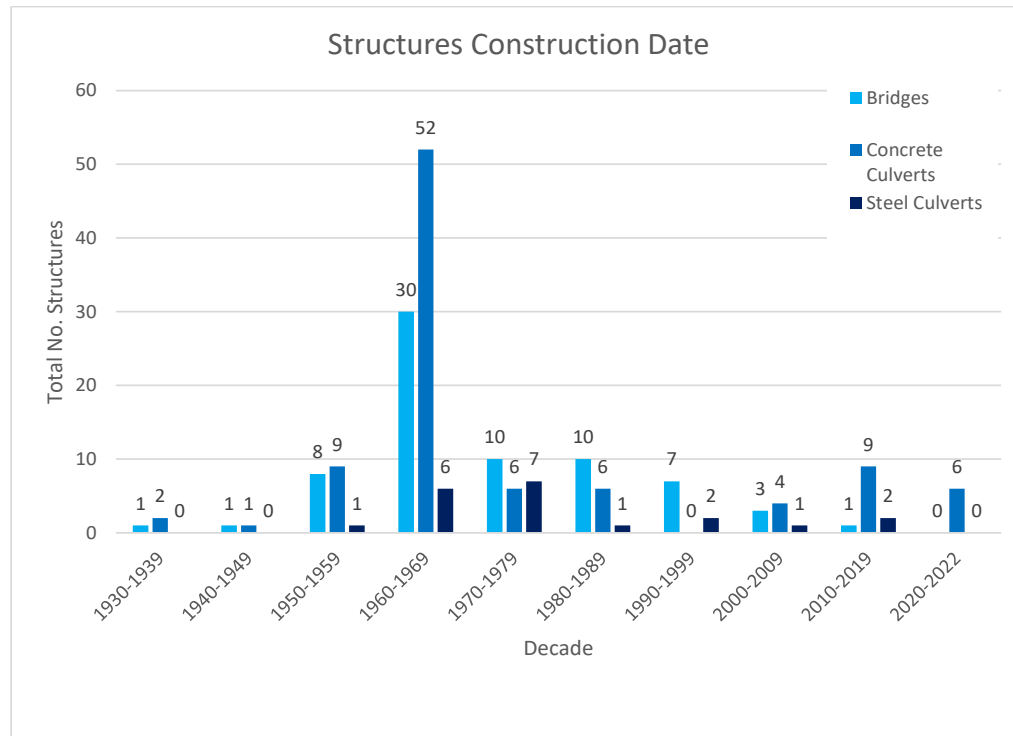
Age and Estimated Useful Life

The County records the date each structure was built, this age information is summarized below:

- Average age of bridges is 51 years, 63.4% are older than 50 years.
- Average age of concrete culverts is 48 years, 68.4% are older than 50 years.
- Average age of steel culverts is 45 years, 50.0% are older than 50 years.

Overall, there are 120 structures greater than 50 years old which is 64.5% of the network. Therefore, the structure network is trending to an older age profile. A histogram with the structure construction dates is shown in Figure E-1.

Figure E-1: Structures Construction Date

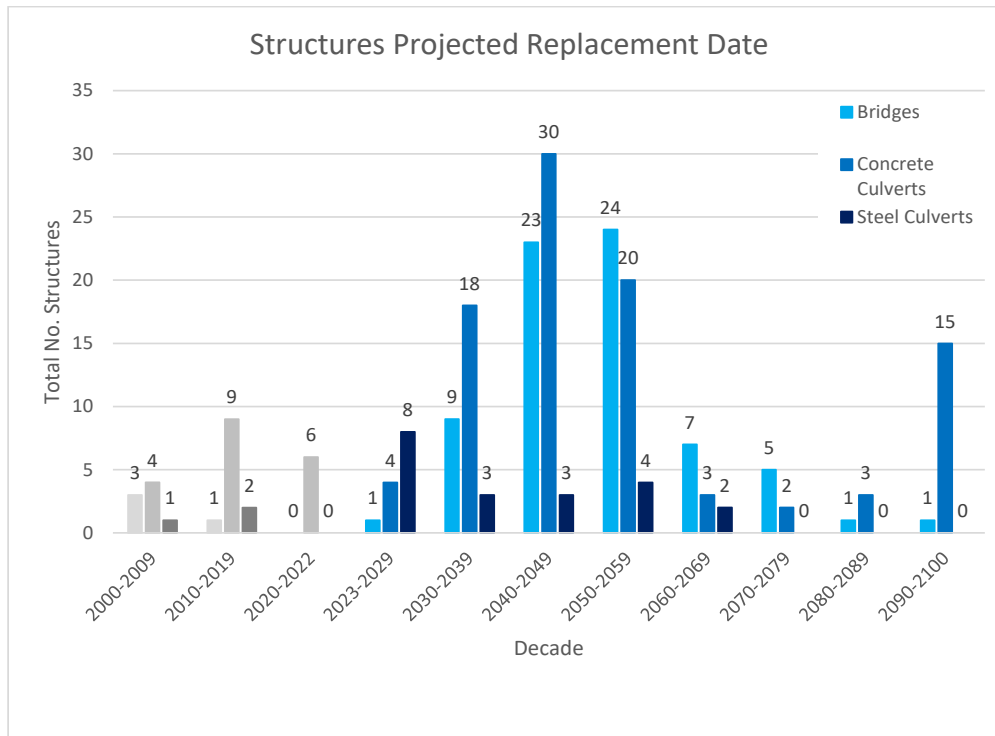


Many of the structures in the County's network were constructed during the 1960's. During this period there was major infrastructure investments that occurred throughout Canada, and this was fundamental to the construction of the bridge and highway system that we utilize today. Therefore, many structures in the County network are projected to reach the end of their useful lives in the next 25 years.

The Canadian Highway Bridge Design Code estimates that the useful life for bridges and concrete culverts is 75 years, while steel culverts have a shorter estimated useful life of 50 years. However, the actual useful life of a structure may vary due to a variety of factors such as design, construction methods, previous rehabilitation and maintenance schedules, traffic volumes, traffic loading, etc.

The County reviews each structure on a case-by-case basis as it ages and approaches the end of its estimated useful life. Based on the structures current condition, age, and maintenance history a replacement date is determined and the estimated useful life is adjusted accordingly. A total of 99 structures, totaling 53.2% of the network, may reach the end of their estimated useful life prior to 2050. A histogram with the structures projected replacement date is shown in Figure E-2.

Figure E-2: Structures Projected Replacement Date



Condition

Bridges and major culverts are legislated through Ontario Regulation 104/97: Standards for Bridges as amended by Ontario Regulation 472/10 made under the Public Transportation and Highway Improvement Act. In accordance with the regulation “The structural integrity, safety and condition of every bridge shall be determined through the performance of at least one inspection in every second calendar year under the direction of a professional engineer and in accordance with the Ontario Structure Inspection Manual (OSIM)”. The County’s inspection frequency for structures is summarized in Table E-3.

Table E-3: Structures Inspection Frequency

Asset Type	Inspection Frequency
Bridges and major culverts as per O.Reg. 472/10	OSIM inspection every two (2) years, 100% biennially
Minor culverts	Normal maintenance inspections by operations staff and prior to completing road rehabilitation or reconstruction in the area

The County's most recent OSIM inspection was completed in 2022 by an external consultant. These inspections are used to develop a condition rating, known as the Bridge Condition Index (BCI), which is based on the Ministry of Transportation (MTO) rating system. The BCI rating is on a scale from 0 to 100, with 0 representing the worst possible condition and 100 representing the best possible condition. While there are several factors associated with prioritizing needs, the BCI is used to reflect the general condition of bridges and culverts.

The BCI provided by the OSIM inspection is translated into a five-point condition scale shown in Table E-4.

Table E-4: Structures Condition Descriptions

BCI	Condition Scale	Service Level	Associated Work
85 or greater	Excellent	Recently reconstructed or rehabilitated. The structure is new or like new condition.	No action is required.
70 to 85	Good	The structure or components of the structure are showing signs of minor defects. The structure is performing as intended.	Maintenance. Rehabilitation is not usually required within five years.
60 to 70	Fair	The structure or components of the structure are showing signs of moderate defects. Performance of the structure may be slightly impacted.	Minor or Major rehabilitation is usually required within the next five years. This is the ideal time to schedule major bridge or culvert repairs from an economic perspective.
30 to 60	Poor	The structure or components of the structure are showing signs of severe defects. The structure is not performing as intended however a poor rating does not necessarily mean the bridge or structure is unsafe or unsuitable for use. Load restrictions may be required.	Major rehabilitation or reconstruction is usually required within approximately one year.
Below 30	Very Poor	The structure or components of the structure are showing signs of very severe defects. Load restrictions or temporary closure may be required.	Reconstruction is usually required immediately and is likely the most economical solution.

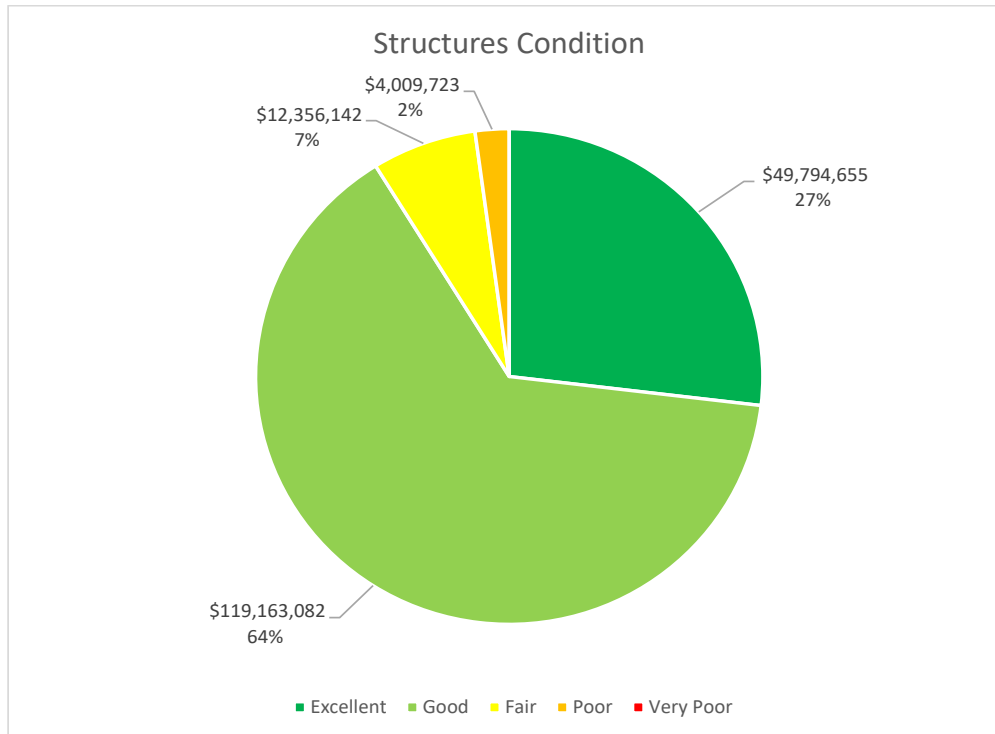
The condition of the structure network is shown relative to the current replacement value of each asset, which includes:

- \$49.8 million or 27% in excellent condition
- \$119.2 million or 64% in good condition
- \$12.4 million or 7% in fair condition

- \$4.0 million or 2% in poor condition

A pie chart with the condition of structures and the associated current replacement value is shown in Figure E-3. A map showing the location of structures and their condition is included at the end of this Appendix.

Figure E-3: Structure Network Condition Breakdown by Current Replacement Value



Level of Service

The current level of service provided by the County's structure network is summarized as community levels of service in Table E-5 and technical levels of service in Table E-6.

Table E-5: Community Level of Service

Qualitative Description	Current Level of Service
Description of the traffic that is supported by municipal bridges (e.g., heavy transport vehicles, motor vehicles, emergency vehicles, pedestrians, cyclists).	The County's road network is classified as arterial roads, which support the following type of traffic: motor vehicles, heavy transport vehicles, emergency response vehicles, school buses, cyclists, and pedestrians. The County also supports the Lambton County Regional Trail System which is an on-road, shared access route for motorists, cyclists and

	pedestrians. A map showing the location of County structures is included at the end of this Appendix.
1. Description or images of the condition of bridges and how this would affect use of the bridges. 2. Description or images of the condition of culverts and how this would affect use of the culverts.	Images of the condition of bridges are shown in Figure E-4. Images of the condition of culverts are shown in Figure E-5. A map showing the location of structures and their condition is included at the end of this Appendix.

Table E-6: Technical Level of Service

Technical Metrics	Current Level of Service
Percentage of bridges in the municipality with loading or dimensional restrictions.	0.0%
For bridges in the municipality, the average bridge condition index value.	Good (BCI = 80.8)
For concrete culverts in the municipality, the average bridge condition index value.	Good (BCI = 78.6)
For steel culverts in the municipality, the average bridge condition index value.	Good (BCI = 76.1)

Figure E-4: Local Examples of Bridge Condition



Figure E-5: Local Examples of Culvert Condition

Excellent – Structure No. 79-5-474, BCI = 100, Construction Date = 2022	Good – Structure No. 09-5-010, BCI = 75, Construction Date = 1977
	
Fair – Structure No. 22-5-307, BCI = 64, Construction Date = 1960	Poor – Structure No. 02-5-385, BCI = 44, Construction Date = 1962
	
Very Poor – Structure No. 08-5-102, BCI = 28, Construction Date = 1974 (Photo taken in 2022 prior to reconstruction)	
	

Proposed level of service for structures focuses on the physical condition of the overall network as this provides the best indication of how a structure will perform in the short to medium term. The proposed level of service sets the minimum level of service that the County aims to provide. Proposed levels of service are summarized in Table E-7.

Table E-7: Structures Proposed Level of Service

Proposed Level of Service	Target	Performance
Maintain an average condition of 'Good' or better (BCI greater than 70)	Good (BCI>70)	Good (BCI=79.2)
Maintain 100% of bridges and major culverts above 'Very Poor' condition	100%	100%

Bridges identified for replacement are allowed to decline to 'poor' condition. Bridges rated as poor are considered as acceptable in the short-term except for any structures that have concerns with safety or performance.

The County is currently meeting the proposed level of service targets set for structures.

Risk

The County is in the process of developing a framework that assesses the potential likelihood and consequences of asset failures to estimate risk exposure using a series of specific qualitative and quantitative metrics. The risk management framework will be built into the County's next iteration of the asset management plan.

Lifecycle Strategy

The main goal of the lifecycle strategy is to maximize the life of the structure while maintaining a proposed level of service at the lowest possible cost. During the bi-annual OSIM review a list of recommended improvements is produced for each structure. These lifecycle events are classified as maintenance, minor rehabilitation, major rehabilitation, and replacement. The lifecycle strategies that the County uses in the overall sustainable management of its structures is summarized in Table E-8.

Table E-8: Summary of Structures Lifecycle Strategy

Category	Lifecycle Strategy
Non-Infrastructure	Structure lifecycle events are coordinated with the road network whenever possible. Financial and logistical savings can be recognized by using a coordinated asset management approach.
Maintenance	Maintenance is performed through spring bridge washing, crack sealing, minor concrete repairs, slope repairs, tree trimming, etc. Structures are continually reviewed for possible inclusion into these operations as well as other selective repairs, to maintain current level of service and to maximize useful life.
Minor Rehabilitation	Minor rehabilitations include the replacement of bridge bearings, resurfacing, replacement of waterproofing, concrete patching, replacement of joint seals, barrier repairs, etc.
Major Rehabilitation	Major rehabilitations involve more extensive work such as concrete overlays on decks, deck replacements, replacement of barriers, replacement of joint assemblies, resurfacing of substructure components, recoating structural steel, etc.
Replacement	Total reconstruction of a bridge or culvert is determined when it is no longer financially or technically viable to duplicate maintenance or rehabilitation strategies. The remaining useful life of the bridge or culvert is balanced with the associated risk prior to the ultimate replacement of the structure.
Disposal	Bridges and major culverts may be downloaded to the local municipalities or removed, subject to approval by Council.
Expansion	Bridges and major culverts may be uploaded from local municipalities or downloaded from the Province of Ontario. Existing structures may be widened to accommodate additional lanes of traffic, sidewalks, or to provide clear zone to remove the need for protective barriers. Structures that cross a water course may need to be expanded to accommodate increased hydraulic demands. All expansions are subject to approval by Council.

The lifecycle strategy that is used is different for bridges, concrete culverts, and steel culverts. Bridges are more complex with a variety of different components that are exposed to the elements, this results in more maintenance and rehabilitation work. Concrete and steel culverts are made up of very few components that are buried in soil which provides protection from the elements, resulting in less maintenance and rehabilitation work.

Maintenance is an important part of a structure's lifecycle strategy to sustain current levels of service and extend a structures useful life. Bridges, concrete culverts, and steel culverts are included in annual maintenance activities. These costs are reflected in the County's Public Works operating budget. Currently, the maintenance budget is sufficient for the County's structure network.

Lifecycle strategies provide a general guideline for what maintenance and rehabilitation will be required throughout the life of a structure. However, recommendations from inspections may vary from the general timeline due to a variety of factors. Where possible, lifecycle events are planned in conjunction with the activities of the road network to minimize disruption and realize cost efficiencies. The lifecycle strategy for each asset type is summarized below.

Bridge Lifecycle Strategy

The bridge lifecycle strategy consists of minor rehabilitations, major rehabilitations, and full asset replacement. First, a minor rehabilitation is triggered at an age between 20 to 40 years and a BCI between 70 to 80 at an estimated cost of 15% of the current replacement value. Second, a major rehabilitation is triggered at an age between 40 to 60 years and a BCI of between 60 to 70 at an estimated cost of 35% of the current replacement value. Third, an additional major rehabilitation or replacement of the bridge is triggered at an age between 60 to 80 years and when the BCI drops below 60. At this stage an assessment is required to determine the preferred option between rehabilitation or replacement. Finally, if the structure is still in service replacement of the bridge will typically occur between 80 to 100 years or later and when the BCI drops below 60. The bridge lifecycle strategy is summarized in Table E-9.

Table E-9: Bridge Lifecycle Strategy

Event Name	Event Trigger	Impact to BCI	Event Cost
Minor Rehabilitation	Age = 20 to 40 years BCI = 70 to 80	BCI = 90	15% of replacement value
Major Rehabilitation	Age = 40 to 60 years BCI = 60 to 70	BCI = 85	35% of replacement value
Major Rehabilitation or Replacement	Age = 60 to 80 years BCI = >60	BCI = 85 or 100	55% of replacement value or 100% replacement value
Replacement	Age = 80 to 100 years BCI = <60	BCI = 100	100% replacement value

Concrete Culvert Lifecycle Strategy

The concrete culvert lifecycle strategy consists of a possible major rehabilitation and full asset replacement. The potential for a major rehabilitation is evaluated between 50 to 75 years and a BCI of 60 to 70 at an estimated cost of 35% of the current replacement value. If a major rehabilitation is completed it will extend the life of the structure. The replacement of the culvert is triggered at an age between 75 to 100 years and when the BCI drops below 60. The concrete culvert lifecycle strategy is summarized in Table E-10.

Table E-10: Concrete Culvert Lifecycle Strategy

Event Name	Event Trigger	Impact to BCI	Event Cost
Major Rehabilitation	Age = 50 to 75 years BCI = 60 to 70	BCI = 85	35% of replacement value
Replacement	Age = 75 to 100 years BCI = <60	BCI = 100	100% replacement value

Steel Culvert Lifecycle Strategy

The steel culvert lifecycle strategy consists of a possible major rehabilitation and full asset replacement. The potential for a major rehabilitation is evaluated between 40 to 50 years and a BCI of 60 to 70 at an estimated cost of 35% of the current replacement value. The replacement of the culvert is triggered at an age between 50 to 75 years and when the BCI drops below 60. The County aims to replace steel culverts with concrete culverts whenever it is feasible due to the longer life span of concrete culverts. The steel culvert lifecycle strategy is summarized in Table E-11.

Table E-11: Steel Culvert Lifecycle Strategy

Event Name	Event Trigger	Impact to BCI	Event Cost
Major Rehabilitation	Age = 40 to 50 years BCI = 60 to 70	BCI = 85	35% of replacement value
Replacement	Age = 50 to 75 years BCI = <60	BCI = 100	100% replacement cost

Financial Strategy

The County's Financial Strategy for all County owned assets is provided in Section 6 of the report.

Growth and Expansion

Significant increases in traffic volumes or shifts in traffic patterns can result in a need for structure widenings. It is not projected that any structure widening projects will be required in the next ten years.

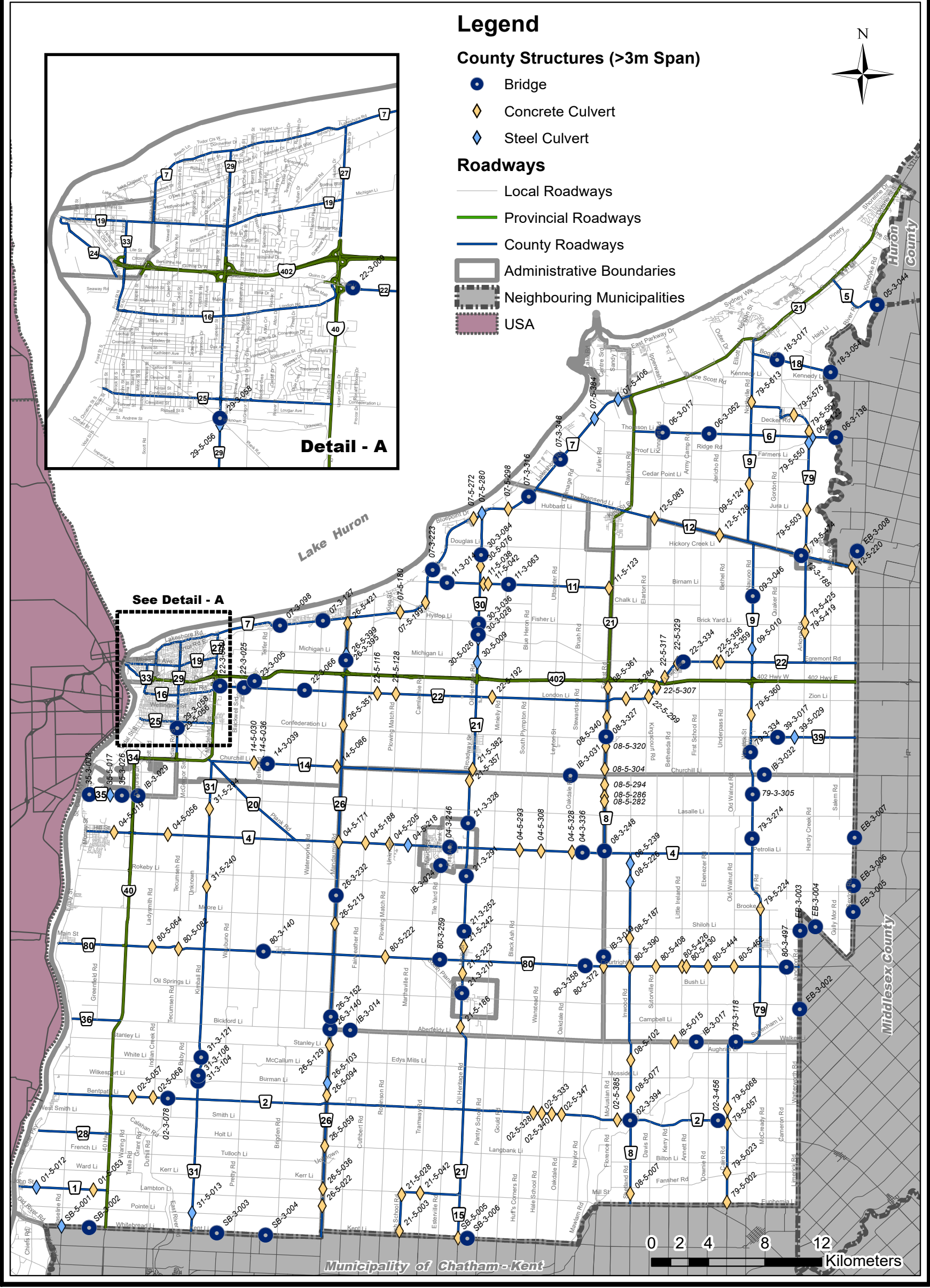
Any growth and expansion projects are not considered in the annual sustainable funding target and would require additional capital allocations.



The Corporation of the County of Lambton

Asset Management Plan

Bridges and Culverts





The Corporation of the County of Lambton

Asset Management Plan

Bridge and Culvert Conditions



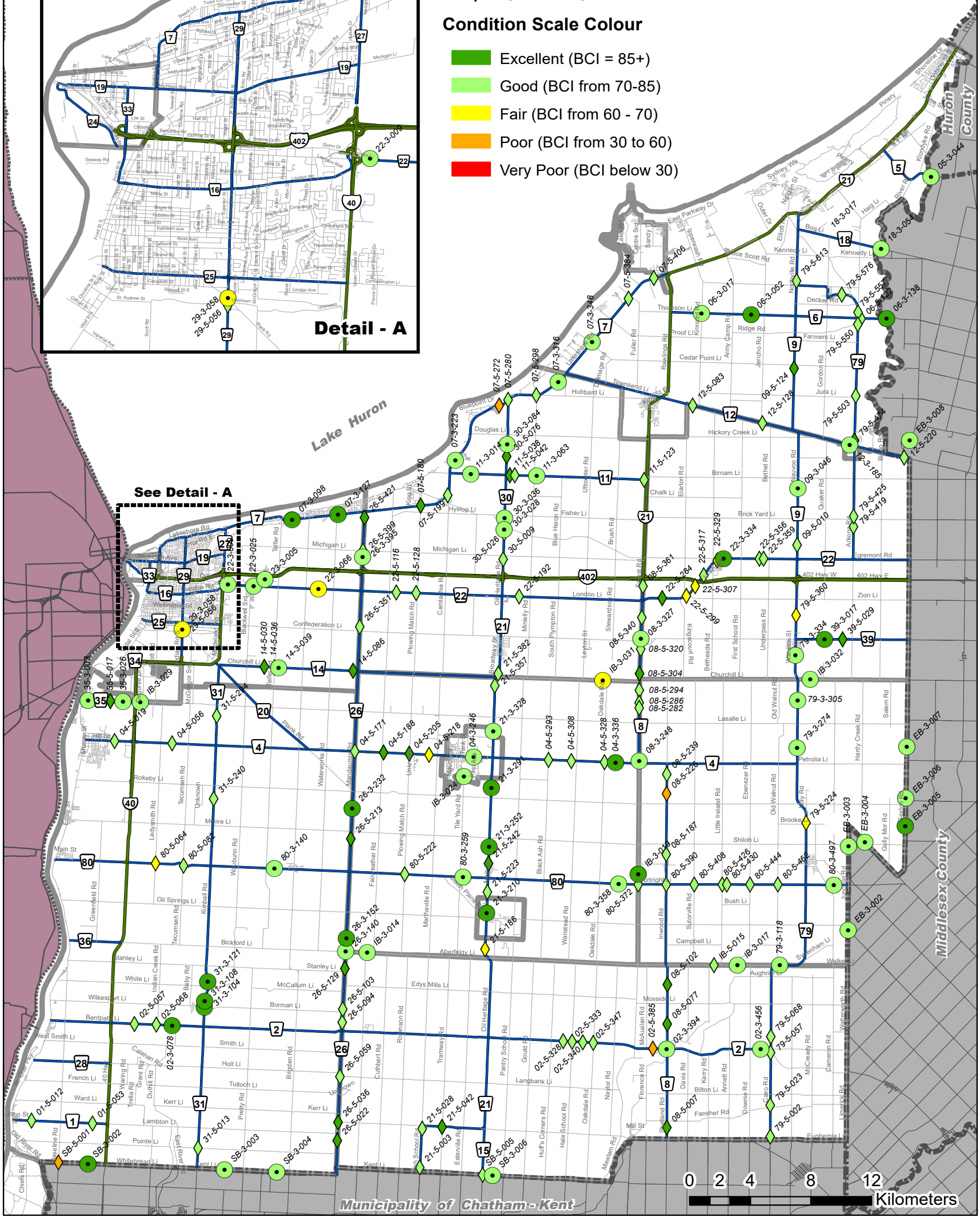
Legend

County Structures (>3m Span)

- Bridge
- ◇ Culverts - Concrete and Steel

Condition Scale Colour

- Excellent (BCI = 85+)
- Good (BCI from 70-85)
- Fair (BCI from 60 - 70)
- Poor (BCI from 30 to 60)
- Very Poor (BCI below 30)



Appendix F – Service Summary: Waste Management

Waste Management

The Waste Management department is responsible for providing waste disposal facilities to receive and dispose of municipal solid waste generated by the local municipalities. The disposal of Municipally collected solid waste occurs at a private landfill site through a private landfill service contract.

In 1991, the County took ownership of six existing waste disposal facilities that were previously operated by the local municipalities of Brooke, Dawn, Grand Bend, Moore, Sarnia and Sombra. The County supports ongoing waste disposal operations at the active County owned Dawn Landfill. As well as the ongoing monitoring and post closure care of the County's five closed landfill sites including the operation of the Sarnia Leachate Treatment Facility at the Sarnia Landfill.

The Waste Management asset portfolio has an estimated replacement value of **\$12.9 million** (in 2023 dollars). Table F-1 shows a detailed breakdown of the department's asset inventory.

Table F-1: Asset Inventory – Waste Management

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Landfill	Active	1	Each	\$360,000
	Closed	5	Each	\$12,576,090
Total				\$12,936,090

¹ Current Replacement Value is based on the cost to replace access roads, perimeter fencing, and groundwater monitoring wells but does not include land values. Sarnia Landfill includes the cost to replace the Sarnia Leachate Collection and Treatment Facility which is based on inflating the original construction cost using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.



IMAGE: Aerial photograph of the Sarnia Landfill owned by the County

The following reports support the Waste Management Department’s asset management initiatives:

- The Lambton County Waste Management Master Plan, dated February 1995
- Certificate of Approvals (CofA) issued by the Ministry of the Environment for each County owned landfill.

Age and Estimated Useful Life

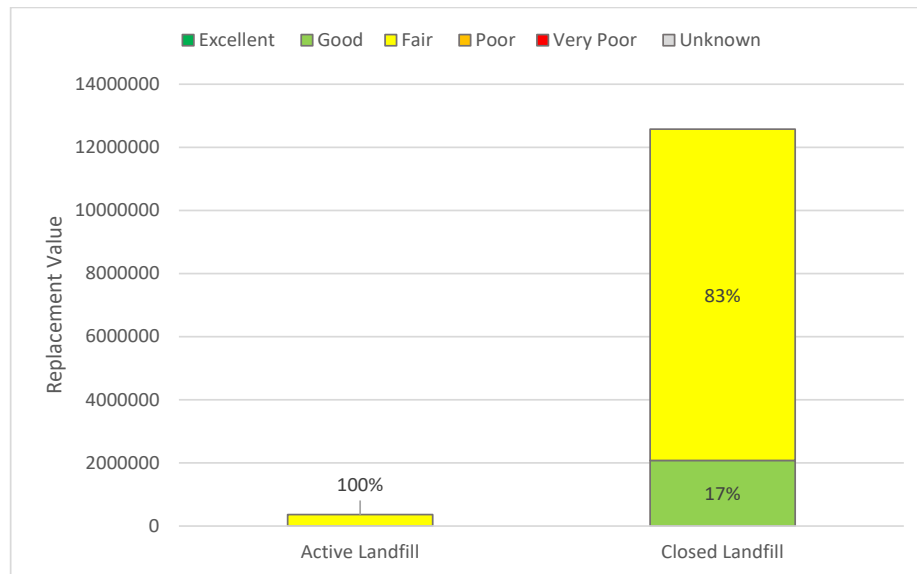
The County has one remaining active landfill, the Dawn Landfill, and has closed the other five County owned landfills. The “2023 Annual Monitoring and Site Progress Report, Dawn Landfill Site” by GHD estimates the Dawn Landfill has a remaining life of approximately 4.9 years.

Ongoing environmental monitoring and post-closure care continues at the five closed landfill sites. Unlike other assets, closing landfills requires continued environmental monitoring and post-closure care. As such it is assumed the closed landfills will remain a County owned asset in perpetuity.

Condition

The condition of Waste Management assets is estimated based on completing a facility staff assessment. Landfills are assessed based on the condition of access roads, perimeter fencing and groundwater monitoring wells. The condition of the Sarnia Landfill site includes a review of the onsite Leachate Treatment Facility. The County owned landfill sites are in Fair overall condition. The condition distribution of the department’s assets is shown in Figure F-1.

Figure F-1: Condition Summary – Waste Management



Landfill Summary																
County Division:		Infrastructure & Development Services														
County Department:		Waste Management														
General Data																
Asset ID (from Maximo)	Landfill Name	Location	Asset Class	Asset Type	Description	Year Opened	Year Closed	Site Area		Landfill Area		Landfill Capacity		Current Replacement Value	Condition	Condition Assessment Method
								Acres	Hectares	Acres	Hectares	Volume (m3)	Remaining Capacity (m3)			
WMD-LNDFDWN	Dawn Landfill	4084 Langbank Line	Landfill	Active Landfill	Transferred to County in 1991	1972	N/A	36	15	14	6	322000	87411	\$360,000	Fair	Staff Assessment
WMD-LNDFBRO	Brooke Landfill	4403 Old Walnut Road	Landfill	Closed Landfill	Transferred to County in 1991	1970	1998	9	4	7	3	N/A	0	\$115,000	Fair	Staff Assessment
WMD-LNDFGBD	Grand Bend Landfill	9898 Lakeshore Road	Landfill	Closed Landfill	Transferred to County in 1991	1942	1992	24	10	17	7	N/A	0	\$210,000	Fair	Staff Assessment
WMD-LNDFMOR	Moore Landfill	3198 Ladysmith Road	Landfill	Closed Landfill	Transferred to County in 1991	1970	2007	143	58	21	8	N/A	0	\$270,000	Fair	Staff Assessment
WMD-LNDFSAR	Sarnia Landfill	5100 Blackwell Sideroad	Landfill	Closed Landfill	Transferred to County in 1991. State of the art leachate treatment facility that treats leachate collected at the site	1971	1999	302	122	62	25	N/A	0	\$11,897,090	Fair	Staff Assessment
WMD-LNDFSOM	Sombra Landfill Site	1552 Indian Creek Road	Landfill	Closed Landfill	Transferred to County in 1991	1964	1996	14	6	11	4	N/A	0	\$84,000	Fair	Staff Assessment
														Total		
														\$12,936,090		

Current Replacement Value is based on the cost to replace access roads, perimeter fencing, and groundwater monitoring wells but does not include land values. Sarnia Landfill includes the cost to replace the Sarnia Leachate Collection and Treatment Facility which is based on inflating the original construction cost using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.

Appendix G – Service Summary: Planning and Development Services (Natural Assets)

Planning and Development Services (Natural Assets)

The Planning and Development Services Department is responsible for managing the County's natural assets. These assets are natural areas that include forests, wetlands, grasslands, etc. on County owned parcels of land. The County owns nine sites totaling **665.5 ha** of natural areas including 20.5 km of maintained trails. The County has partnered with the St. Clair Region Conservation Authority (SCRC) to maintain the County's natural assets.

The County of Lambton and the SCRC have developed land management plans for seven of the county-owned sites. The management plans provide a detailed review of each property including available recreational trails, flora and fauna, and future management activities to encourage their natural development and protection.

The County's natural assets preserve and protect unique ecosystems such as the Oak Savanna found in the Lambton County Heritage Forest. A replacement value has not been estimated for these natural assets as removal of established natural areas would result in the loss of high ecological value assets. Replacement could only be completed with a younger, new-growth asset which would not be equivalent to the existing asset.

Age and Estimated Useful Life

The County's natural asset management activities are intended to preserve and protect these natural assets for future generations. Age and Estimated Useful Life are not tracked for natural assets.



IMAGE: The Marthaville Habitat Management Area, owned by the County of Lambton and managed by the St. Clair Region Conservation Authority (Photo courtesy of SCRC).

Condition

The County in partnership with the SCRCA completes inspections and maintenance of the natural assets. Inspections completed by the SCRCA include:

- Risk management property inspections completed monthly from May to October and twice during the winter months.
- Hazard tree inspections completed at least once every 18 months following the SCRCA Hazard Tree Policy. When resources permit, hazard tree inspections are completed annually.

The condition of natural areas is assessed based on the assets ability to provide passive recreational activities to the community and the ability to continue to preserve the natural state of the asset. The County's Natural Assets are in Good overall condition.



IMAGE: The Lambton County Heritage Forest, owned by the County of Lambton and managed by the St. Clair Region Conservation Authority (Photo courtesy of SCRCA).

Natural Asset Summary													
County Division:		Infrastructure & Development Services											
County Department:		Planning & Development Services											
General Data													
Asset ID (from Maximo)	Facility Name	Location	Asset Class	Asset Type	Description	Site Area		Use	Trail length (km)	Current Replacement Value Unit Rate (\$/sq.ft)	Current Replacement Value	Condition	Condition Assessment Method
						Acres	Hectares						
N/A	Bowen Creek Lands	2064 St Clair Pkwy. Courtright	Natural Asset	Mixed	Divided into two parcels of land	380.1	153.8	Naturalized lands (80.8 ha), Natural forest (64.8 ha)	N/A	N/A	N/A	Good	Staff Assessment
N/A	Lakeshore Road Trail	Trail running along the south side of Lakeshore road for Mandaumin Rd and Lakeshore Rd intersection to 825 m east of Fleming Rd and Lakeshore Rd intersection	Natural Asset	Nature Trail	Gravel trail	33.9	13.7	Nature Trail	4.5	N/A	N/A	Good	Staff Assessment
N/A	Lambton County Heritage Forest	9997 Port Franks Rd. Port Franks	Natural Asset	Woodland	Unique Lake Huron Sand Dune system	586.3	327.3	Open oak woodland with savannah areas	8.0	N/A	N/A	Good	Staff Assessment
N/A	Lambton County Heritage Forest Sandrin Woods	8572 Lakeshore Rd, Port Franks	Natural Asset	Woodland	Rehabilitated Gravel Pit	24.0	9.7	Forest (9.7 ha), Grassland (0.9 ha)	N/A	N/A	N/A	Good	Staff Assessment
N/A	Lambton Heritage Museum	10035 Museum Rd, Grand Bend	Natural Asset	Woodland	Unique Oak Savanna habitat	21.0	8.5	Oak savannah woodland (8.5 ha)	1.0	N/A	N/A	Good	Staff Assessment
N/A	Lambton Meadowview Villa	3958 Petrolia Ln. Petrolia	Natural Asset	Woodland	Mixed Deciduous Forest	20.5	8.3	Forest (2.2 ha), Plantation (4.4 ha), Wet Perennial (0.3 ha), Manicured grass (1.4 ha)	N/A	N/A	N/A	Good	Staff Assessment
N/A	Marthaville Habitat Management Area	4749 Marthaville Rd. Petrolia	Natural Asset	Mixed	Rehabilitated Gravel Pit	50.0	20.2	Forest (7.2 ha), Wetland (5.3 ha), Meadow (2.6 hectares), Tall grass prairie (2.7 ha)	3.0	N/A	N/A	Good	Staff Assessment
N/A	Moore Landfill Buffer Lands	3198 Ladysmith Rd. St. Clair	Natural Asset	Woodland	Mixed Deciduous Forest and Open Meadow	100.0	40.5	Naturalized (5.5 ha), Forest (34.5 ha)	N/A	N/A	N/A	Good	Staff Assessment
N/A	Perch Creek Habitat Management Area	1838-1902 Churchill Ln. Sarnia	Natural Asset	Woodland	Mixed Deciduous Forest and Open Meadow	200.0	80.9	Second growth forest (42.5 ha), Plantation (27 ha), Meadow (7.6 ha), Forest (78.6 ha)	3.5	N/A	N/A	Good	Staff Assessment
N/A	Peter Szabo Memorial Forest	787 Broadway St. Wyoming	Natural Asset	Plantation	Trees planted in 1992 (MNR), replanted as needed in 2001 (SCRCA)	6.5	2.6	Plantation (2.6 ha)	0.5	N/A	N/A	Good	Staff Assessment
						Total			Total		Total	Overall	
						1422.3	665.5		20.5		Undefined	Good	

Current replacement value has not been estimated for these natural assets as removal of established natural areas would result in the loss of high ecological value assets. Replacement could only be completed with a younger, new-growth asset which would not be equivalent to the existing asset

Appendix H – Service Summary: Lambton Public Health

Lambton Public Health

Lambton Public Health is mandated to provide specialized public health programs and services throughout Lambton County. The Lambton Public Health Administration Building supports the department's service delivery. The building provides workspace for the Medical Officer of Health, Health Promotion, Environmental Health, Family Health and Administration Staff as well as available areas for public programming.

The Lambton Public Health asset portfolio has an estimated replacement value of **\$7.8 million** (in 2023 dollars). Table H-1 shows a detailed breakdown of the department's asset inventory.

Table H-1: Asset Inventory – Lambton Public Health

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Facilities	Lambton Public Health Administration Building, Pt. Edward	N/A	N/A	\$7,808,125
Total				\$7,808,125

¹ Current Replacement Value for Facilities is based on inflating previous estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.



IMAGE: The Lambton Public Health Administration Building

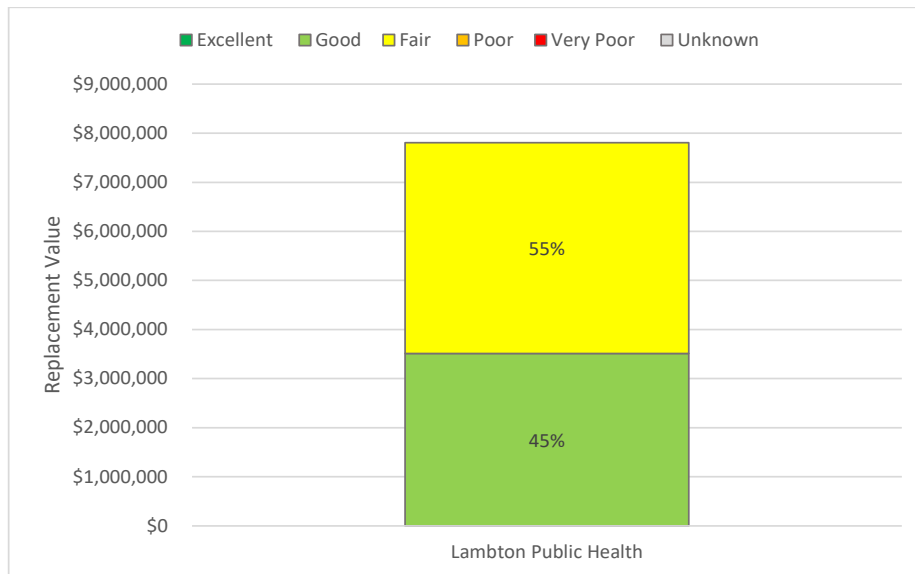
Age and Estimated Useful Life

The Lambton Public Health Administration Building was constructed in 1989 and is 35 years old. An addition to the north end of the building was constructed in 2011. The facility has undergone some renovations in the last 10 years including partial roof replacements, localized interior renovations, HVAC component replacements and full parking lot reconstruction. However, several building components are in fair condition and nearing the end of their estimated useful life.

Condition

The condition of Lambton Public Health Administration Building is estimated based on completing a facility staff assessment which evaluated the condition of each major building component. The Administrative Building is in Fair overall condition. The condition distribution of the department's assets is shown in Figure H-1.

Figure H-1: Condition Summary – Lambton Public Health



Facility Summary															
County Division:		Public Health Services													
County Department:		Lambton Public Health - Administration													
General Data															
Asset ID (from Maximo)	Facility Name	Location	Asset Class	Asset Type	Description	Year Constructed	Age	Gross Floor Area		Floors Below Grade	Floors Above Grade	Current Replacement Value Unit Rate (\$/sq.ft)	Current Replacement Value	Condition	Condition Method
								sq.ft	sq.m						
CHD- PHUPTED	Lambton Public Health	160 Exmouth Street, Point Edward	Facility	Office	Provides work space for the Medical Officer of Health, Health Promotion, Environmental Health, Family Health and Administration Staff as well as available areas for public programming	1989	35	24025	2232	0	1	\$325	\$7,808,125	Fair	Staff Assessment
							Average	Total	Total				Total		
							35	24025	2232				\$7,808,125		

Current Replacement Value for Facilities is based on inflating previous estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.

Appendix I – Service Summary: Emergency Medical Services

Emergency Medical Services

The Emergency Medical Services (EMS) department is mandated by Provincial legislation, to provide land ambulance services to the residents of Lambton County. EMS operates 24/7 from nine (9) stations located in Brigden, Bright's Grove, Corunna, Forest, Grand Bend, Petrolia, Sarnia, Thedford (leased facility) and Watford. The EMS department is responsible for eight County owned EMS stations, eight SUVs, five pick-up trucks, sixteen ambulances, a single-axle truck, and various pieces of medical equipment.

The County's EMS asset portfolio has an estimated replacement value of **\$20.5 million** (in 2023 dollars). Table I-1 shows a detailed breakdown of the asset inventory.

Table I-1: Asset Inventory – Emergency Medical Services

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Facilities	EMS Station	8	Each	\$12,215,385
Fleet	Light-Duty Fleet	11	Each	\$1,140,000
	Medium-Duty Fleet	15	Each	\$4,320,000
	Heavy-Duty Fleet	1	Each	\$750,000
Medical Equipment	Stair Chair, Power Load, Stretcher, Defibs and Pooled Assets	Pooled Assets		\$2,115,800
Total				\$20,541,185

¹ Current Replacement Value for EMS Facilities is based on inflating Station 7 (Forest) 2015 construction pricing using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada. Current Replacement Value for Fleet and Medical Equipment is based on recent purchase prices or current supplier estimates.



IMAGE: The Forest EMS Station (Station 7)

The following reports support the Emergency Medical Services departments Asset Management initiatives:

- Lambton Emergency Medical Services, Master Plan: 2024 – 2028

Age and Estimated Useful Life

The average age and estimated useful life of EMS assets is summarized below:

Facilities

The EMS stations have an average age weighted by replacement value of 21 years old. The Forest EMS station is the newest facility constructed by the County in 2016. The other EMS stations range in age from 16 to 33 years old. The EMS stations have an estimated useful life of 50 or more years.

Fleet

The EMS fleet vehicles have the following average age:

- Light-duty fleet (Pickups and SUVs): 3.3 years
- Medium-duty fleet (Ambulances): 4.9 years
- Heavy-duty fleet (Emergency Support Unit): 16 years

Both light-duty and medium-duty fleet vehicles have an estimated useful life of 6 years. The heavy-duty fleet vehicle has an estimated useful life of 20 years.

Medical Equipment

EMS medical equipment consists of stretchers, power loads, stair chairs, defibrillators, and various pooled assets. Age and estimated useful life are not assessed for medical equipment.

The average age and estimated service life of the County's EMS assets are summarized in Figure I-1.

Figure I-1: Average Age and Estimated Useful Life – Emergency Medical Services

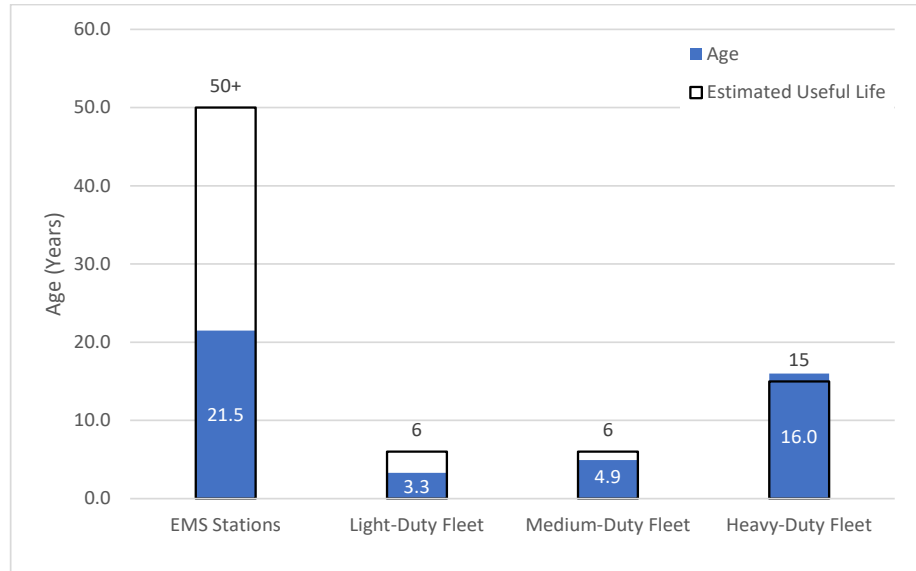


IMAGE: Current County of Lambton Ambulance (right) compared to older ambulance (left)

Condition

The condition of EMS facility assets is estimated based on completing a facility staff assessment which evaluates the condition of each major building component. The EMS stations are assessed to be in Good overall condition. The condition of EMS fleet vehicles is estimated based on the age and percentage of useful life remaining. The EMS fleet vehicles are in Fair overall condition. The EMS medical equipment is not assessed for condition. The condition distribution of the EMS Departments assets is shown in Figure I-2.

Figure I-2: Condition Summary – Emergency Medical Services

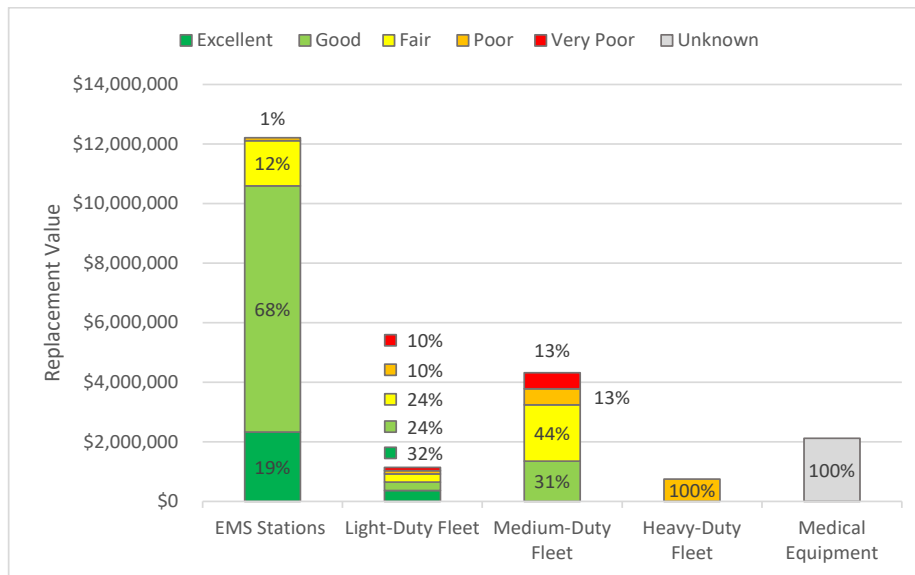


IMAGE: EMS fleet vehicles in front of the Progressive Auto Sales Arena in Sarnia

Facility Summary															
County Division:		Public Health Services													
County Department:		Emergency Medical Services													
General Data														Asset Specific Data	
Asset ID (from Maximo)	Facility Name	Location	Asset Class	Asset Type	Description	Year Constructed	Age	Gross Floor Area		Floors Below Grade	Floors Above Grade	Current Replacement Value Unit Rate (\$/sq.ft)	Current Replacement Value*	Condition	Garage Bays
								sq.ft	sq.m						
EMS-STN1SAR	Station 1 (Sarnia-George St.)	373 George Street, Sarnia	Facility	EMS Station		1991	33	3918	364	0	1	\$585	\$2,292,030	Good	4
EMS-STN2SAR	Station 2 (Brights Grove)	2106 Blackwell Road, Bright's Grove	Facility	EMS Station		2003	21	1776	165	0	1	\$585	\$1,038,960	Good	1
EMS-STN3COR	Station 3 (Corunna)	388 Baird Street, Corunna	Facility	EMS Station		1991	33	2476	230	1	1	\$585	\$1,448,460	Good	2
EMS-STN4BGD	Station 4 (Brigden)	2361 Courtright Line, Brigden	Facility	EMS Station		2003	21	1733	161	0	1	\$585	\$1,013,805	Good	1
EMS-STN5PET	Station 5 (Petrolia)	304 Centre Street, Petrolia	Facility	EMS Station		2003	21	2648	246	0	1	\$585	\$1,549,080	Good	2
EMS-STN6WAT	Station 6 (Watford)	7935 Confederation Line, Watford	Facility	EMS Station		2008	16	2400	223	0	1	\$585	\$1,404,000	Good	1
EMS-STN7FOR	Station 7 (Forest)	110 King Street, Forest	Facility	EMS Station		2016	8	4208	391	0	1	\$585	\$2,461,680	Excellent	2
EMS-STN9GRB	Station 9 (Grand Bend)	6 Municipal Drive, Grand Bend	Facility	EMS Station		2003	21	1722	160	0	1	\$585	\$1,007,370	Good	2
							Average	Total	Total				Total	Overall	Total
							21	20881	1940				\$12,215,385	Good	15

Current Replacement Value for EMS Facilities is based on inflating Station 7 (Forest) 2015 construction pricing using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.

Fleet Summary												
County Division:		Public Health Services										
County Department:		Emergency Medical Services										
General Data												
Asset ID (from Maximo)	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit	Current Replacement Value	Condition Score (% EUL Remaining)	Condition
1337	Fleet	Heavy Duty Fleet	Single Axle Truck	Emergency Support Unit (ESU)	International Dura Star	2008	16	15	\$750,000	\$750,000	-7%	Poor
1305	Fleet	Medium Duty Fleet	Ambulance	2015 Ambulance 1	Demers Type III	2015	9	6	\$270,000	\$270,000	-50%	Very Poor
1159	Fleet	Medium Duty Fleet	Ambulance	2015 Ambulance 2	Demers Type III	2015	9	6	\$270,000	\$270,000	-50%	Very Poor
1138	Fleet	Medium Duty Fleet	Ambulance	2017 Ambulance 1	Demers Type III	2017	7	6	\$270,000	\$270,000	-17%	Poor
1197	Fleet	Medium Duty Fleet	Ambulance	2017 Ambulance 2	Demers Type III	2017	7	6	\$270,000	\$270,000	-17%	Poor
1140	Fleet	Medium Duty Fleet	Ambulance	2018 Ambulance 1	Demers Type III	2018	6	6	\$270,000	\$270,000	0%	Fair
1146	Fleet	Medium Duty Fleet	Ambulance	2018 Ambulance 2	Demers Type III	2018	6	6	\$270,000	\$270,000	0%	Fair
1136	Fleet	Medium Duty Fleet	Ambulance	2019 Ambulance 1	Demers Type III	2019	5	6	\$270,000	\$270,000	17%	Fair
1137	Fleet	Medium Duty Fleet	Ambulance	2019 Ambulance 2	Demers Type III	2019	5	6	\$270,000	\$270,000	17%	Fair
1139	Fleet	Medium Duty Fleet	Ambulance	2019 Ambulance 3	Demers Type III	2019	5	6	\$270,000	\$270,000	17%	Fair
1145	Fleet	Medium Duty Fleet	Ambulance	2020 Ambulance 1	Demers Type III	2020	4	6	\$270,000	\$270,000	33%	Fair
1147	Fleet	Medium Duty Fleet	Ambulance	2020 Ambulance 2	Demers Type III	2020	4	6	\$270,000	\$270,000	33%	Fair
1198	Fleet	Medium Duty Fleet	Ambulance	2021 Ambulance 1	Demers Type III	2021	3	6	\$270,000	\$270,000	50%	Good
1160	Fleet	Medium Duty Fleet	Ambulance	2021 Ambulance 2	Demers Type III	2021	3	6	\$270,000	\$270,000	50%	Good
1162	Fleet	Medium Duty Fleet	Ambulance	2022 Ambulance 1	Demers Type III	2022	2	6	\$270,000	\$270,000	67%	Good
1161	Fleet	Medium Duty Fleet	Ambulance	2022 Ambulance 2	Demers Type III	2022	2	6	\$270,000	\$270,000	67%	Good
1141	Fleet	Medium Duty Fleet	Ambulance	2022 Ambulance 3	Demers Type III	2022	2	6	\$270,000	\$270,000	67%	Good
1360	Fleet	Light Duty Fleet	Pickup Truck	Emergency Response Unit (ERU)	Ford F150	2022	2	6	\$110,000	\$110,000	67%	Good
	Fleet	Light Duty Fleet	Pickup Truck	Emergency Response Unit (ERU)	Ford F150	2015	9	6	\$110,000	\$110,000	-50%	Very Poor
1335	Fleet	Light Duty Fleet	Pickup Truck	Emergency Response Unit (ERU)	Ford F150	2023	1	6	\$110,000	\$110,000	83%	Excellent
1336	Fleet	Light Duty Fleet	Pickup Truck	Emergency Response Unit (ERU)	Ford F150	2017	7	6	\$110,000	\$110,000	-17%	Poor
1306	Fleet	Light Duty Fleet	Pickup Truck	Emergency Response Unit (ERU)	Ford F150	2019	5	6	\$110,000	\$110,000	17%	Fair
ADM-1	Fleet	Light Duty Fleet	SUV	Administration Vehicle	Chevrolet Equinox	2022	2	6	\$55,000	\$55,000	67%	Good
CP-1	Fleet	Light Duty Fleet	SUV	Community Paramedicine (CPP)	Ford Escape S	2020	4	6	\$55,000	\$55,000	33%	Fair
CP-2	Fleet	Light Duty Fleet	SUV	Community Paramedicine (CPP)	Ford Escape	2020	4	6	\$55,000	\$55,000	33%	Fair
CP-3	Fleet	Light Duty Fleet	SUV	Community Paramedicine (CPP)	Hyundai Tucson	2021	3	6	\$55,000	\$55,000	50%	Good
CP-4	Fleet	Light Duty Fleet	SUV	Community Paramedicine (CPP)	Hyundai Tucson	2021	3	6	\$55,000	\$55,000	50%	Good
CP-5	Fleet	Light Duty Fleet	SUV	Community Paramedicine (CPP)	Ford Escape SE	2020	4	6	\$55,000	\$55,000	33%	Fair
CP-6	Fleet	Light Duty Fleet	SUV	Community Paramedicine (CPP)	Ford Explorer	2024	0	6	\$130,000	\$130,000	100%	Excellent
CHIC1	Fleet	Light Duty Fleet	SUV	Community Paramedicine (CPP)	Ford Explorer	2024	0	6	\$130,000	\$130,000	100%	Excellent
							Average			Total	Average	Average
							4.6			\$6,210,000	28%	Fair

Current Replacement Value for Fleet is based on recent purchase prices or current supplier estimates.

Medical Equipment Summary											
County Division:		Public Health Services									
County Department:		Emergency Medical Services									
General Data											
Asset ID (from Maximo)	Asset Class	Asset Type	Quantity	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit	Current Replacement Value	Condition
	Medical Equipment	Stair Chair	15	Pooled Assets	Stryker Stair-Pro	Varies	6.5	12	\$4,000	\$60,000	Not Assessed
	Medical Equipment	Power Load	14	Pooled Assets	Stryker Power-Load	Varies	7.6	6	\$25,000	\$350,000	Not Assessed
	Medical Equipment	Stretcher	18	Pooled Assets	Stryker Power-Pro XT	Varies	7.6	6	\$25,000	\$450,000	Not Assessed
	Medical Equipment	Defib & Monitor	30	Pooled Assets	Lifepak 15	Varies	2	6	\$30,000	\$900,000	Not Assessed
	Medical Equipment	Remaining Maximo Assets (Pooled)	N/A	Pooled Assets		Varies				\$355,800	Not Assessed
										Total	
										\$2,115,800	

Current Replacement Value for and Medical Equipment is based on recent purchase prices or current supplier estimates.

Appendix J – Service Summary: Child Care and Children’s Services

Child Care and Children's Services

The Child Care and Children's Services department is responsible for the oversight of the childcare and early years' system in the County of Lambton. As part of this service the County owns one facility at 295 Essex Street in Sarnia which is leased to a not-for-profit childcare provider.

The Child Care and Children's Services asset portfolio has an estimated replacement value of **\$3.8 million** (in 2023 dollars). Table J-1 shows a detailed breakdown of the asset inventory.

Table J-1: Asset Inventory – Child Care and Children's Services

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Facilities	Daycare	1	Each	\$3,844,671
Total				\$3,844,671

¹ Current Replacement Value for Facilities is based on the 2024 Building Condition Assessment (BCA) report completed by EGIS.

Age and Estimated Useful Life

The facility at 295 Essex Street was constructed in 2009 and is 15 years old. The facility is still relatively new with most original components remaining in good condition.

Condition

The facilities condition was assessed as part of the 2024 Building Condition Assessment completed by an external consultant. The report identified that the facility is in Good overall condition.

Facility Summary																
County Division:		Social Services														
County Department:		Child Care and Children’s Services														
General Data																
Asset ID (from Maximo)	Facility Name	Location	Asset Class	Asset Type	Description	Year Constructed	Age	Gross Floor Area		Floors Below Grade	Floors Above Grade	Current Replacement Value Unit Rate (\$/sq.ft)	Current Replacement Value	5 Year Avg FCI from BCAs	Condition	Condition Method
								sq.ft	sq.m							
CCC- PHUPTED	295 Essex Street	295 Essex Street, Sarnia, Ontario	Facility	Daycare	Currently leased to Little Friends	2009	15	8859	823	0	1	\$434	\$3,844,671	14.45%	Good	BCA
							Average	Total	Total				Total			
							15	8859	823				\$3,844,671			

Current Replacement Value for Facilities is based on the 2024 Building Condition Assessment (BCA) report completed by EGIS.

Appendix K – Service Summary: Housing Services

Housing Services

The Housing Services department manages 3 high-rise apartments, 13 low-rise apartments, and 8 family sites for a total of 832 housing units owned by the County.

The County's Housing Services asset portfolio has an estimated replacement value of **\$285.6 million** (in 2023 dollars). Table K-1 shows a detailed breakdown of the asset inventory.

Table K-1: Asset Inventory – Housing Services

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Facilities	Low-rise apartment	13	Each	\$117,950,000
	High-rise apartment	3	Each	\$69,960,000
	Family site	8	Each	\$97,555,000
Fleet	Light-Duty fleet	2	Each	\$130,000
Total				\$285,595,000

¹ Current Replacement Value for low-rise and high-rise apartment buildings is based on the "At Home in the County of Lambton" report by Flourish dated January 22, 2024. Current Replacement Value for family sites is based on inflating previous AMP estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.



IMAGE: The Avondale Apartment Building in Sarnia

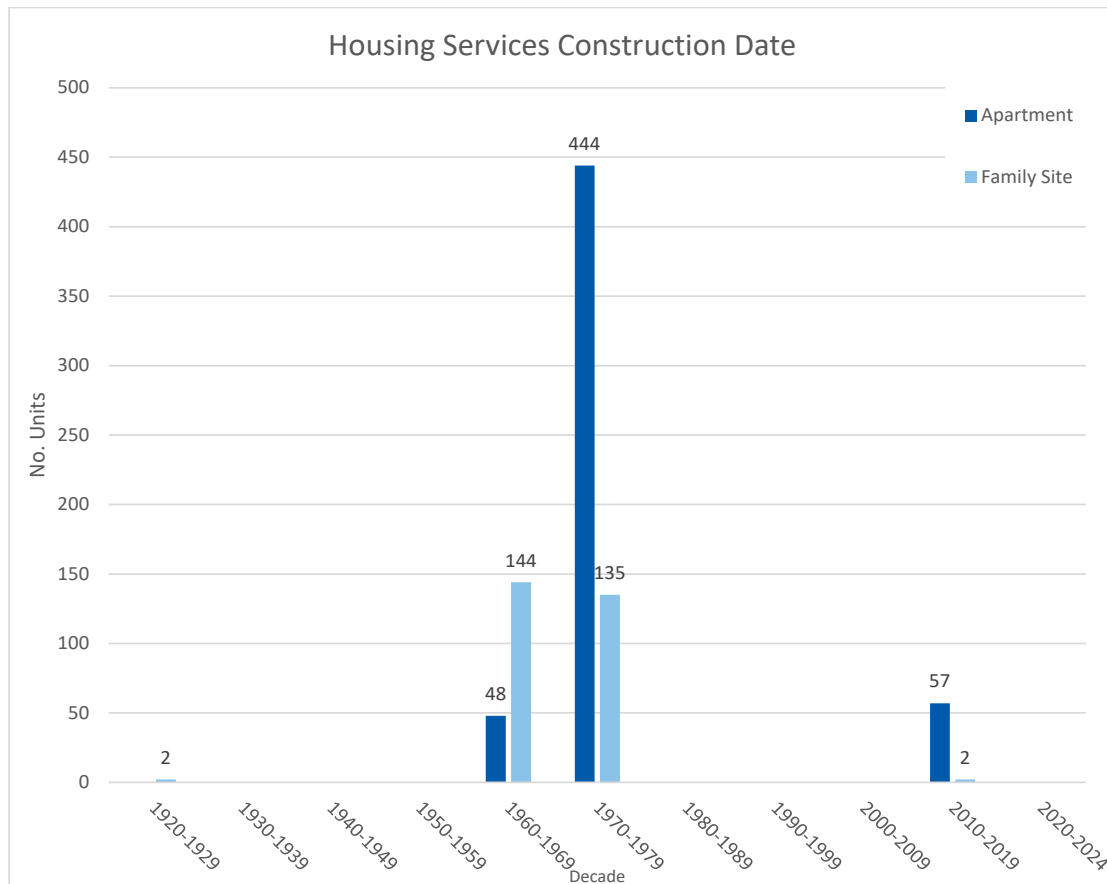
The following reports support the Housing Services Department’s asset management initiatives:

- Housing Services Capital Asset Management Plan Update – Year 11-20, approved by Council at its meeting on June 4, 2025.
- 10-Year Capital Asset Management and Funding Plan Update, updated annually to Council.

Age and Estimated Useful Life

The average age of the Housing Services facilities weighted by replacement value is 50 years old. Over 90% of the Housing facilities were built in the 1960s and 1970s as shown in the asset age profile in Figure K-1.

Figure K-1: Construction Date by Number of Units – Housing Services



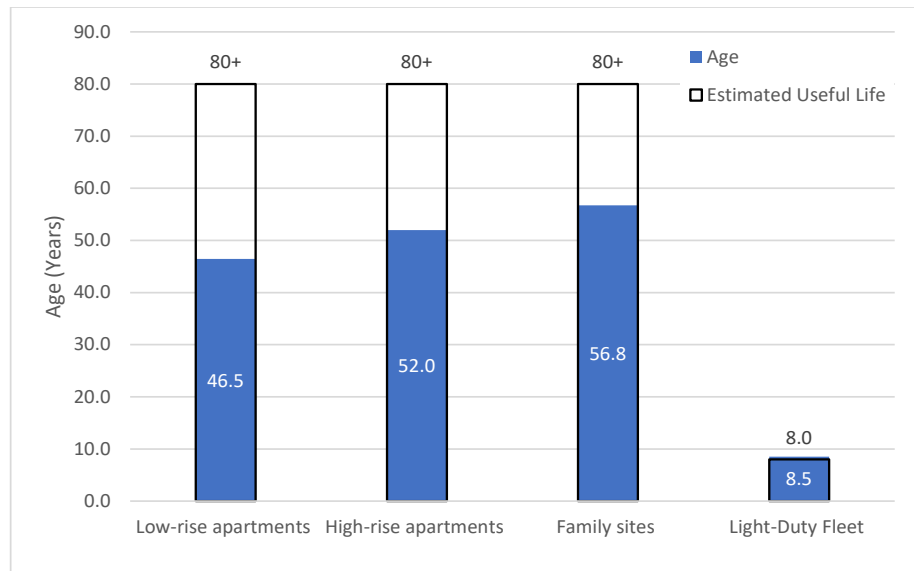
Housing Services facilities have seen a significant investment in renewal projects during the implementation of the 10-Year Asset Management and Funding Plan starting in 2015. This has included renewal and replacement of major building components as well as the complete refurbishment of several unit interiors. Over the last 5 years, 78-unit interiors have been fully renovated or just over 9% of the total units. Unit interiors of Housing Services facilities tend to undergo a quicker deterioration cycle

than other facility types. The renewal of major components and refurbishment of unit interiors will need to continue at a similar pace to maintain existing levels of service. With proper maintenance and renewal, the facilities are expected to have an estimated useful life of 80 years or longer.

The two fleet vehicles have an average age of 8.5 years old. The estimated useful life of these vehicles is 8 years.

The average age and estimated service life of the Housing Services assets are summarized in Figure K-2.

Figure K-2: Average Age and Estimated Useful Life – Housing Services



Condition

The Housing Services facility conditions were assessed as part of the 2024 Building Condition Assessments completed by an external consultant. The reports provide a Facility Condition Index (FCI) score for each facility. The condition of facility assets ranges from Poor to Excellent with the following breakdown:

- \$20.7 million or 7.3% in Excellent Condition
- \$190.3 million or 66.6% in Good Condition
- \$68.9 million or 24.1% in Fair Condition
- \$5.6 million or 2.0% in Poor Condition

The Housing Services facilities are in **Good** overall condition.

The condition of fleet vehicles are estimated based on the age and percentage of useful life remaining and they are in **Poor** overall condition. The condition distribution of the Housing Services Departments assets is shown in Figure K-3.

Figure K-3: Condition Summary – Housing Services

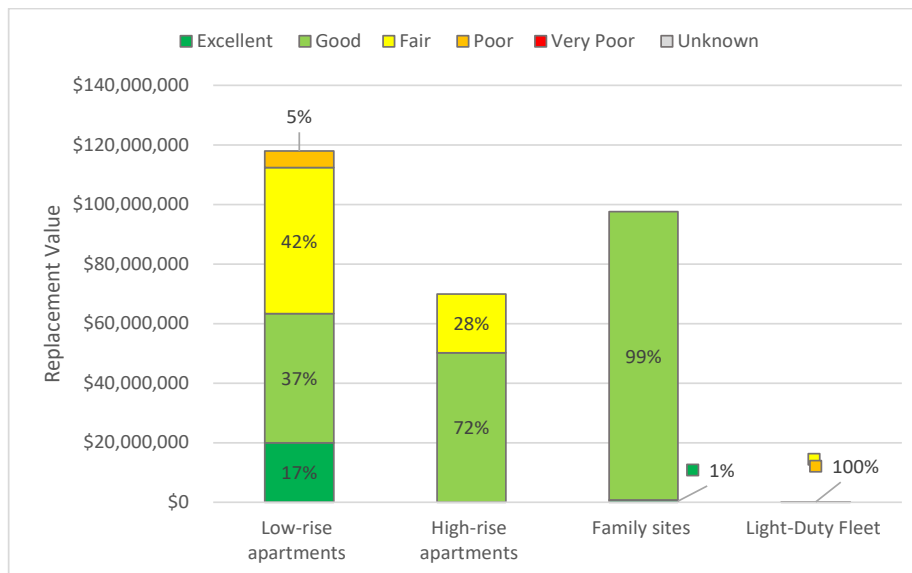


IMAGE: Kathleen Avenue Family Site in Sarnia

Facility Summary																						
County Division:		Social Services																				
County Department:		Housing Services																				
Asset ID (from Yardi)	Facility Name	Location	Asset Class	Asset Type	Description	Year Constructed	Age	Total Area		Floors Below Grade	Floors Above Grade	Current Replacement Value Unit Rate	Current Replacement Value	5 Year Avg FCI from BCAs	Condition	Condition Method	Units					Total Units
								sq.ft	sq.m								bachelor	1 - bedroom	2 - bedroom	3 - bedroom	4 - bedroom	
alvinst	Alvinston Apartments	3247 River Street, Alvinston	Facility	Low Rise Apartment	16 - 1 bedroom apartments	1977	47	13,440	1,249	0	2	\$350,000	\$5,600,000	19.40%	Fair	BCA		16			16	
petgreen	Central Apartments	436 Greenfield Street, Petrolia	Facility	Low Rise Apartment	20 - 1 bedroom apartments	1979	45	16,150	1,500	0	2	\$350,000	\$7,000,000	21.10%	Fair	BCA		20			20	
thedford	Golden Villa	47 Royal Street, Thedford	Facility	Low Rise Apartment	10 - 1 bedroom apartments	1975	49	7,225	671	0	1	\$350,000	\$3,500,000	15.40%	Fair	BCA		10			10	
queen124	Guernsey Gardens	124 Queen Street, Sarnia	Facility	Low Rise Apartment	16 - Bachelor apartments, 32 - 1 bedroom apartments (12 are modified and supported by March of Dimes)	1968	56	35,320	3,281	0	4	\$350,000	\$16,800,000	11.30%	Good	BCA	16	32			48	
ptedward	Huronview Apartments	11 Fort Street, Pt. Edward	Facility	Low Rise Apartment	10 - 1 bedroom apartments	1971	53	7,437	691	0	1	\$350,000	\$3,500,000	19.10%	Fair	BCA		10			10	
cathcart	Jubilee Gardens	700 Cathcart Boulevard, Sarnia	Facility	Low Rise Apartment	41 - 1 bedroom apartments (5 are modified)	1976	48	30,546	2,838	0	2	\$350,000	\$14,350,000	17.80%	Fair	BCA		41			41	
petking	King's Court	412 King Street, Petrolia	Facility	Low Rise Apartment	24 - 1 bedroom apartments (Must be 65 years of age)	1972	52	16,146	1,500	0	2	\$350,000	\$8,400,000	12.80%	Good	BCA		24			24	
maxwell	Maxwell Park Place	993 Maxwell Street, Sarnia	Facility	Low Rise Apartment	54 - 1 bedroom apartments (4 modified and supported by March of Dimes), 3 - 2 bedroom apartments (all modified and supported by March of Dimes) (Must be 65 years of age)	2011	13	63,313	5,882	0	4	\$350,000	\$19,950,000	2.30%	Excellent	BCA		54	3		57	
corunna	Moore Lodge	203 Fane Street, Corunna	Facility	Low Rise Apartment	28 - 1 bedroom apartments	1972	52	19,400	1,802	0	2	\$350,000	\$9,800,000	18.80%	Fair	BCA		28			28	
wyoming	Parkside Apartments	587 Ontario Street, Wyoming	Facility	Low Rise Apartment	16 - 1 bedroom apartments (1 modified)	1978	46	11,840	1,100	0	2	\$350,000	\$5,600,000	29.00%	Poor	BCA		16			16	
sombra	Sombra Apartments	3548 St. Clair Parkway, Sombra	Facility	Low Rise Apartment	24 - 1 bedroom apartments	1976	48	17,400	1,617	0	2	\$350,000	\$8,400,000	9.20%	Good	BCA		24			24	
forest	Sunset Lodge	57 Union Street, Forest	Facility	Low Rise Apartment	15 - 1 bedroom apartments (1 modified)	1975	49	14,850	1,380	0	2	\$350,000	\$5,250,000	19.40%	Fair	BCA		15			15	
watford	Watford Apartments	475 Ontario Street, Watford	Facility	Low Rise Apartment	28 - 1 bedroom apartments (2 modified)	1978	46	20,000	1,858	0	2	\$350,000	\$9,800,000	10.00%	Good	BCA		28			28	
euphemia	Avondale Apartments	125 Euphemia Street, Sarnia	Facility	High Rise Apartment	60 - 1 bedroom apartments, 1 - 2 bedroom apartment (modified)	1972	52	41,672	3,871	0	6	\$330,000	\$20,130,000	13.60%	Good	BCA		60	1		61	
capel230	Capel Manor	230 Capel Street, Sarnia	Facility	High Rise Apartment	90 - 1 bedroom apartments	1974	50	60,300	5,602	0	9	\$330,000	\$30,030,000	11.20%	Good	BCA		91			91	
queen150	St. Clair Gardens	150 Queen Street Sarnia	Facility	High Rise Apartment	60 - 1 bedroom apartments	1970	54	46,600	4,329	1	6	\$330,000	\$19,800,000	15.00%	Fair	BCA		60			60	
devin244	Devine Street	244 Devine Street, Sarnia	Facility	Family Site	Duplex, 2 - 1 bedroom apartments	1920	104	3,140	292	1	2	\$250	\$785,000	1.10%	Excellent	BCA		2			2	
cardiff	Cardiff Acres	Scattered Units	Facility	Family Site	Detached, Semi-Detached, Row Houses, 19 - 3 bedroom units (1 modified), 6 - 4 bedroom units	1975	49	39,000	3,623	1	2	\$250	\$9,750,000	10.50%	Good	BCA				19	6	25
kathrow	Eastland Gardens (Kathleen Family)	122 to 128 (evens) & 135 to 143 (all) Walnut Avenue & 358 to 390 (evens), 365 to 375 (odds), 379 to 397 (odds), 402 to 418 (all), 420 to 428 (all), 430 to 444 (evens), 433 to 449 (odds), & 451 Kathleen Avenue, Sarnia	Facility	Family Site	Row Houses, 10 - 2 bedroom units, 76 - 3 bedroom units, 14 - 4 bedroom units	1961	63	112,380	10,440	1	2	\$250	\$28,095,000	6.90%	Good	BCA			10	76	14	100
kathadul	Eastland Gardens (Kathleen Adult)	347 a-d, 356 a-d, 348 to 354 (evens), 349 to 363 (odds) Kathleen Avenue, Sarnia	Facility	Family Site	Row Houses, 20 - 1 bedroom units (1 modified)	1961	63	15,000	1,394	0	1	\$250	\$3,750,000	10.70%	Good	BCA		20			20	
roger	Roger Street	674-741 Roger Street, Sarnia	Facility	Family Site	Semi-Detached and Row Houses, 20 - 2 bedroom units, 28 - 3 bedroom units, 6 - 4 bedroom units	1973	51	75,000	6,968			\$250	\$18,750,000	7.20%	Good	BCA			20	28	6	54
kath-ahp	Twin Berry Parks (Kathleen AHP)	512 & 514 Kathleen Avenue, Sarnia	Facility	Family Site	Semi-Detached, 2 - 2 bedroom units	2010	14	5,030	467	1	1	\$250	\$1,257,500	12.00%	Good	BCA			2			2
kathsemi	Twin Berry Parks (Kathleen Semi)	457 to 463 (odds) & 454 to 510 (evens) Kathleen Avenue, Sarnia	Facility	Family Site	Semi-Detached, 6 - 2 bedroom units, 8 - 3 bedroom units, 10 - 4 bedroom units	1968	56	39,870	3,704	1	2	\$250	\$9,967,500	10.40%	Good	BCA			6	8	10	24
confed	Valley View Villa	914 Confederation Street, Sarnia	Facility	Family Site	Row Houses, 25 - 2 bedroom townhouses, 15 - 3 bedroom townhouses, 16 - 4 bedroom townhouses	1970	54	100,800	9,365	1	2	\$250	\$25,200,000	7.30%	Good	BCA			25	15	16	56
							Average	Total	Total				Total	Average	Average						Total	
							49.8	811,859	75,424				\$285,465,000	12.98%	Good						832	

Current Replacement Value for low-rise and high-rise apartment buildings is based on the "At Home in the County of Lambton" report by Flourish dated January 22, 2024. Current Replacement Value for family sites is based on inflating previous AMP estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.

Fleet Summary													
County Division:		Social Services											
County Department:		Housing Services											
General Data													
Asset ID	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition Score (% EUL Remaining)	Condition	Condition Method
N/A	Fleet	Light Duty Fleet	Pickup 2x4		Dodge Ram 1500	2015	9	8	\$65,000	\$65,000	-13%	Poor	Age Based
N/A	Fleet	Light Duty Fleet	Pickup 2x4		Dodge Ram 1500	2016	8	8	\$65,000	\$65,000	0%	Poor	Age Based
							Average	Average		Total	Average	Average	
							8.5	8		\$130,000	-6%	Poor	

Appendix L – Service Summary: Long Term Care

Long Term Care

The Long-Term Care department manages three not-for-profit long-term care homes with a total of 339 beds. The long-term care homes are the Lambton Meadowview Villa in Petrolia, the Marshall Gowland Manor in Sarnia, and the North Lambton Lodge in Forest. The department also owns a 12-passenger bus to support various programs.

The Long-Term Care department's asset portfolio has an estimated replacement value of **\$230.7 million** (in 2023 dollars). Table L-1 shows a detailed breakdown of the asset portfolio.

Table L-1: Asset Inventory – Long-Term Care

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Facilities	Lambton Meadowview Villa, Petrolia	N/A	N/A	\$85,000,000
	Marshall Gowland Manor, Sarnia	N/A	N/A	\$85,680,000
	North Lambton Lodge, Forest	N/A	N/A	\$59,840,000
Fleet	Medium-Duty Fleet	1	Each	\$150,000
Total				\$230,670,000

¹ Current Replacement Value for long-term care homes is based on Master Program and Master Plan for Lambton Meadowview Villa, September 2022. Current Replacement Value for Fleet is based on recent purchase prices or current supplier estimates.



IMAGE: The North Lambton Lodge Long-Term Care Home

The following reports support the Long-Term Care Departments Asset Management initiatives:

- The Master Program and Master Plan for Lambton Meadowview Villa dated September 6, 2022
- The Small House Functional Program and Master Plan for a new 12-bed Small House at the Lambton Meadowview Villa
- 2023 Building Condition Assessments by EGIS Group

Age and Estimated Useful Life

The average age of the long-term care homes weighted by replacement value is 34 years old. The long-term care homes operate 24/7 at full capacity with limited opportunities for major renovation or redevelopment projects. The three long-term care homes are summarized below:

Lambton Meadowview Villa

Lambton Meadowview Villa (Villa) is a 125-bed long-term care home. The home was constructed in 1993 and is classified as an “Older A” facility by the Ministry of Long-Term Care (MLTC). The facility is 31 years old and there are major components and systems at the Villa that are nearing or at the end of their estimated useful life requiring a significant capital investment to maintain current operations. However, meeting current MLTC standards can only be accomplished by constructing a new building or through a major renovation project.

Marshall Gowland Manor

Marshall Gowland Manor (Manor) is a 126-bed long-term care home. The home was constructed in 2003 and is classified as an “A” facility by the MLTC. The building is 21 years old, and some facility components are approaching the end of their estimate useful life.

North Lambton Lodge

North Lambton Lodge (Lodge) is an 88-bed long-term care home. The central administrative area, service wing and residential wing ‘C’ were constructed in 1968 with an addition completed in 1995. Residential wings ‘A’ and ‘B’ as well as the front entrance were constructed in 2002 in conjunction with substantial renovations to the remainder of the building. The Lodge is classified as an “A” facility by the MLTC. The original building is 56 years old, however the Lodge last underwent significant addition and renovations to the building 22 years ago. Some facility components are approaching the end of their estimate useful life.

Fleet

The department operates a 12-passenger bus (medium-duty fleet vehicle) that is 12 years old. The estimated useful life of the vehicle is 10 years, and it is past its estimated useful life.

The average age and estimated service life of the Long-Term Care Department’s assets are summarized in Figure L-1.

Figure L-1: Average Age and Estimated Useful Life – Long-Term Care

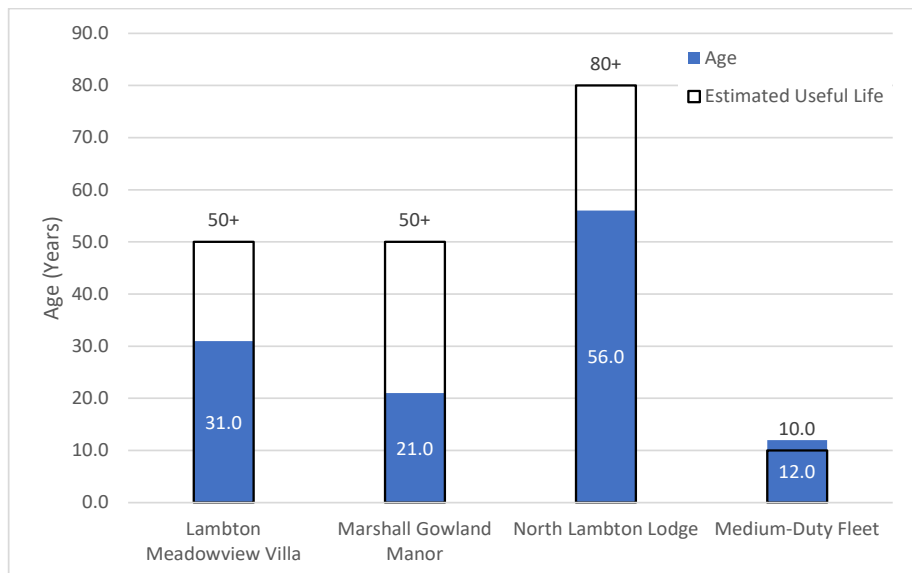


IMAGE: The Lambton Meadowview Villa Long Term Care Home

Condition

The long-term care homes were assessed as part of the 2023 Building Condition Assessments completed by an external consultant. In addition, a facility staff assessment was completed which evaluates the condition of each major building component. Marshall Gowland Manor is assessed to be in Good overall condition and Lambton Meadowview Villa and North Lambton Lodge are assessed to be in Fair overall condition. The condition of the fleet vehicle is estimated based on the age and percentage of useful life remaining. The Fleet is in Poor overall condition. The condition distribution of the Long-Term Care department's assets is shown in Figure L-2.

Figure L-2: Condition Summary – Long-Term Care

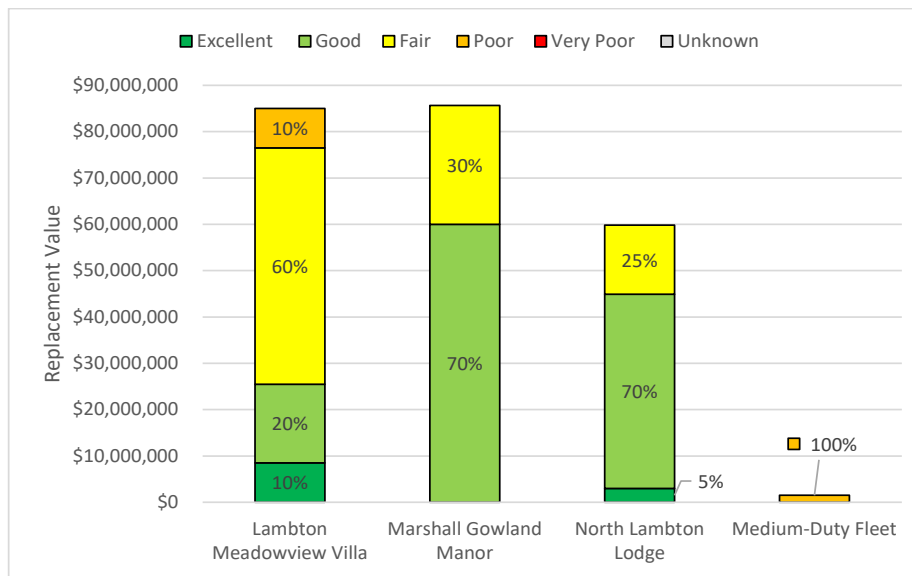


IMAGE: The Interior of the Marshall Gowland Manor Long Term Care Home

Facility Summary																	
County Division:		Long-Term Care															
County Department:		Lambton Meadowview Villa, Marshall Gowland Manor and North Lambton Lodge															
General Data																Asset Specific Data	
Asset ID (from Maximo)	Facility Name	Location	Asset Class	Asset Type	Description	Year Constructed*	Age	Gross Floor Area		Floors Below Grade	Floors Above Grade	Current Replacement Value Unit Rate (\$/bed)**	Current Replacement Value	Condition	Condition Method	Total No. of Units	Elevators
								sq.ft	sq.m								
LMV-PET	Lambton Meadowview Villa	3958 Petrolia Line, Petrolia	Facility	Long-Term Care Home	125 bed Level 'Older A' Long-Term Care Home	1993	31	122278	11360	1	3	\$680,000	\$85,000,000	Fair	Staff Assessment	125	3
MGM-SAR	Marshall Gowland Manor	749 Devine St., Sarnia	Facility	Long-Term Care Home	126 bed Level 'A' Long-Term Care Home	2003	21	93215	8660	0	2	\$680,000	\$85,680,000	Good	Staff Assessment	126	2
NLL-FOR	North Lambton Lodge	39 Morris St., Forest	Facility	Long-Term Care Home	88 bed Level 'A' Long-Term Care Home	1968	56	65993	6131	0	1	\$680,000	\$59,840,000	Good	Staff Assessment	88	0
							Average	Total	Total				Total	Average		Total	
							34	281486	26151				\$230,520,000	Good		339	

Current Replacement Value for long-term care homes is based on Master Program and Master Plan for Lambton Meadowview Villa, September 2022.

Fleet Summary													
County Division:		Long-Term Care											
County Department:		Lambton Meadowview Villa, Marshall Gowland Manor and North Lambton Lodge											
General Data													
Asset ID (from Maximo)	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition Score (% EUL Remaining)	Condition	Condition Method
6795	Fleet	Medium Duty Fleet	Passenger Bus	12 passenger bus	Chevrolet Titan II	2012	12	10	\$150,000	\$150,000	-20%	Poor	Age Based
							Average			Total	Average	Average	
							12			\$150,000	-20%	Poor	

Current Replacement Value for Fleet is based on recent purchase prices or current supplier estimates.

Appendix M – Service Summary: Cultural Services

Cultural Services

The Cultural Services Division manages Lambton Heritage Museum, the Oil Museum of Canada, the Judith & Norman Art Gallery, Library Headquarters / Lambton County Archives and the operation of 25 Libraries. The Division manages 3 cargo vans to provide a mobile outreach service and courier service. The Division is also responsible for multiple historic buildings, thousands of historic artifacts and over one thousand works of art. Historic buildings, artifacts and artworks are excluded from the Asset Management Plan.

The Cultural Services asset portfolio has an estimated replacement value of **\$44.1 million** (in 2023 dollars). Table M-1 shows a detailed breakdown of the asset portfolio.

Table M-1: Asset Inventory – Cultural Services

Asset Class	Asset Type	Quantity	Unit	Current Replacement Value ¹
Facilities	Lambton Heritage Museum	N/A	N/A	\$11,850,000
	Oil Museum of Canada	N/A	N/A	\$3,875,000
	Judith & Norman Alix Art Gallery	N/A	N/A	\$10,350,000
	Library Headquarters / Lambton County Archives	N/A	N/A	\$8,100,000
	25 library branches (building contents only)	N/A	N/A	\$9,760,700
Fleet	Light-duty fleet	3	Each	\$240,000
Total				\$44,175,700

¹ Current Replacement Value for Facilities is based on inflating previous estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada. Current Replacement Value for Fleet is based on recent purchase prices or current supplier estimates.



IMAGE: The Judith & Norman Alix Art Gallery

The following reports support the Cultural Services Division asset management initiatives:

- Cultural Services Strategic Plan: 2022 – 2026
- Cultural Services Annual Reports
- Joint Library Facilities Review: 2023 – 2031

Age and Estimated Useful Life

The average age of the Cultural Services facilities weighted by replacement value is 35 years old. The facilities are summarized below:

Lambton Heritage Museum

Lambton Heritage Museum is composed of the main exhibition centre, two display buildings and six historic buildings. The main exhibition building was constructed in 1978. The kitchen, workshop, and loading dock were added in 1990. The facility has undergone a significant renewal with several renovation projects completed in the last 10 years including: parking lot and sitework reconstruction, septic system replacement, HVAC system upgrades, electrical and lighting upgrades, roof replacement, exterior window and door replacements, and a full exhibit renewal. The facility is 46 years old with many major components in good or better condition.

Oil Museum of Canada

The Oil Museum of Canada is composed of the main exhibition centre, a storage garage, two display buildings and four historic buildings. The main exhibition building was constructed in 1959. A single-storey theatre was added in 1972 and a two-storey addition for storage and a mechanical penthouse was added in the 1990s. The facility has undergone a significant renewal with renovations completed to major building components in the last 10 years including: parking lot and sitework reconstruction, HVAC system upgrades, electrical and lighting upgrades, roof replacement, exterior window and door replacements, and a full exhibit renewal. The facility is 65 years old with many major components in good or better condition.

Judith & Norman Alix Art Gallery

The Judith & Norman Alix Art Gallery is a free public art gallery located in downtown Sarnia. The building was constructed in 2012. The unique building design incorporated the historic red-brick façade from the previous building on the site which dates back to 1893. The gallery holds the distinction of a Category 'A' designation received from the Department of Canadian Heritage. As such, the gallery meets and maintains a range of strict building, operational and professional standards. The facility is 12 years old with most major components less than halfway through their estimated useful life.

Library Headquarters / Lambton County Archives

The building is home to both the Lambton County Library Headquarters and the Lambton County Archives. The Archives serves as an active genealogical and local history resource centre and the Library Headquarters serves as the administration hub for the Lambton County Libraries Department. The building was constructed in 1992 on the same site as the County Administration Building. The facility was renovated in 2019 including: entrance upgrades, HVAC system upgrades, plumbing upgrades, and

interior renewal. The facility is 32 years old with some major components approaching the end their estimated useful life.

Fleet

The Cultural Services Division provides courier service to all County Divisions and partner agencies Tourism Sarnia-Lambton and Sarnia-Lambton Economic Partnership and operates a mobile library outreach service. This service relies on 3 cargo vans which are classified as light-duty fleet. Two fleet vehicles are used for the courier service, they were both replaced in 2023 and are 1 year old. The courier vehicles have an estimated useful life of 5 years. The remaining fleet vehicle is used for the Mobile Library Outreach program and is 5 years old. The library outreach vehicle has an estimated useful life of 8 years.

The average age and estimated service life of the Cultural Services assets are summarized in Figure M-1.

Figure M-1: Average Age and Estimated Useful Life – Cultural Services

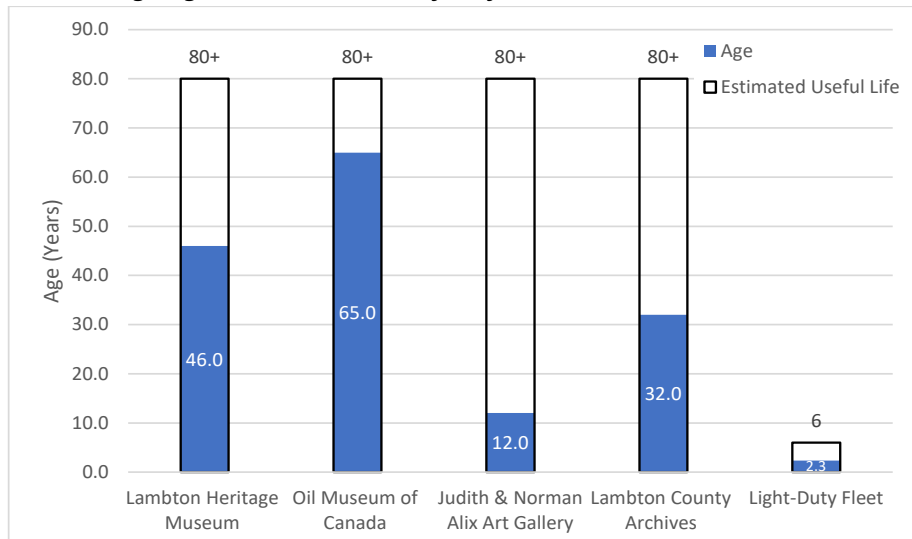


IMAGE: Lambton Heritage Museum

Condition

The condition of Cultural Services facility assets is estimated based on completing a facility staff assessment which evaluated the condition of each major building component. The facilities are in Good overall condition. The library building contents are not assessed for condition. The condition of fleet vehicles is estimated based on the age and percentage of useful life remaining. The fleet vehicles are in Good overall condition. The condition distribution of the Cultural Services Division's assets is shown in Figure M-2.

Figure M-2: Condition Summary – Cultural Services

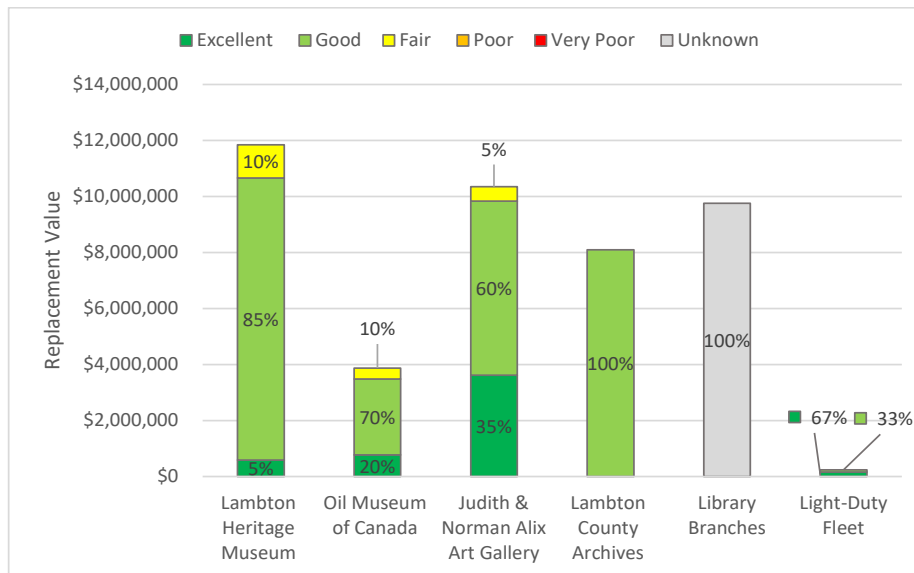


IMAGE: The Oil Museum of Canada

Facility Summary															
County Division:		Cultural Services													
County Department:		Museums, Gallery and Archives, Library													
General Data															
Asset ID (from Maximo)	Facility Name	Location	Asset Class	Asset Type	Description	Year Constructed	Age	Gross Floor Area		Floors Below Grade	Floors Above Grade	Current Replacement Value Unit Rate (\$/sq.ft)	Current Replacement Value*	Condition	Condition
								sq.ft	sq.m						
LHM-GRDBND	Lambton Heritage Museum	10035 Museum Rd, Grand Bend, ON	Facility	Museum	Exhibition and storage of over 25,000 historic artifacts	1978	46	21000	1951	0	1	\$450	\$9,450,000	Good	Staff Assessment
					2 - accessory storage buildings	1978	46	24000	2230	0	1	\$100	\$2,400,000		
LOM-OILSPR	Oil Museum of Canada	2423 Kelly Rd, Oil Springs, ON	Facility	Museum	Main exhibition centre, houses over 9,000 artifacts	1959	65	8500	790	1	1	\$450	\$3,825,000	Good	Staff Assessment
					Storage garage	Unknown	Unknown	1000	93	0	1	\$50	\$50,000		
LGL_LOCHIEL	Judith & Norman Alix Art Gallery	147 Lochiel St, Sarnia, ON	Facility	Gallery	Art gallery hosting a wide-range of exhibitions, tours, lectures and programs for all ages. Collection of 1,200 works	2012	12	23000	2137	1	3	\$450	\$10,350,000	Good	Staff Assessment
LIB-HQ	Library Headquarters / Lambton County Archives	787 Broadway Street, Wyoming, ON	Facility	Archives	Acts as both the Library adminstration building and Archives (active genealogical and local history resource centre) including 4813 linear feet of archival records.	1992	32	18000	1672	0	1	\$450	\$8,100,000	Good	Staff Assessment
LIB	25 Library Branches (Building Contents Only)	All Library Branches	Facility	Library	Library contents include books, audio books, magazines, audio-visual materials and more.	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$9,760,700	Not Tracked	
							Average	Total	Total				Total		
							35	18000	1672				\$43,935,700		

Current Replacement Value for Facilities is based on inflating previous estimates using the Non-Residential Building Construction Price Index (NRBCPI) published by Statistics Canada.

Fleet Summary													
County Division:		Cultural Services											
County Department:		Library											
General Data													
Asset ID (from Maximo)	Asset Class	Asset Type	Asset Sub-type	Description	Make / Model	Model Year	Age	EUL	Current Replacement Value Unit Rate (\$/unit)	Current Replacement Value	Condition Score (% EUL Remaining)	Condition	Condition Assessment Method
9205	Fleet	Light-duty fleet	Van	Courier Van 1	Dodge Ram Promaster (2500 Chassis)	2023	1	5	\$80,000	\$80,000	80%	Excellent	Age Based
9285	Fleet	Light-duty fleet	Van	Courier Van 2	Dodge Ram Promaster (2500 Chassis)	2023	1	5	\$80,000	\$80,000	80%	Excellent	Age Based
8484	Fleet	Light-duty fleet	Van	Mobile Library Outreach	Ford Transit	2019	5	8	\$80,000	\$80,000	38%	Good	Age Based
							Average	Average		Total	Average	Average	
							2.3	6.0		\$240,000	66%	Good	

Current Replacement Value for Fleet is based on recent purchase prices or current supplier estimates.





PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	EMERGENCY MEDICAL SERVICES
PREPARED BY:	Stephen Turner, Manager Emily Frewin, (A) Supervisor, Community Paramedicine
REVIEWED BY:	Kevin Churchill, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Community Paramedicine Program Update

BACKGROUND

The Community Paramedicine (“CP”) program continues to provide proactive, community-based health care to residents across Lambton County who are medically complex, socially vulnerable, or otherwise face barriers accessing traditional health services. Community Paramedics work collaboratively with primary care, public health, and social service partners to deliver in-home assessments, chronic disease management, health system navigation, and preventive care. Staff last reported to Committee of the Whole on the CP program on [October 18, 2023](#).

Since its inception in 2017, the CP program has played a critical role in improving health outcomes, supporting hospital avoidance, reducing costly emergency visits, and enhancing the continuity of care for clients who might otherwise rely heavily on emergency services. The CP program also supports the EMS Master Plan goal to deliver the right care, in the right place, at the right time.

The CP program is delivered by seven full-time equivalent (“FTE”) paramedics, supported by part-time staff who provide backfill coverage. Recent provincial funding shortfalls have required a reduction in staffing by one FTE.

DISCUSSION

Program Activity and Caseload:

The CP program has a current caseload of approximately 719 clients. Clients supported by the CP program are predominantly older adults living with chronic conditions such as heart failure, COPD, diabetes, or cognitive decline.

A significant portion of the caseload includes clients unattached to a primary care provider. Client feedback continues to be overwhelmingly positive.

- New referrals received: > 380 in the past 12 months
- Total in-home visits completed: > 4,100 in the past 12 months
- Wellness checks conducted: > 2,100 in the past 12 months

Program Impact:

Through its proactive and coordinated approach, the CP program has demonstrated clear benefits to patients and the broader health system. Paramedics provide consistent follow-up and health monitoring that reduce the likelihood of crisis events, improve medication adherence, and promote client stability at home.

In collaboration with local health partners, community paramedics continue to bridge the gap between emergency and primary care, helping to ensure that residents receive the right care, at the right time, in the right place.

New and Ongoing Initiatives:

Community Wellness Clinics

In 2024, the CP program expanded its outreach through Community Wellness Clinics, operated in partnership with McMaster University and local primary care teams. These clinics provide free vital signs checks, chronic disease screening, vaccine administration, and health education.

To date, more than 800 residents have attended a Community Wellness Clinic. Many participants are unattached to a family physician or nurse practitioner, and several have since been successfully referred to ongoing primary care or social supports. The clinics have become a valued point of entry to the local health system for marginalized or isolated individuals.

Indigenous Community Partnerships

The CP program has also prioritized engagement with Indigenous communities across the region. This includes providing mobile wellness clinics, participating in community health prevention events, and collaborating with Indigenous health navigators and leadership to co-design culturally safe care approaches.

These partnerships have strengthened relationships and improved access to preventive care and chronic disease management for Indigenous residents.

Future Priorities

Looking ahead, the CP program will continue to focus on:

- Strengthening workforce stability and recruitment to sustain service delivery.
- Expanding the reach of Community Wellness Clinics to additional rural and underserved areas.
- Continuing collaboration with Indigenous and marginalized communities to improve equitable access to care.
- Leveraging program data to further evaluate outcomes and guide future planning.
- Exploring opportunities to better integrate Community Paramedicine with 911 emergency response.

FINANCIAL IMPLICATIONS

Current funding for the CP program totals \$1,336,410, provided through three provincial grant streams: Bluewater Health / Transform (\$246,110), Ontario Health / HISH (\$215,400), and the Ministry of Long-Term Care / CPLTC (\$874,900).

Over the past five (5) years, wage expenses have increased as a result of increasing wage and benefits costs. With grant revenues remaining relatively static, staff have continuously reduced other program expenses to compensate for the shortfall. This year, EMS was required to cut one FTE in the program, as there were no longer sufficient options remaining to reduce other program expenses. There were no resultant job losses as the position was unfilled at the time of reduction.

Staff and the Ontario Association of Paramedicine Chiefs have appealed to the Ministry of Health and the Ministry of Long-Term Care to create sustainable, long-term funding for the Community Paramedicine programs in Lambton County and across Ontario. As reported to Committee of the Whole on September 17, 2025, the Province has responded by [announcing](#) that the grant funding for CP programs would be made permanent, but the amount of the grant remained unchanged.

Staff will continue to engage the Province to seek opportunities to restore staffing levels, in addition to exploring other options to adjust the CP program delivery model.

CONSULTATIONS

The Lambton County Community Paramedicine records database was used to provide metrics for this report.

STRATEGIC PLAN

The CP program contributes to Lambton County's commitment to *Community Health and Wellness* through its direct provision of health care services to the community.

CONCLUSION

Despite the ongoing challenges faced across the health care sector, the CP program continues to demonstrate resilience, innovation, and measurable community impact. Through proactive, patient-centered care and strong inter-agency partnerships, the CP program remains an important delivery agent of community health by helping residents remain safely at home while reducing strain on emergency and hospital resources.



CULTURAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LIBRARIES
PREPARED BY:	Darlene Coke, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Libraries Third Quarter 2025 Statistics

BACKGROUND

Lambton County Library provides services to the public through 24 libraries and a mobile library service. In-library services include books, audio books, magazines, audio-visual materials, story hours, guest speakers, reference services, and internet access. The Sarina Library is also home to the Sarnia Library Theatre, which is used for library programming and available to the community for rent, hosting many concerts, celebrations, film screenings and more.

Lambton County also offers an eLibrary, which provides access to electronic books, magazines, newspapers, digital media such as music and movies, and educational courses from any device connected to the internet, along with a library card. Lambton County also operates a Makerspace at the Sarnia Library and offers a Mobile Makerspace service to the remaining 23 branch libraries by circulating maker equipment on a rotating basis. Makerspaces offer opportunities for innovation and creation through the use of technology such as 3D printers, which are not typically available in most households.

Statistics on the usage of various programs and services are maintained throughout the year and reported to Lambton County Council quarterly. Detailed third quarter 2025 statistics for the Libraries Department are attached.

DISCUSSION

At the close of the third quarter, Lambton County Library is on track to circulate close to the same number of items, both physical and electronic, as last year. Sarnia Library's circulation has reduced by about 11% this calendar year, with the reduction seeming to coincide with the Wellington Street road closure and road construction project.

Internet / computer use has increased this calendar year, with nearly last year's total number of uses already being reached by the end of the third quarter. Intentional efforts to grow library card holders is seeing results, with an increase of 1,408 cardholders compared to last year. Presently, there are 26,905 library card holders with membership to Lambton County Library, which represents approximately 21% of Lambton's population. It remains a goal of the Libraries Department to continue to work to increase the number of library card holders in Lambton County.

While the number of programs the Libraries Department has offered is down about six (6) percent over last year, with attendance also down by 5%, there remains a great deal of activity. In the third quarter, the Department offered a total of 1,803 programs with 13,611 people in attendance.

The use of free private meeting spaces in libraries continues to be in high demand, with the Libraries Department providing 230 bookings in nine different locations, meeting the needs of 314 people over 577.5 hours during this third quarter only. The usage of Sarnia Library Theatre remains strong, with this year's usage set to surpass last year's usage should trends hold steady for the balance of the year. This fall, the County of Lambton started one of its capital projects to complete asbestos abatement in the West Room, the meeting room available for rental on the second floor of Sarnia Library. Following the asbestos abatement, the ceiling will be repaired and the room will feature new LED lighting and new flooring.

Lambton County Library's Summer Reading Challenge, *Wild Wonder*, concluded on August 15, 2025. This year, 2,266 children were registered in the Challenge, along with 137 teens and 611 adults. The community collectively read 47,265 books, exceeding the community reading goal of 45,000 books. Having achieved the goal, the St. Clair Conservation Authority agreed to plant 50 trees in Lambton County. The Summer Reading Challenge continues to be an important program to combat the loss of literacy and numeracy skills some children experience over the summer months away from school. The library asks registrants to log their reading and incentivizes their participation with the opportunity to win free books to add to their home library collections and other prizes such as Lego sets, tents, outdoor games and more. This year, 3,194 books were earned by registrants aged 0 to 12 and 170 books were earned by registrants aged 13 to 17. Each participant also received a registration kit and this year's kit featured an earth ball which contained native plant seeds as a result of a partnership with the Maajiigin Gumig, a native plant greenhouse at Aamjiwnaang. Included with the earth ball was information about the native plant seeds, including their Anishinaabemowin translations. This joint initiative by Lambton County Library and Aamjiwnaang was recently selected by the Ontario Library Association ("OLA") to be part of the 2026 OLA Super Conference Program, where library staff will provide a presentation about the partnership, the project and the successful results to library professionals from across the country in Toronto.

In September, Lambton County Library launched its new Teen Advisory Council. The Council consists of teen volunteers who will provide advice to members of the library team about how to make library programs, services and communications more engaging and

accessible for teens. Currently six teenagers have been recruited to serve as Council members, filling the roles of Program Advisor, Selections and Services Advisor, Communications Advisor, and Community Library Advisor. The group meets once a month, primarily online, to minimize travel for teens. The Council members have already provided input for next year's Summer Reading Challenge prizes and have been tasked with developing a teen specific program to be delivered in the summer of 2026.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

The Technical Services Supervisor, the Library Operations Supervisor and the Facilities Supervisor were consulted in the preparation of this report.

STRATEGIC PLAN

The array of library services offered in Lambton align with the County of Lambton's mission statement to provide residents with "an enhanced quality of life through the provision of responsive and efficient services. Such provision is accomplished by working with municipal and community partners."

CONCLUSION

Lambton County Library is on track to deliver another productive year encouraging and improving literacy throughout the community.

Libraries Third Quarter 2025 Statistics

	Number of Valid Library Card Holders			
	Q1-2025	Q2-2025	Q3-2025	Q4-2025
General	0	0	0	0
Alvinston	364	369	372	0
Arkona	150	164	165	0
Brigden	374	372	378	0
Bright's Grove	1,492	1,554	1,587	0
Camlachie	238	243	259	0
Clearwater	3,818	3,992	4,130	0
Corunna	1,483	1,548	1,580	0
Courtright	102	103	104	0
Florence	79	80	145	0
Forest	1,801	1,865	1,900	0
Grand Bend	1,632	1,694	1,764	0
Headquarters	48	18	22	0
Inwood	88	87	85	0
Library By Mail	13	18	18	0
Mobile Library	143	152	152	0
Mooretown	90	88	91	0
Oil Springs	148	150	156	0
Petrolia	2,115	2,159	2,178	0
Pt. Edward	563	578	588	0
Pt. Franks	237	240	245	0
Pt. Lambton	226	232	231	0
Samia	8,876	8,915	8,831	0
Shetland	55	57	0	0
Sombra	150	152	162	0
Thedford	158	165	162	0
Watford	598	613	638	0
Wilkesport	48	51	53	0
Wyoming	889	892	909	0
TOTALS	25,978	26,551	26,905	0

	Circulation						
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	1,778	1,395	1,870	0	5,043	6,578	77%
Arkona	1,439	1,390	1,549	0	4,378	6,098	72%
Brigden	4,008	3,240	2,686	0	9,934	16,565	60%
Bright's Grove	8,802	8,764	11,015	0	28,581	37,253	77%
Camlachie	1,470	1,407	1,742	0	4,619	6,198	75%
Clearwater	22,651	19,330	23,903	0	65,884	69,747	94%
Corunna	6,343	6,214	7,065	0	19,622	25,759	76%
Courtright	505	474	536	0	1,515	2,641	57%
Florence	720	660	795	0	2,175	3,075	71%
Forest	9,956	9,268	10,427	0	29,651	43,239	69%
Grand Bend	6,928	6,366	6,471	0	19,765	26,373	75%
Headquarters	3,566	2,361	1,587	0	7,514	7,889	95%
Inwood	624	601	578	0	1,803	2,553	71%
Library By Mail	41	13	24	0	78	154	51%
Mobile Library	1,964	1,929	2,216	0	6,109	7,950	77%
Mooretown	543	507	348	0	1,398	2,476	56%
Oil Springs	1,194	810	1,057	0	3,061	4,072	75%
Petrolia	11,701	10,667	13,583	0	35,951	47,417	76%
Pt. Edward	6,417	6,192	7,307	0	19,916	28,540	70%
Pt. Franks	1,479	1,530	1,663	0	4,672	5,974	78%
Pt. Lambton	656	751	982	0	2,389	4,046	59%
Sarnia	29,269	29,045	32,062	0	90,376	140,784	64%
Shetland	370	221	280	0	871	860	101%
Sombra	736	712	967	0	2,415	3,429	70%
Thedford	723	454	683	0	1,860	3,381	55%
Watford	3,532	3,101	3,266	0	9,899	12,395	80%
Wilkesport	866	639	772	0	2,277	2,509	91%
Wyoming	6,993	5,871	7,087	0	19,951	27,672	72%
TOTALS	135,274	123,912	142,521	0	401,707	545,688	74%

e-circulation*						
Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
152,143	146,509	156,546	0	455,198	601,785	76%

Inter-library Loans							
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
Items Borrowed	254	351	344	0	949	1,421	67%
Items Loaned	261	269	443	0	973	1,207	81%

	Reference Queries						
	Q1-2024	Q2-2024	Q3-2024	Q4-2024	YTD	2024 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	38	32	41	0	111	217	51%
Arkona	92	87	122	0	301	493	61%
Brigden	156	175	254	0	585	624	94%
Bright's Grove	206	234	345	0	785	1,400	56%
Camlachie	18	16	55	0	89	244	36%
Clearwater	616	501	674	0	1,791	2,893	62%
Corunna	847	815	857	0	2,519	3,756	67%
Courtright	47	23	33	0	103	95	108%
Florence	14	25	9	0	48	31	155%
Forest	769	706	749	0	2,224	2,778	80%
Grand Bend	423	411	489	0	1,323	1,395	95%
Headquarters	74	33	51	0	158	250	0%
Inwood	49	52	23	0	124	244	51%
Library By Mail	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	73	57	17	0	147	404	36%
Oil Springs	52	19	64	0	135	96	141%
Petrolia	286	396	415	0	1,097	1,455	75%
Pt. Edward	188	191	192	0	571	939	61%
Pt. Franks	71	91	113	0	275	280	98%
Pt. Lambton	83	95	134	0	312	322	97%
Sarnia	544	547	629	0	1,720	3,106	55%
Shetland	7	9	2	0	18	34	53%
Sombra	34	53	66	0	153	123	124%
Thedford	76	32	29	0	137	208	66%
Watford	160	150	144	0	454	567	80%
Wilkesport	85	93	120	0	298	261	114%
Wyoming	175	144	256	0	575	939	61%
TOTALS	5,183	4,987	5,883	0	16,053	23,154	69%

	Internet / Computer Use						
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	16	171	314	0	652	653	100%
Arkona	6	15	8	0	29	34	85%
Brigden	18	30	37	0	85	70	121%
Bright's Grove	198	228	234	0	660	698	95%
Camlachie	15	14	31	0	60	43	140%
Clearwater	957	928	1,021	0	2,906	2,142	136%
Corunna	345	366	508	0	1,219	1,646	74%
Courtright	27	26	39	0	92	73	126%
Florence	10	11	92	0	113	44	257%
Forest	473	684	601	0	1,758	1,677	105%
Grand Bend	380	343	312	0	1,035	1,204	86%
Headquarters	0	0	0	0	0	0	0%
Inwood	59	58	74	0	191	183	104%
Library By Mail	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	14	25	4	0	43	33	130%
Oil Springs	47	14	59	0	120	40	300%
Petrolia	577	584	599	0	1,760	2,004	88%
Pt. Edward	93	99	124	0	316	323	98%
Pt. Franks	11	14	23	0	48	49	98%
Pt. Lambton	12	7	17	0	36	35	103%
Sarnia	2,627	2,663	2,549	0	7,839	8,497	92%
Shetland	1	12	1	0	14	80	18%
Sombra	58	58	48	0	164	236	69%
Thedford	27	17	14	0	58	122	48%
Watford	123	117	170	0	410	337	122%
Wilkesport	30	16	34	0	80	117	68%
Wyoming	92	85	136	0	313	401	78%
TOTALS	6,367	6,585	7,049	0	20,001	20,741	96%

Wireless Internet Usage					
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD
Total Clients	12,129	12,402	10,554	0	35,085
Total Sessions	35,478	36,219	29,922	0	101,619

Electronic Information Sources							
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
Electronic Databases	8,166	8,332	6,494		22,992	39,166	59%
Early Literacy Stations	4,612	3,177	3,859		11,648	12,887	90%
TOTAL	12,778	11,509	10,353		34,640	52,053	67%

Website Visits							
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
Library	131,611	107,262	118,489	0	357,362	461,435	77%
Theatre	1,224	811	925	0	2,960	3,092	96%
TOTAL	132,835	108,073	119,414	0	360,322	464,527	78%
	Q1-2025	Q2-2025	Q3-2025	Q4-2025			
Facebook Friends	4,004	4,133	4,250	0			

Email Marketing Statistics			
	Q3 Email Recipients	Q3 Emails Read	Q3 Links Clicked
Monthly Emails	166,381	75,942	8,862
Campaign Emails	74,186	32,342	7,004
Reading Recommendations	785	452	507
Notices	45,641	16,707	1,237

	Library Programs (#)						
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	52	59	41	0	152	223	68%
Arkona	31	30	30	0	91	122	75%
Brigden	72	72	60	0	204	245	83%
Bright's Grove	72	64	65	0	201	350	57%
Camlachie	41	38	19	0	98	154	64%
Clearwater	176	166	132	0	474	415	114%
Corunna	123	120	112	0	355	447	79%
Courtright	27	33	33	0	93	107	87%
EarlyON Centres	90	88	79	0	257	433	59%
Florence	15	22	19	0	56	132	42%
Forest	87	99	93	0	279	439	64%
Grand Bend	42	41	47	0	130	275	47%
Headquarters	14	11	16	0	41	74	55%
Inwood	42	39	32	0	113	192	59%
Makerspace (Independent)	131	161	111	0	403	711	57%
Mobile Library	50	58	60	0	168	192	88%
Mooretown	17	19	14	0	50	118	88%
Oil Springs	38	37	34	0	109	165	42%
Petrolia	198	181	169	0	548	765	66%
Pt. Edward	19	21	36	0	76	150	72%
Pt. Franks	21	24	30	0	75	79	51%
Pt. Lambton	27	26	18	0	71	114	95%
Sarnia	353	365	363	0	1081	1385	62%
Shetland	28	15	10	0	53	85	78%
Sombra	23	27	17	0	67	91	62%
Thedford	33	30	31	0	94	134	74%
Watford	53	54	44	0	151	229	70%
Wilkesport	14	15	16	0	45	101	66%
Wyoming	95	90	72	0	257	416	62%
TOTALS	1,984	2,005	1803	0	5,792	8,343	69%

	Library Programs (attendance)						
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	441	472	550	0	1,463	1,567	93%
Arkona	133	152	291	0	576	874	66%
Brigden	1,831	1555	663	0	4,049	5,197	78%
Bright's Grove	221	384	444	0	1,049	3,081	34%
Camlachie	134	91	33	0	258	400	65%
Clearwater	666	783	642	0	2,091	1,878	111%
Corunna	880	921	670	0	2,471	4,616	54%
Courtright	80	217	102	0	399	388	103%
EarlyON Centres	1,291	1268	872	0	3,431	7,500	46%
Florence	23	19	33	0	75	157	48%
Forest	505	743	1477	0	2,725	3,349	81%
Grand Bend	150	113	222	0	485	1,161	42%
Headquarters	661	850	428	0	1,939	3,828	51%
Inwood	120	158	85	0	363	588	62%
Makerspace (Independent)	146	175	125	0	446	795	56%
Mobile Library	558	544	621	0	1,723	1,638	105%
Mooretown	170	190	92	0	452	1,151	39%
Oil Springs	88	244	68	0	400	409	98%
Petrolia	1060	1950	1587	0	4,597	4,819	95%
Pt. Edward	77	179	132	0	388	1,007	39%
Pt. Franks	82	217	233	0	532	374	142%
Pt. Lambton	147	79	76	0	302	972	31%
Sarnia	2,691	2,610	2885	0	8,186	9,201	89%
Shetland	16	13	20	0	49	59	83%
Sombra	55	51	30	0	136	222	61%
Thedford	53	105	84	0	242	457	53%
Watford	248	365	345	0	958	1,175	82%
Wilkesport	77	82	100	0	259	190	136%
Wyoming	501	523	701	0	1,725	2,848	61%
TOTALS	13,105	15,053	13611	0	41,769	59,901	70%

Community Meeting Space - Lambton County Library												
	Alvinston	Clearwater	Corunna	Forest	Sarnia Connection Cube	Sombra	Thedford	Watford	Wyoming	Total	2024 Total	YTD %
Q1 - 2025 Bookings	20	15	33	30	77	1	17	24	11	228	108	211%
Q1 - 2025 Hours	75.5	21.5	133	148	112	4	26	112	24	656	282.5	232%
Q1 - 2025 Attendance	26	149	65	60	97	2	34	48	25	506	179	283%
Q2 - 2025 Bookings	16	7	24	29	100	5	10	13	6	210	220	95%
Q2 - 2025 Hours	73	16.5	123.5	160.5	138	18.5	30	78	10	648	678	96%
Q2 - 2025 Attendance	16	39	56	63	129	18	23	26	25	395	426	93%
Q3 - 2025 Bookings	20	3	23	63	62	6	7	13	33	230	196	117%
Q3 - 2025 Hours	85	6.5	117	146	86	22.5	17	78	20	578	610	95%
Q3 - 2025 Attendance	20	18	43	63	80	11	20	26	33	314	318	99%
Q4 - 2025 Bookings	0	0	0	0	0	0	0	0	0	0	207	
Q4 - 2025 Hours	0	0	0	0	0	0	0	0	0	0	590	
Q4 - 2025 Attendance	0	0	0	0	0	0	0	0	0	0	368	
YTD Bookings	56	25	80	122	239	12	34	50	50	668		
YTD Hours	233.5	56	373.5	371.5	336	45	73	268	53	1,756.5		
YTD Attendance	62	206	164	186	306	31	77	100	83	1,215		

Sarnia Library Theatre & Meeting Room Rentals							
	Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
Internal Bookings							
Bookings	0	0	0	0	0	8	0%
Hours	0	0	0	0	0	26	0%
Attendance	0	0	0	0	0	165	0%
External Bookings							
Bookings	88	119.00	67	0	274	324	85%
Hours	290.25	396.50	248.25	0	935	1,118.8	84%
Attendance	4,677	6,472	1,877	0	13,026	17,448	75%
Total Bookings	88	119	67		274		
Total Hours	290.25	396.50	248.25		935		
Total Attendance	4,677	6,472	1,877		13,026		

Total Number of Volunteers						
Q1-2025	Q2-2025	Q3-2025	Q4-2025	YTD	2024 Total	YTD %
0	0	6	0	6	0	0%



CULTURAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY AND ARCHIVES
PREPARED BY:	Laurie Webb, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Museums, Gallery and Archives Third Quarter 2025 Statistics

BACKGROUND

Lambton Heritage Museum (“LHM”) and Oil Museum of Canada National Historic Site (“OMC”) manage collections that total over 35,000 artifacts that serve to interpret the settlement and development of the area and celebrate Lambton's oil heritage. Lambton County Archives (“LCA”) preserves family genealogical records, local newspapers, land records, historic images, maps, and community histories. Judith & Norman Alix Art Gallery (“JNAAG”) collection contains over 1,200 Canadian paintings, drawings, and sculptures that represent significant Canadian art history with many considered national treasures, including over 43 works by the Group of Seven.

The [Cultural Services Division Strategic Plan 2022-2026](#) adopted by County Council outlines the Strategic Direction of Cultural Services, which identifies the actions to be taken, criteria it must meet, or performance indicators it must strive to reach to achieve success with plan implementation. As an outcome of extensive consultation, six areas of focus are relevant in setting directions and evaluating the progress of the Division. The discussion section of this report outlines the progress made in these six areas of strategic priority in relation to activity in the third quarter of 2025.

DISCUSSION

Enhancing Access, Inclusion and Community Engagement

In the third quarter of 2025, the Museums, Gallery, and Archives continued to broaden access to Lambton's cultural resources while fostering meaningful connections with the community. LCA offered introductory workshops on archives and property research at local libraries, ran a six-week beginner genealogy course, and collaborated with local families for the Heritage Hunter filming project.

LHM engaged younger audiences with interactive PA Day activities, providing hands-on

experiences that connected participants to local history and brought tourists into the museum to see the Canadian Agricultural and Food Museum travelling exhibit “A Taste of Science”.

OMC hosted signature events such as Black Gold Fest and the Sarnia Street Cruisers' Wheels & Wells, which collectively saw almost 1,000 people access OMC. This year, Black Gold Fest was organized in collaboration with the Village of Oil Springs for their 160th Anniversary Celebrations. It brought together local and national vendors and organizations, including Parks Canada, Sarnia Rock and Fossil Club, St. Clair Region Conservation Authority, Tourism Sarnia-Lambton, and Wyoming Girl Guides. The event featured hands-on historical and craft activities, music performances, and opportunities for community interaction, highlighting the Museum's role in fostering inclusive, educational, and engaging cultural experiences.

At the JNAAG, Group of Seven Day provided free daytime programming with a wide variety of activities, encouraging families, youth, and community members to engage with Canadian art in an interactive and accessible way.

Collectively, these initiatives reflect a commitment to inclusive and accessible programming that reaches diverse audiences, strengthens community connections, and encourages broader participation in Lambton's cultural life.

Creating and Delivering Great Experiences

Exhibitions and programs drive attendance to the Museums, Gallery and Archives sites and create meaningful cultural experiences. The chart below summarizes visitation to each site, including general attendance, in-person educational offerings, and participation in special events in the third quarter.

	JNAAG		LCA		LHM		OMC	
	Q3 2024	Q3 2025	Q3 2024	Q3 2025	Q3 2024	Q3 2025	Q3 2024	Q3 2025
Visitors	1,331	1,026	212	141	2,266	1,846	1,192	1,007
Tour Participants	0	49	6	11	216	164	60	427
Special Event Participants	395	780	45	0	171	0	502	1,094
On-Site Program Participants	520	671	0	26	21	23	0	0
Facility Rental Users	0	38	0	0	0	21	188	86
Third Quarter TOTAL	2,246	2,564	263	178	2,674	2,054	1,942	2,614

**OMC recently launched an app for the Driving Tour. In the third quarter, 128 users engaged in*

the app. Previously, the Driving Tour was unavailable during the winter months. The app now allows visitors to access the content and participate year-round.

The following table outlines the exhibitions at each site available to the community during the third quarter of 2025:

Third Quarter Exhibits

JNAAG Futures April 25 to August 31, 2025. Sculpting Life: Inuit carvings from the permanent collection November 1, 2024 to July 6, 2025. Storm Watch April 25 to August 31, 2025. Stories in Focus August 1 to October 4, 2025.	LCA Petrolia 150th Anniversary on display until 2025. <i>From District to County: Celebrating Lambton 175</i> on display at Sarnia Library until late 2025.
LHM Lambton Gallery Permanent Exhibit. <i>Collections Centre</i> Permanent Exhibit. Historic Buildings Permanent Exhibits, May to October 2025. <i>From District to County: Celebration Lambton 175</i> on display at Sarnia Library until late 2025. North Lambton Quilters Guild Show June 19 to August 31, 2025. A Taste of Science May 14 to October 25, 2025.	OMC Main Gallery Permanent Exhibit. Historic Buildings Permanent Exhibits, May to October 2025.

Developing Partnerships That Increase Participation in Culture

In the third quarter of 2025, the Museums, Gallery, and Archives strengthened community engagement through partnerships that expanded access to cultural experiences.

LCA collaborated with local libraries and the Chamber of Commerce to connect residents with genealogical and historical resources.

LHM partnered with the Farmers Market to bring history directly into the community.

OMC worked with local and national organizations, including Parks Canada, Sarnia Rock and

Fossil Club, St. Clair Region Conservation Authority, Tourism Sarnia-Lambton, and Wyoming Girl Guides, to host Black Gold Fest and the Sarnia Street Cruisers for the Wheels and Wells Car Show, fostering inclusive and hands-on cultural experiences.

At the JNAAG, partnerships with Lambton County Library and Lambton College supported the Teen Photo Contest, and the Gallery also participated in the city-wide ArtPath event and had a presence at Canada Day events, reaching audiences across Sarnia. These collaborations demonstrate the Division's ongoing commitment to leveraging partnerships to increase participation, extend reach, and provide meaningful cultural experiences for all members of the community.

Maximizing the Value of Collections and Spaces

The Museums, Gallery and Archives all use online resources to further the reach of their collections. Purposeful and targeted social media usage, engaging websites that showcase collections, educational offerings and visitor information and an online collections database provide access to Lambton's history and art collections for those who are unable to visit, eliminating a barrier to accessing Lambton's history while also raising Lambton's profile through online research. The chart below outlines ways the public accessed Lambton's history and collections materials, along with their engagement this quarter.

	JNAAG		LCA		LHM		OMC	
	Q3 2024	Q3 2025	Q3 2024	Q3 2025	Q3 2024	Q3 2025	Q3 2024	Q3 2025
Website Visits*	15,870	19,165	56,236	44,822	56,236	44,822	56,236	44,822
Social Media Reach (Collections Content only)	2,154	1,488	96,943	67,846	12,429	15,763	11,912	7,693
Social Media Engagement (Collections Content only)	57	1,187	9,015	23,310	801	1,726	646	1,385
Collections Database* (Past Perfect)	n/a	n/a	3,882 searches	3,974 searches	3,882 searches	3,974 searches	3,882 searches	3,974 searches
Virtual Tour Engagement	28	30	n/a	n/a	46	57	38	44

*LHM, OMC and LCA share a single [website](#) and online [database](#). Work is currently underway at the JNAAG to make the collection available online.

***Social media strategy evolved in 2025 to prioritize meaningful online engagement over broad reach metrics, reflecting a more targeted approach to digital community building. This strategic shift, resulted in comparatively lower reach numbers, but higher engagement numbers, as the focus moved toward fostering deeper connections with engaged audiences rather than maximizing exposure.*

Building Cultural Capacity and Raising Lambton's Profile

Museums, Gallery and Archives continuously explore ways to engage with the community and raise Lambton's profile on a larger scale. Since the pandemic, there has been less engagement with virtual offerings and an increase with in-person participation. Museums, Gallery and Archives staff are committed to participating in relevant outreach events to raise our profiles and engage with new audiences. Below are the Q3 outreach statistics for 2025.

	JNAAG		LCA		LHM		OMC	
	Q3 2024	Q3 2025	Q3 2024	Q3 2025	Q3 2024	Q3 2025	Q3 2024	Q3 2025
Offsite Outreach Participants	346	508	260	38	157	858	378	279

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

None.

STRATEGIC PLAN

The exhibitions, programs and outreach of the Museums, Gallery and Archives supports the strategic directions and actions outlined in the Cultural Services Strategic Plan as follows:

1. Enhancing access, inclusion & community engagement,
2. Creating & delivering great experiences,
3. Developing partnerships that increase participation in culture,
4. Maximizing the value of collections & spaces,
5. Building cultural capacity & raising Lambton's profile, and
6. Managing resources efficiently & effectively

CONCLUSION

The third quarter statistics emphasize that Museums, Gallery and Archives collectively advanced their strategic priorities through innovative programming, community engagement, and collaborative partnerships. These results reflect the ongoing adaptation to evolving cultural engagement while maintaining strong connections with long-term partners



CULTURAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LIBRARIES
PREPARED BY:	Darlene Coke, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
SUBJECT:	Libraries Donations July 1 to September 30, 2025

BACKGROUND

Lambton County Library receives occasional donations from patrons, individuals, community organizations and local businesses.

DISCUSSION

The following donations were received for the period July 1 to September 30, 2025:

- \$103.94 from the estate of James Hugh Henry for the use of Grand Bend Library.
- \$300.00 from Joyce Prudom, Sarnia, for the purchase of adult books.
- \$2,700.00 from Robert Trumble, Sarnia, for the purchase of children and adult books.
- \$100.00 from Keith Mackie, Sarnia for the library's general use.
- A Victor Reader Staratus, from Catherine Passingham, Sarnia.
- A copy of the book, "The Paper Trail" by Catherine Clement, from the Jack and Sylvia Gin Foundation, Vancouver, British Columbia.
- A copy of the book, "The Story of My Life", by Ken Farenick, from Ken Farenick, Sarnia.
- \$111.90 from donation boxes.

FINANCIAL IMPLICATIONS

Financial donations are recorded as revenue in the Department's budget each year, and any unspent dollars at year-end are placed in a donations reserve to fund special projects or equipment, not funded through the levy.

Libraries Donations July 1 to September 30, 2025 (page 2)

November 19, 2025

CONSULTATIONS

The Executive Assistant / Administrative Services Supervisor assisted in the completion of the report.

STRATEGIC PLAN

Any monetary donations contribute to the operation of Lambton's library service which supports the strategic plan's principles and values, including: services and communications, community development, health and wellness and partnerships.

CONCLUSION

Lambton County Library is fortunate to receive occasional support from individuals and community organizations.

RECOMMENDATIONS

That the Libraries Donations, July 1 to September 30, 2025 Report be accepted.



CULTURAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY AND ARCHIVES
PREPARED BY:	Laurie Webb, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
SUBJECT:	Museums, Gallery and Archives Collections Management September 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 September 2025.

DISCUSSION

Recommended for Acceptance

Attached are items recommended for acceptance that have been offered for donation to LHM, OMC, JNAAG, and LCA in the month of September 2025.

Attachment A – Museums, Gallery & Archives Collections Management September 2025

Items for Purchase

Occasionally, the Museums will purchase items for the collection. Money for these purchases is set aside in a specified reserve fund through donations for this purpose. Below are items recently purchased for the collection.

Institution	Details	Purchased From	City
Lambton Heritage Museum	Advertising thermometer from Aldis O. Richmond funeral and ambulance services.	Ian Treulieb	Sarnia

Recommended for Refusal

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

The list below outlines objects that were offered for donation in the month of September 2025 and are recommended for refusal.

Institution	Details	Reason for Refusal	Offered By
Lambton County Archives	Superannuated Teachers Banner.	Outside of mandate. Referred to LHM.	Alan Campbell
Lambton Heritage Museum	Antique dictionary.	No local provenance. Referred to Moore Museum.	Mike Van Damme
Lambton Heritage Museum	Industrial ironing mangle.	No local provenance. Referred to Oxford County Museum.	Zoe Davy
Oil Museum of Canada	Crib from Dawn Township.	Outside of mandate. Referred to LHM.	Mullen

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. Artifact purchases are funded through a reserve established from monetary donations set aside for this purpose.

CONSULTATIONS

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

Museums, Gallery and Archives Collection Management
September (page 3)

November 19, 2025

STRATEGIC PLAN

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

CONCLUSION

Artifact donations to the Museums, Gallery & Archives demonstrate ongoing public support of the facilities and a keen interest in preserving the local and community history of Lambton County.

RECOMMENDATION

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

Museums, Gallery and Archives Donations September 2025

Institution	Object Details	Donor	City
Lambton County Archives	15 ledgers and documentary files pertaining to Corey Fuels and Canadian Oil Company.	Petrolia Discovery	Petrolia
Lambton County Archives	8 boxes of documents plus oversize ledgers pertaining to Crown Mortgage and Savings and Van Tuyl and Fairbank. One recently published limited run book on Ed Phelps.	Charlie Fairbank	Oil Springs
Lambton County Archives	Aerial photo of Knor field Petrolia ca. 1969, Petrolia Rod and Gun Club membership card and patch, letter of information on Joe Madacsi and the Petrolia Rod and Gun Club.	Andrew Hart	Petrolia
Lambton County Archives	Archivally framed portrait of John Pratt Campbell Margaret Fitzgerald, book Canadian Spy Story by David A. Wilson.	Alan Campbell	
Lambton County Archives	Farmers Advocate, Free Press, and Windsor Star newspapers from 1920s detailing Lambton County events.	Donna Watson	Alvinston
Lambton County Archives	Illustrated Atlas of the Dominion of Canada by H. Parsell and Company, 1881.	Steve Hunt	Lambton Shores
Lambton Heritage Museum	Celery tray with small dishes for salt, and glass goblet of Jennie Belle Bryson (1896).	Janet Bradley	Petrolia
Oil Museum of Canada	Dragon silk embroidery artwork from Burma, brought back by an International Driller.	Dan Watson	Chatham
Judith & Norman Alix Art Gallery	Jane Hunter: Yesterday's Pleasures with Those of Today, 2001. Watercolour on paper. 86 x 104 cm (34 x 41 in.)	Pascale Daigneault	Sarnia



LONG-TERM CARE DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Michael Gorgey, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Long-Term Care Occupancy – January to September 2025

BACKGROUND

The Long-Term Care Division (“**Division**”) manages and operates three Long-Term Care Homes (“**LTCH**”) within Lambton County: Marshall Gowland Manor in Sarnia, Lambton Meadowview Villa in Petrolia, and North Lambton Lodge in Forest. Together, these Homes have a total of 341 beds.

The Division’s financial model is directly linked to its occupancy rates, with the provincial funding policy stipulating that each LTCH must maintain an average annual occupancy rate of 97% to optimize funding. This threshold is crucial for sustaining operational budgets and ensuring that adequate resources are available to meet the care needs of residents.

DISCUSSION

The *Fixing Long-Term Care Act, 2021* (“**FLTCA**”) governs the operational and funding policies of long-term care homes in Ontario. Under the FLTCA, the *Level of Care Per Diem Funding Policy* (“**Policy**”) outlines the financial structure, including specific rules and conditions under which LTCHs receive daily funding based on the level of care provided, known as a Level of Care Per Diem (“**LOC Funding**”). The LOC Funding a LTCH receives is determined by the number of approved beds and the percentage of those beds that are occupied throughout the year.

To receive 100% of the LOC Funding, LTCHs must maintain a minimum occupancy rate of 97%. If this target is not met, the home receives funding based only on actual "resident days" (the days beds are physically occupied by residents), as per the conditions outlined in the Policy. This structure makes maintaining high occupancy rates essential for LTCHs to access full funding, thus ensuring optimal operation.

The attached occupancy report details each LTCH's performance in meeting the LOC Funding thresholds in January to September of 2025 compared to the same period in

2024. It is worth noting that all three LTCHs continue to experience strong demand, with significant waitlists across all levels of accommodation. However, achieving these occupancy targets can be challenging, particularly when admissions are paused due to outbreak protocols being activated in response to infectious disease events.

The LTCHs are actively working to fill all available beds as quickly as possible. The ongoing demand for long-term care, as indicated by the significant waitlists across all three LTCHs, highlights the increasing need for such services in the community.

Admissions can be delayed for various reasons, such as pending assessments by Ontario Health at Home, delays in bed offer acceptance, or the need to accommodate internal waitlists for residents wishing to transfer between different levels of accommodation within the same LTCH. However, by continuing to closely manage factors affecting admissions and bed availability, the County's LTCHs are well-positioned to maintain full funding, meet the growing needs of the aging population, and provide consistent, high-quality care to residents.

FINANCIAL IMPLICATIONS

Maintaining occupancy rates is critical to the financial stability of LTCHs, as it directly impacts revenue generated through the "Other Accommodation" funding envelope. Several factors contribute to fluctuations in revenue, primarily the ability to sustain high occupancy levels.

Delays in admissions, stemming from external assessments, infection control measures, and resident preferences, can create short-term revenue shortfalls. For instance, during infectious disease outbreaks admissions are temporarily halted, reducing the number of resident days that can be counted toward the 97% occupancy target. Additionally, multiple bed offers may be made before a prospective resident accepts placement, further prolonging vacancy periods.

To manage these fluctuations, each LTCH maintains internal waitlists to ensure swift transfers between accommodation levels, maximizing bed utilization and mitigating financial risks associated with vacancies.

CONSULTATIONS

None.

STRATEGIC PLAN

In keeping with the Mission Statement of the County of Lambton, the programs provided by this Division contribute to the enhanced quality of life in Lambton County through building a community where residents are safe and healthy; feel a sense of belonging, pride, and purpose; and care for one another.

CONCLUSION

All three LTCHs are currently operating at full capacity, meeting the Ministry of Health and Ministry of Long-Term Care's requirement for at least 97% occupancy to receive full LOC Funding. This achievement ensures the LTCHs maximize their funding, which is critical to maintaining high standards of care. Despite challenges such as infectious disease outbreaks and delayed admissions, effective management has allowed the LTCHs to fill beds and sustain occupancy targets.

The ongoing demand for long-term care, as indicated by the significant waitlists across all three LTCHs, highlights the increasing need for such services in the community. By continuing to closely manage factors affecting admissions and bed availability, the LTCHs are well-positioned to maintain full funding, meet the growing needs of the aging population, and provide consistent, high-quality care to residents.

AGENDA ITEM #a)

YTD Days = 273

Ward Beds

Lambton Meadowview Villa				Marshall Gowland Manor				North Lambton Lodge			
125				127				89			
2025		2024		2025		2024		2025		2024	
#	%	#	%	#	%	#	%	#	%	#	%
123	99%	123	98%	125	99%	125	98%	87	98%	88	99%
34,125		34,250		34,671		34,798		24,297		24,386	
33,101		33,223		33,631		33,754		23,568		23,654	
33,667	98.7%	33,658	98.3%	34,247	98.8%	34,139	98.1%	23,869	98.2%	24,144	99.0%
58	47%	60	49%	47	37%	48	38%	33	38%	33	38%
12	10%	12	10%	24	19%	26	21%	18	20%	18	20%
54	44%	51	41%	54	43%	51	41%	36	42%	37	42%

*Based on Long Term Care beds

 LONG-TERM CARE DIVISION	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Matthew Butler, Manager of Performance Strategy and Innovation Lacy Wicks, Quality Assurance Manager
REVIEWED BY:	Michael Gorgey, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Update on Elder and Caregiver Feedback Surveys – Long-Term Care

BACKGROUND

To meet the requirements of the *Fixing Long-Term Care Act, 2021*, each long-term care home administers at least once every year a “Resident and Family/Caregiver Feedback Survey”. The survey results are used to inform that long-term care home’s Quality Initiative Report and the Quality Improvement Plan (“**QIP**”), which is submitted annually to Health Quality Ontario.

At the County of Lambton Long-Term Care Homes (“**Homes**”), two surveys are administered annually to satisfy the above obligation: (1) an Elder Feedback Survey, and (2) a Caregiver Survey (collectively, the “**Surveys**”).

The Elder Feedback Survey measures Elder experiences in several key areas, including meaningful activities, communication, person-centered care, dignity and respect, safety and security, care and support, and overall satisfaction.

To receive as many responses as possible, there are two versions of the survey: (1) a full version with additional questions and (2) a condensed version. Elder’s Cognitive Performance Scale score is reviewed to assist in determining if they receive either the full version, the condensed version, or are noted as unable to complete the survey.

The Elder Feedback Survey is administered in person, in coordination with the care team. Efforts are made to schedule the survey at a time when the Elder is best able to participate. Participation is voluntary, and Elders may choose to skip any question or decline to complete the survey altogether.

The Caregiver Survey is distributed to the Elder’s designated contact(s) who hold power of attorney and are involved in care-related decision-making. Surveys are sent to this group by email or, if preferred, by mail. This survey follows a similar format to the Elder

Feedback Survey to allow caregivers the opportunity to provide feedback about their experience.

Overall, the Surveys are valuable tools that help care teams in the Homes make informed decisions about technology investments, identify priorities for staff education and training, and ensure that Elders' preferences and voices are reflected in their plans of care.

DISCUSSION

In 2025, the Surveys were conducted throughout July and August. The full results are attached. The response rate for each Home was as follows:

Home	Total Number of Elders	Number of Elders who Completed the Survey	% of Total Elders that Completed the Survey	Total Number of Caregivers	Number of Caregivers who Completed the Survey	% of Caregivers who Completed the Survey
Lambton Meadowview Villa	125	65	52%	162	59	36%
North Lambton Lodge	88	62	70%	135	37	27%
Marshall Gowland Manor	126	75	60%	128	36	28%

Survey Highlights:

All Homes performed exceptionally well overall, with most respondents indicating that their needs are being met and that they would recommend the Home to others. Respondents also expressed positive views about staff, noting that they are well-trained and respectful. The majority of comments highlighted the compassionate and positive treatment Elders receive from staff.

Areas for Improvement:

The Surveys also provided an opportunity to identify areas for improvement. Key areas highlighted include enhancing communication and staff responsiveness. In addition, the results indicated a need to strengthen person-directed care, particularly in supporting Elders' involvement in decisions about their care and daily living.

Elders require varying levels of assistance, such as support with weight-bearing or the involvement of multiple staff members for daily activities like bathing or dressing. To ensure the necessary support is available, some activities must be scheduled in advance. The Home strives to incorporate each Elder's preferences into their plan of care. However, further improvements such as enhanced staff training, optimized scheduling, and the

integration of supportive technology are needed to increase choice and flexibility for Elders. This area has been identified as a priority in the Home's Quality Improvement Plan.

FINANCIAL IMPLICATIONS

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

CONSULTATIONS

Each Home's Quality Improvement Committee, Residents' Council, Family Council and Leadership Team will be consulted on the Surveys results and action plan.

STRATEGIC PLAN

The implementation of the Surveys is consistent with the Vision and Mission Statements of the County of Lambton Long-Term Care Division. The Surveys support a person-centered approach to care that aligns with the Division's goals of providing compassionate and high-quality care that supports the respect and dignity of the Elders. This will help advance efforts the Homes have made to train staff in a person-centered approach, ensuring our tools support our current practices.

CONCLUSION

The results of the Surveys are presented to the Elder and Family Councils, as well as the leadership teams in the Homes. These results help to guide meaningful action in the Home's QIP. One area of focus will be expanding staff training to emphasize a person-centered approach and to support meaningful conversations with Elders about daily living and care decisions. Incorporating Elder feedback is essential to our ongoing operations and supported in the Division's Mission, Vision and Values.



2025 Elder Feedback Survey Lambton Meadowview Villa



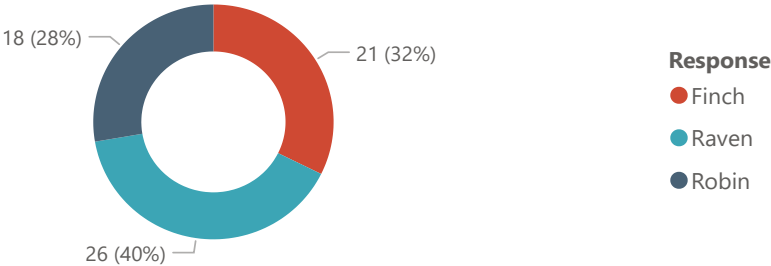
Total Responses

65

Survey Demographics

Completed Full Survey	53
Completed Condensed Survey	12

Respondents by Neighbourhood



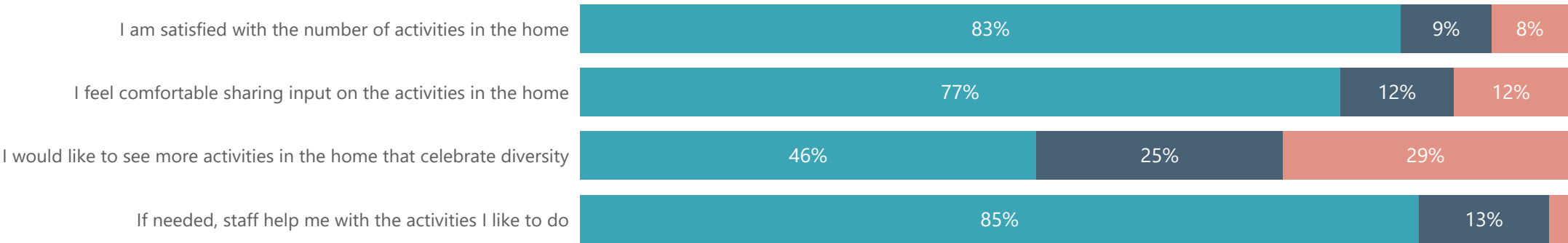


Elder Feedback Survey

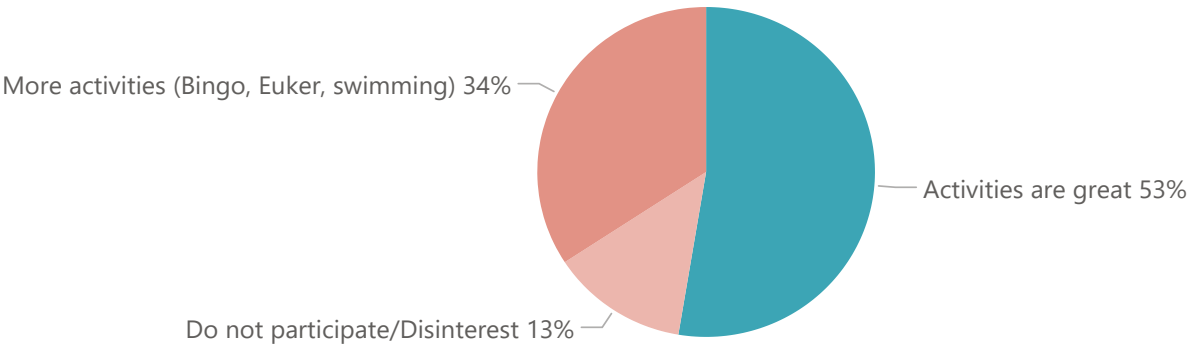
Meaningful Activities in the Home

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the activities in the home? 38 comments



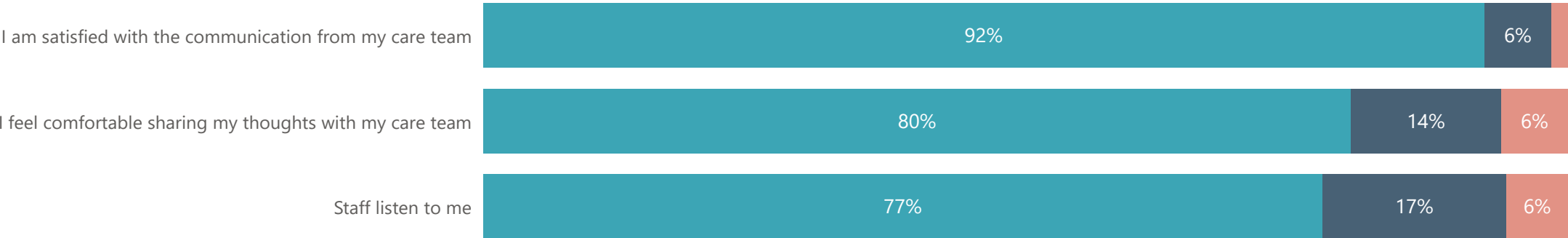


Elder Feedback Survey

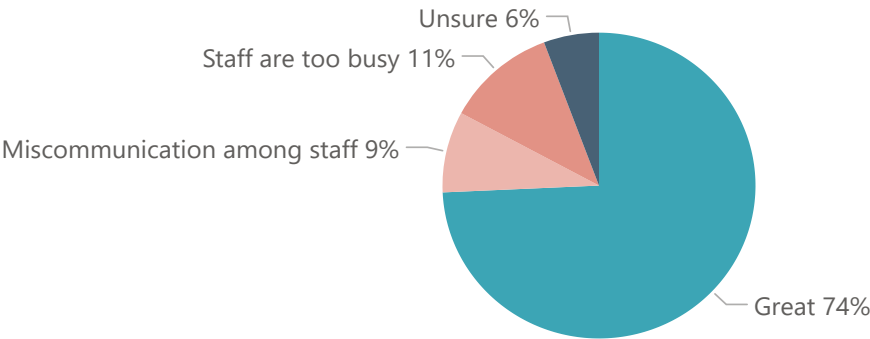
Health Communication in the Home

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the communication in the home? 35 comments



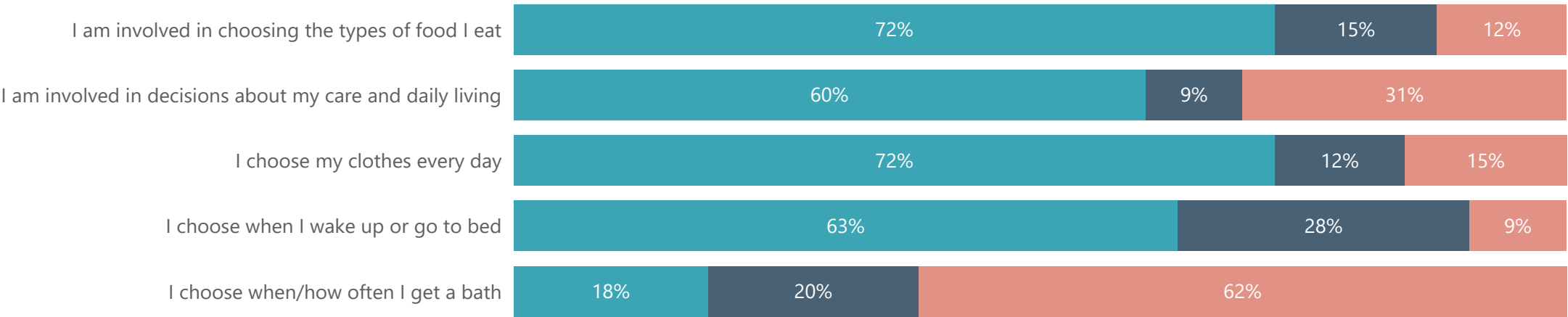


Elder Feedback Survey

Person Centered Care

Responses

1. Positive 2. Unsure 3. Negative



Support for Daily Elder Care

Elders require varying levels of assistance, such as support with weight-bearing or the involvement of multiple staff members for daily activities like bathing or dressing. To ensure the necessary support is available, some activities must be scheduled in advance. The home strives to incorporate each Elder's preferences into their care plan. However, further improvements such as enhanced staff training, optimized scheduling, and the integration of supportive technology are needed to increase choice and flexibility for Elders. This area has been identified as a priority in the Home's Quality Improvement Plan.

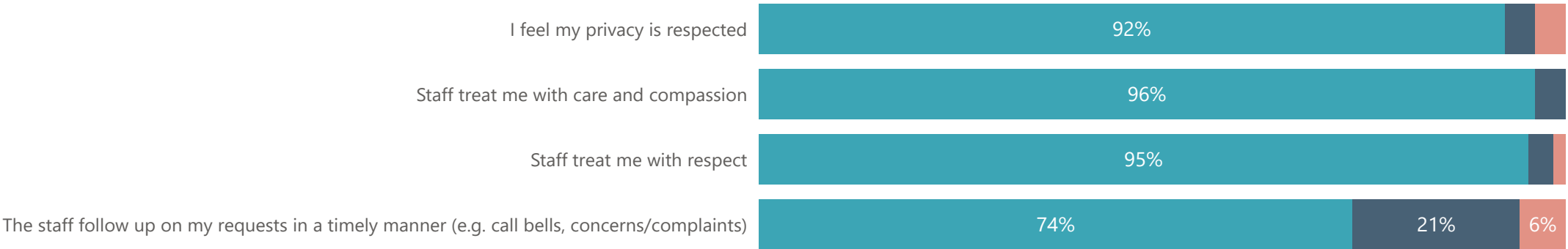


Elder Feedback Survey

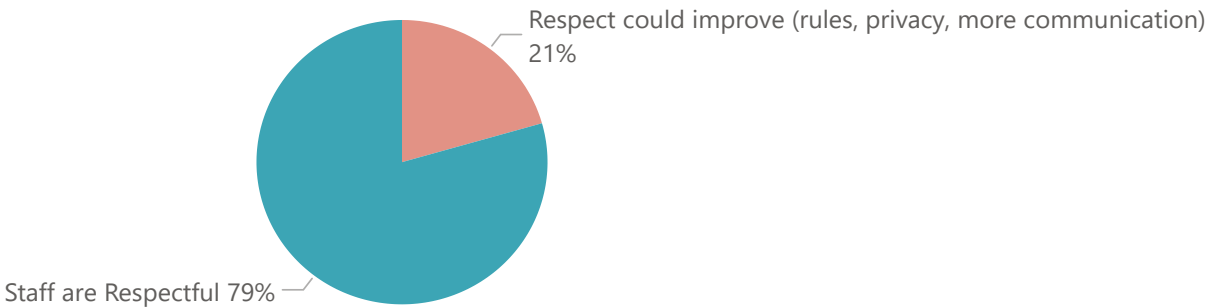
Treating Elders with Dignity

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the respect in the home? 34 comments





Elder Feedback Survey

Safety and Security

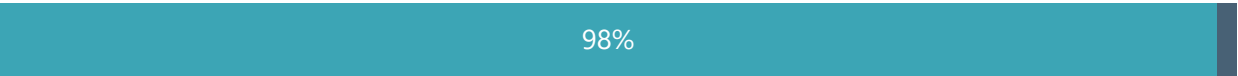
Responses

1. Positive 2. Unsure 3. Negative

Do you feel safe in the home and on the property (e.g. courtyards, patios, etc.)?

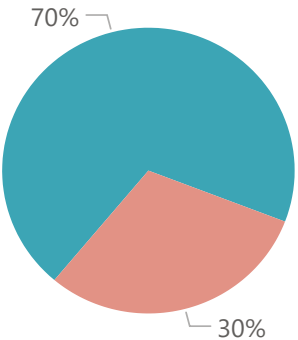


The Home is clean and well maintained



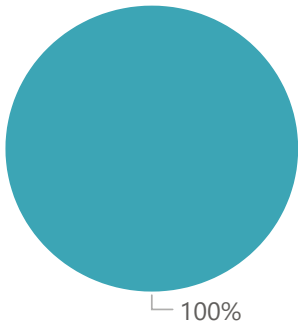
Are there comments you wish to make about the safety in the home? 33 comments

It's very safe Safety could improve (other residents, wanderers, staff training, fire safety)



Are there comments you wish to make about the building? 32 comments

The home is well maintained





Elder Feedback Survey

Care and Support

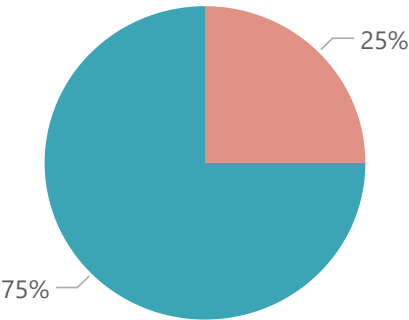
Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the care in the home? 36 comments

The care could improve (staff training, care of those with dementia, attitude, staff are too busy) The care is great





Elder Feedback Survey

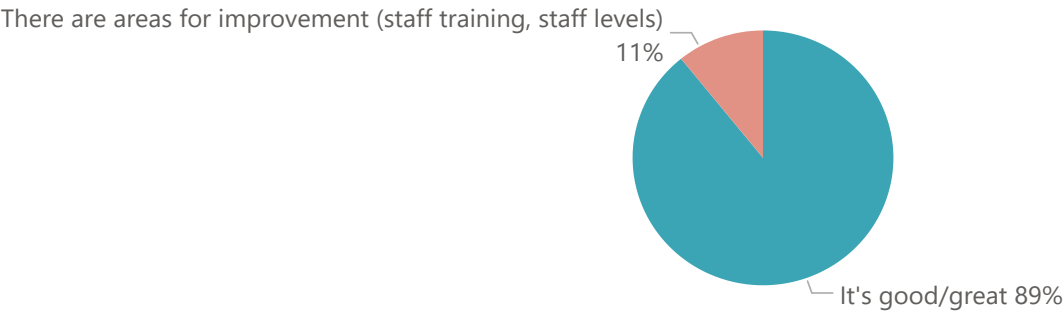
Overall

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the overall care in the home? 37 comments





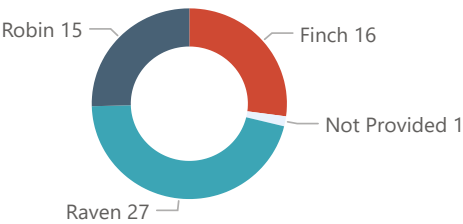
Caregiver Feedback Survey

Caregiver Survey

Total Responses

Elder's Neighbourhood

59



Responses

1. Positive 2. Unsure 3. Negative

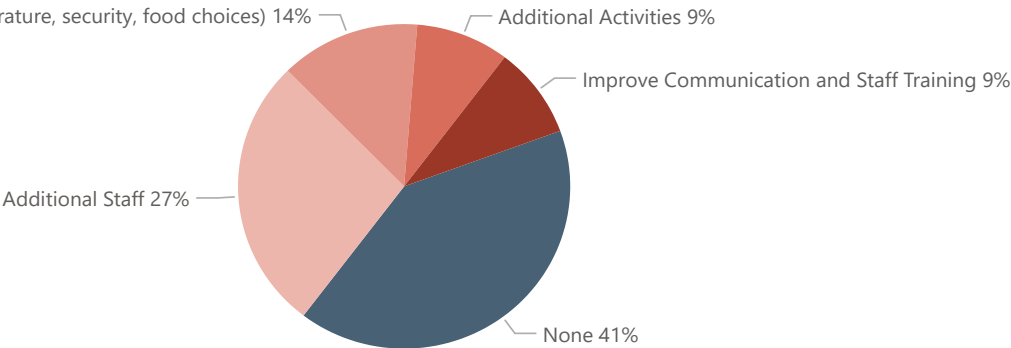




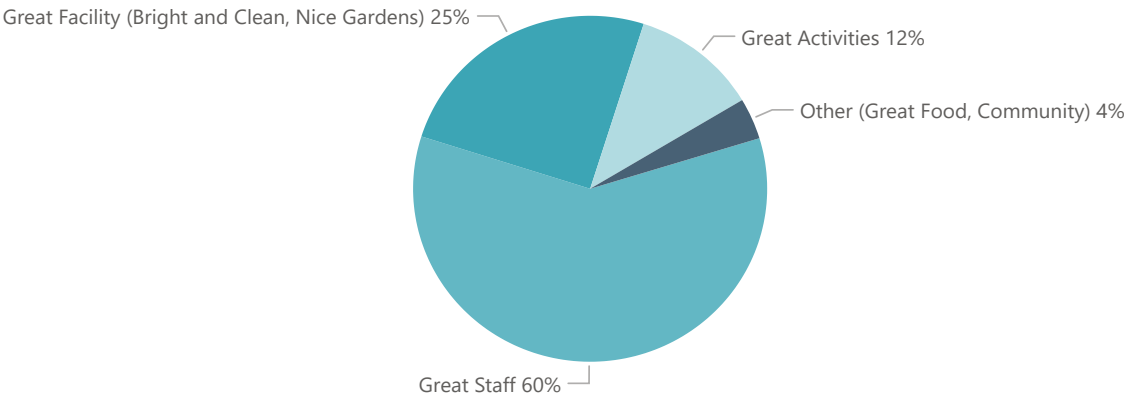
Caregiver Feedback Survey

Caregiver Survey

Do you have suggestions for improvement for the Home? 25 comments.



What do you like most about the Home? 42 comments.





2025 Elder Feedback Survey Marshall Gowland Manor



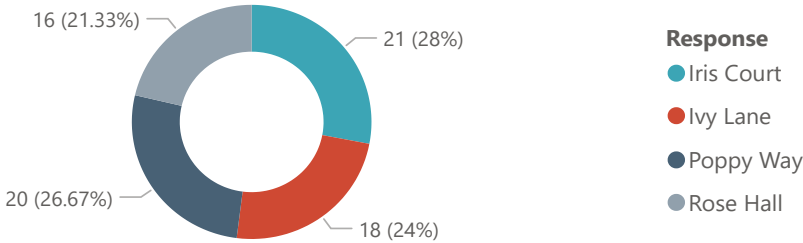
Total Responses

75

Survey Demographics

Completed Full Survey	64
Completed Condensed Survey	11

Respondents by Neighbourhood



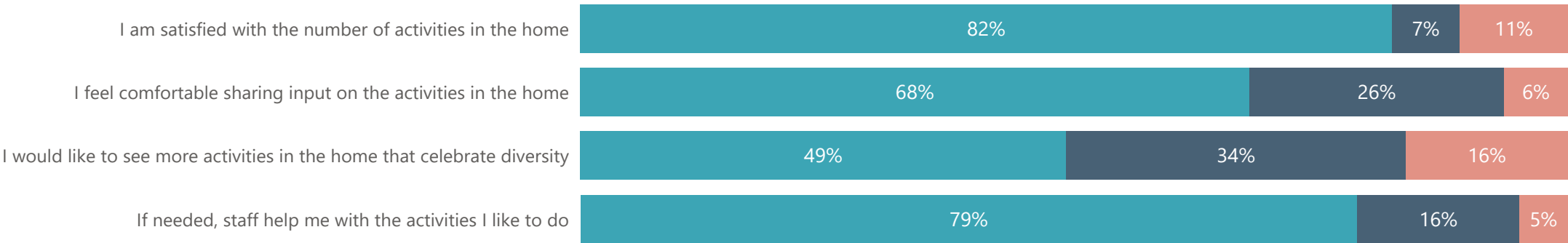


Elder Feedback Survey

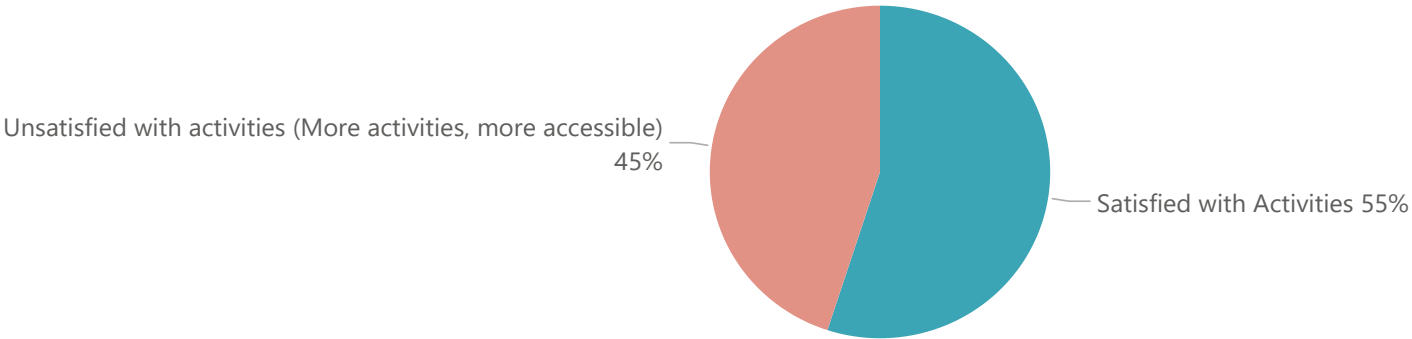
Meaningful Activities in the Home

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the activities in the home? 20 comments



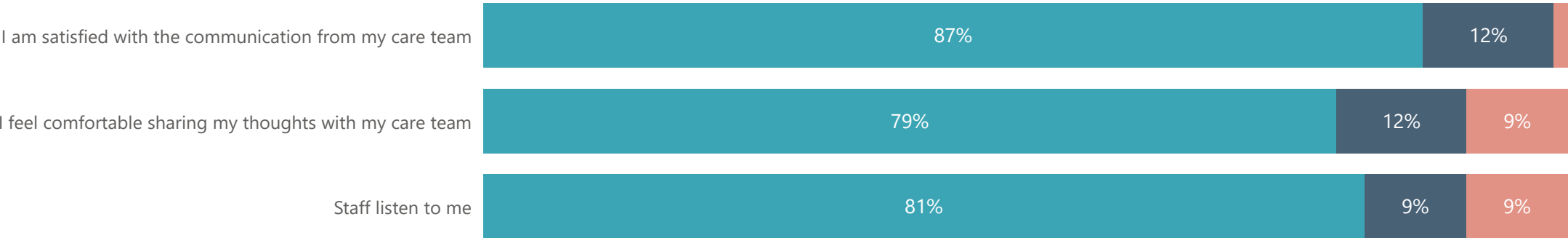


Elder Feedback Survey

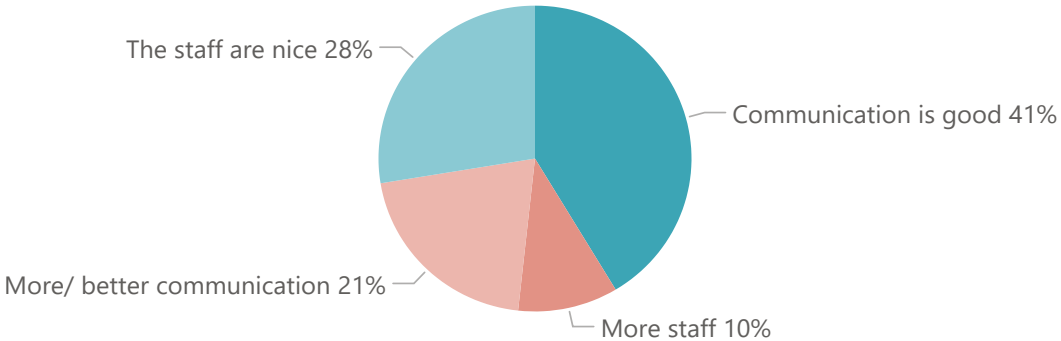
Health Communication in the Home

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the communication in the home? 29 comments



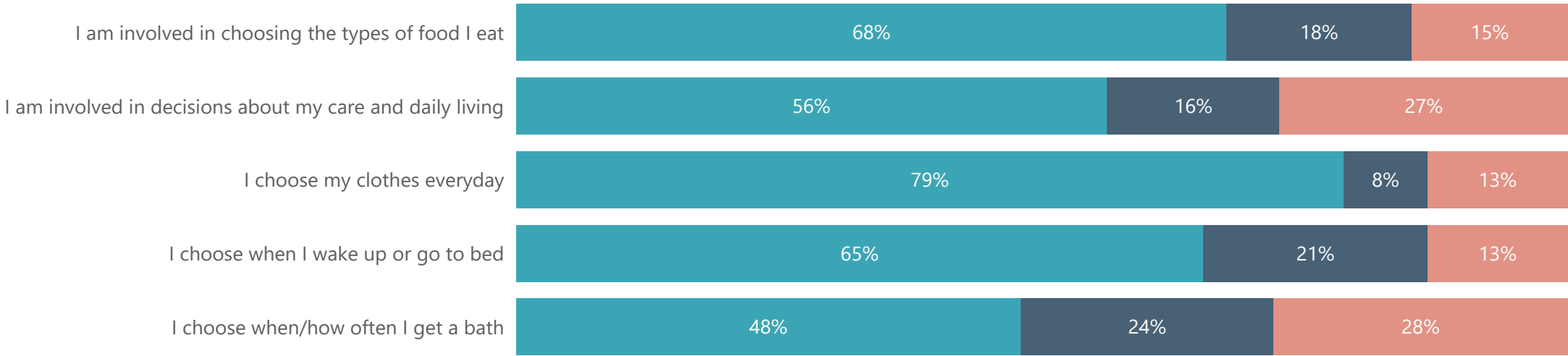


Elder Feedback Survey

Person Centered Care

Responses

1. Positive 2. Unsure 3. Negative



Support for Daily Elder Care

Elders require varying levels of assistance, such as support with weight-bearing or the involvement of multiple staff members for daily activities like bathing or dressing. To ensure the necessary support is available, some activities must be scheduled in advance. The home strives to incorporate each Elder’s preferences into their care plan. However, further improvements such as enhanced staff training, optimized scheduling, and the integration of supportive technology are needed to increase choice and flexibility for Elders. This area has been identified as a priority in the Home's Quality Improvement Plan.

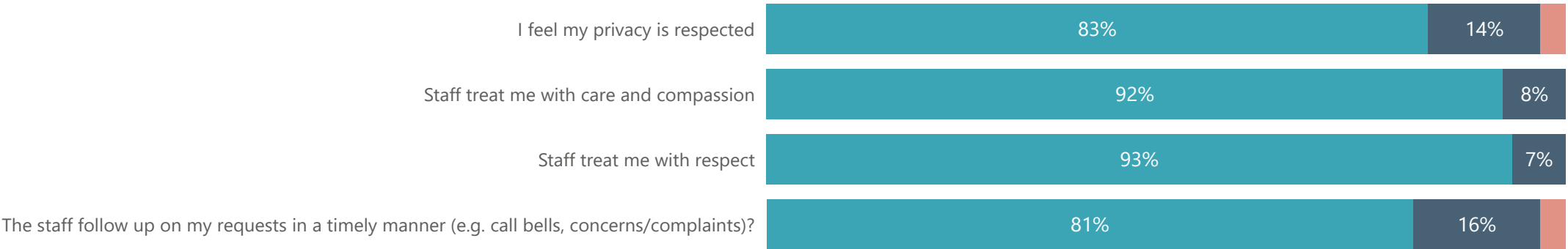


Elder Feedback Survey

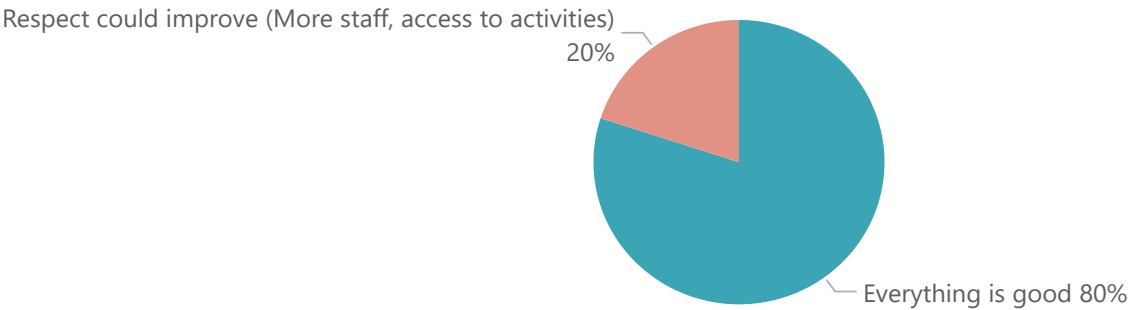
Treating Elders with Dignity

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the respect in the home? 15 comments





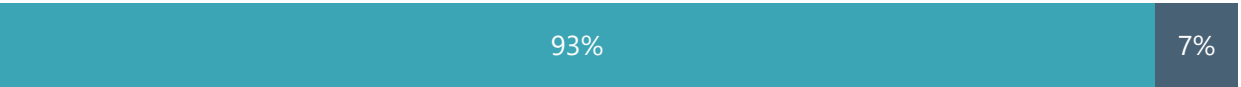
Elder Feedback Survey

Safety and Security

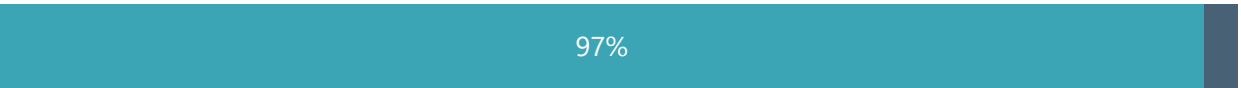
Responses

1. Positive 2. Unsure 3. Negative

Do you feel safe in the home and on the property (e.g. courtyards, patios, etc.)?

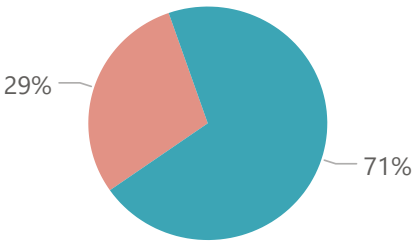


The home is clean and well maintained



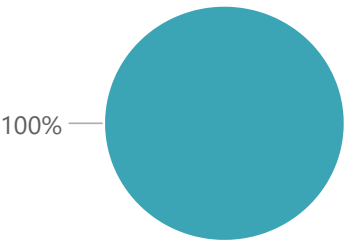
Are there comments you wish to make about the safety in the home? 17 comments

Response Safety could improve (More privacy/ door locks) Safety is good



Are there comments you wish to make about the building? 18 comments

Response It's good/great/I'm happy





Elder Feedback Survey

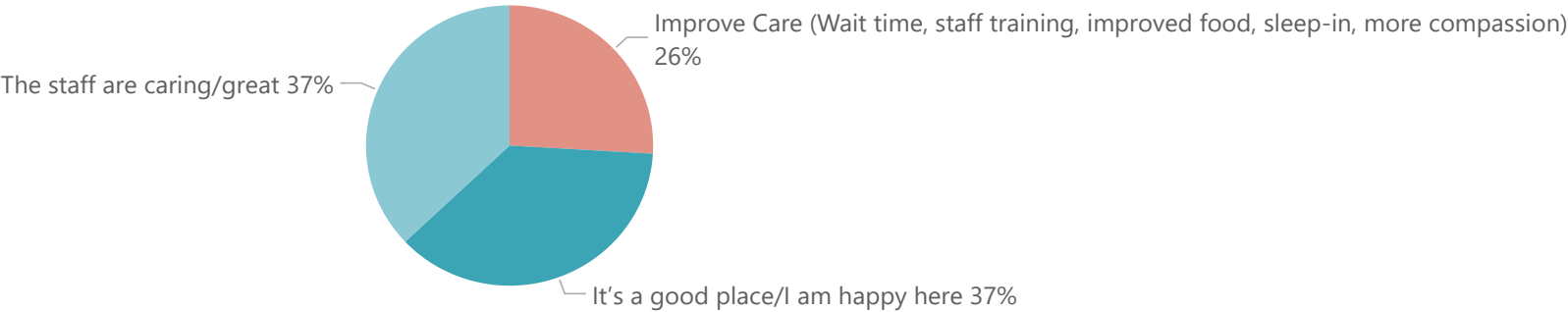
Care and Support

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the care in the home? 27 comments





Elder Feedback Survey

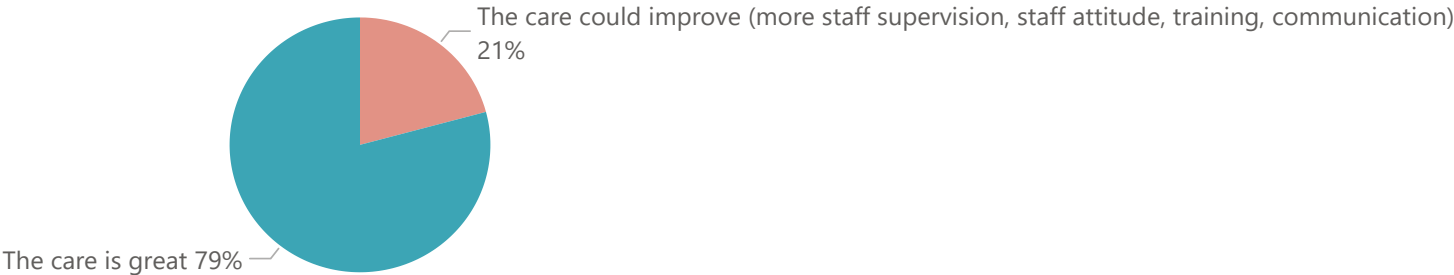
Overall

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the overall care in the home? 24 comments





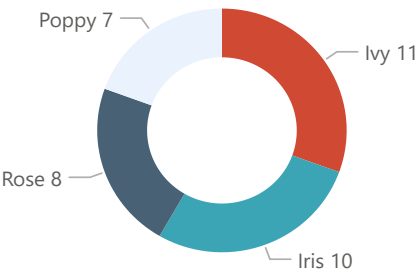
Caregiver Feedback Survey

Caregiver Survey

Total Respondents

36

Person's Neighbourhood



Responses

1. Positive 2. Unsure 3. Negative

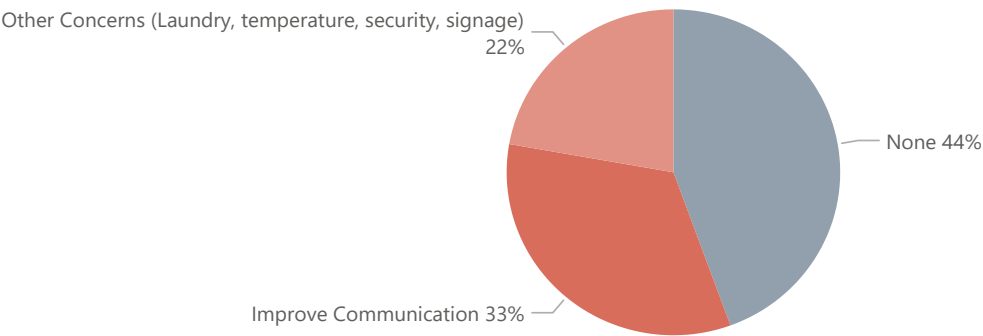




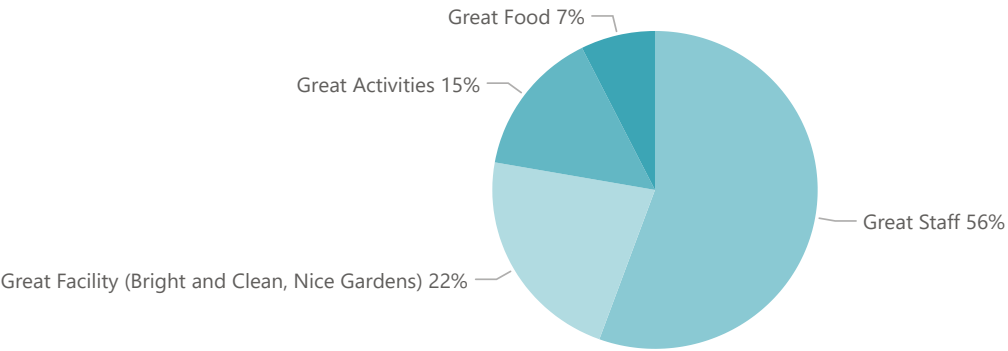
Caregiver Feedback Survey

Caregiver Survey

Do you have suggestions for improvement for the Home? 18 comments.



What do you like most about the Home? 24 comments.





2025 Elder Feedback Survey North Lambton Lodge



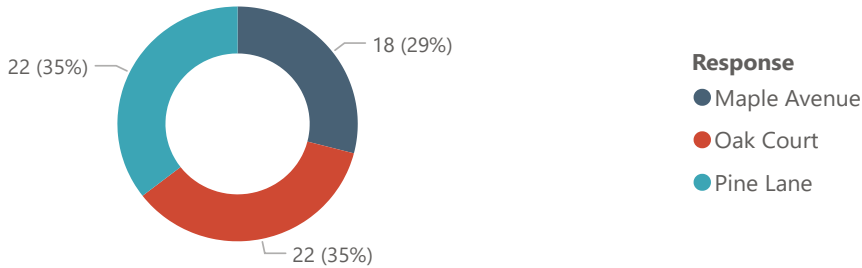
Total Responses

62

Survey Demographics

Completed Full Survey	41
Completed Condensed Survey	21

Respondents by Neighbourhood



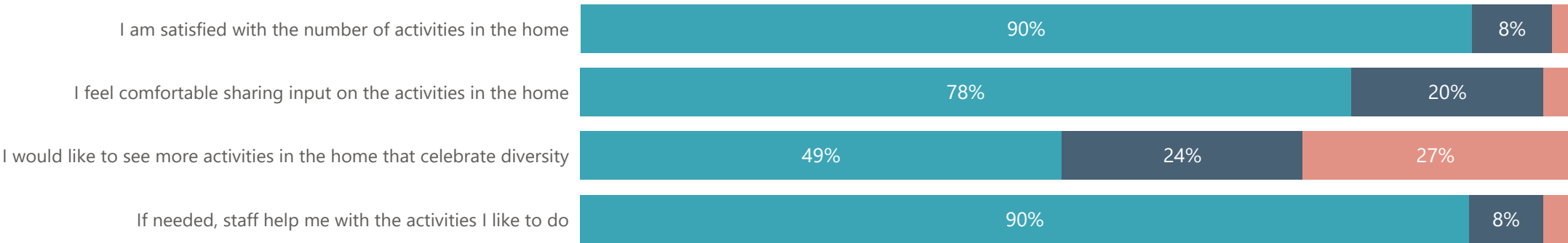


Elder Feedback Survey

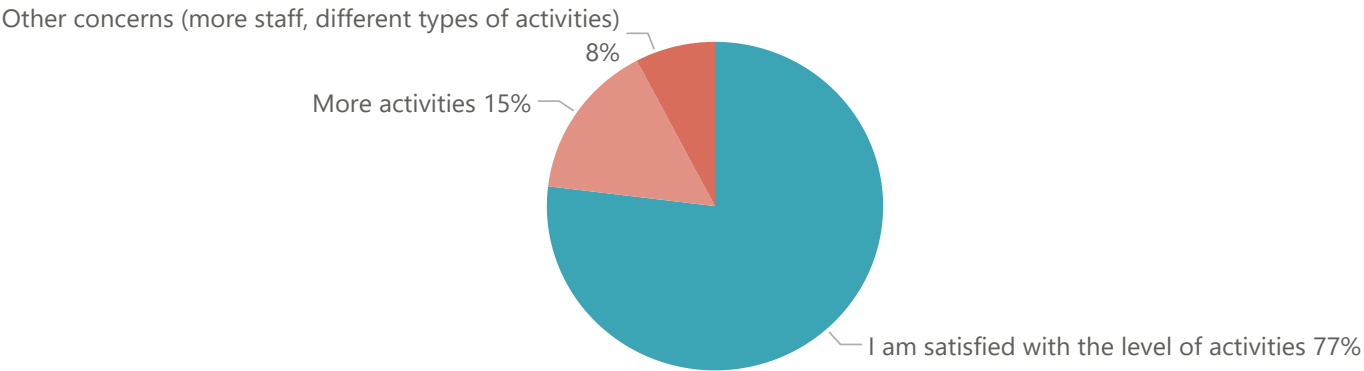
Meaningful Activities in the Home

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the activities in the home?



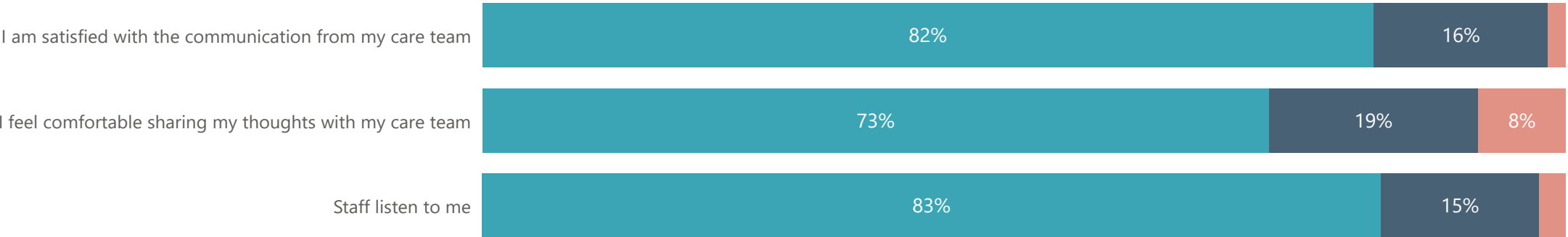


Elder Feedback Survey

Health Communication in the Home

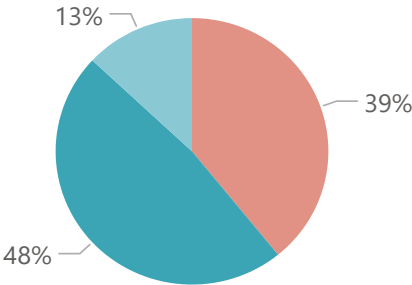
Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the communication in the home?

Response Communication could improve (more staff availability, more clarity, better attitude, proactive) Communication is good The staff are helpful



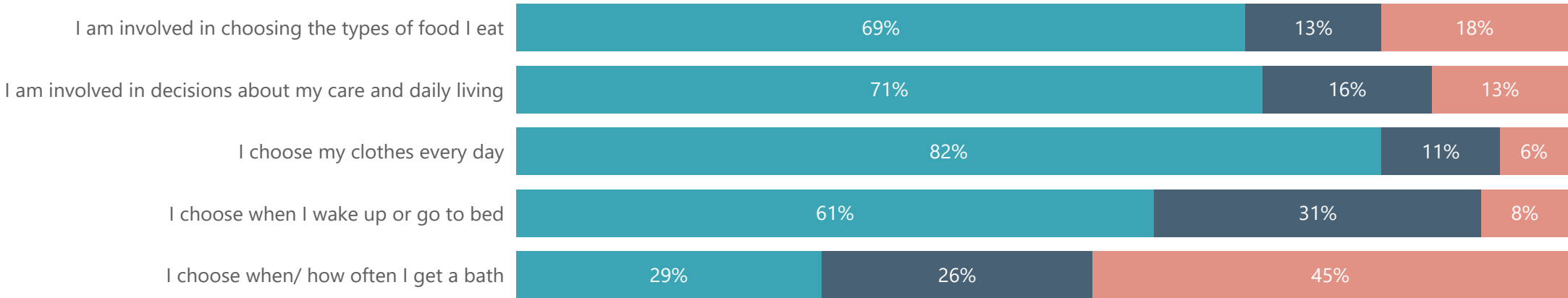


Elder Feedback Survey

Person Centered Care

Responses

1. Positive 2. Unsure 3. Negative



Support for Daily Elder Care

Elders require varying levels of assistance, such as support with weight-bearing or the involvement of multiple staff members for daily activities like bathing or dressing. To ensure the necessary support is available, some activities must be scheduled in advance. The home strives to incorporate each Elder's preferences into their care plan. However, further improvements such as enhanced staff training, optimized scheduling, and the integration of supportive technology are needed to increase choice and flexibility for Elders. This area has been identified as a priority in the Home's Quality Improvement Plan.

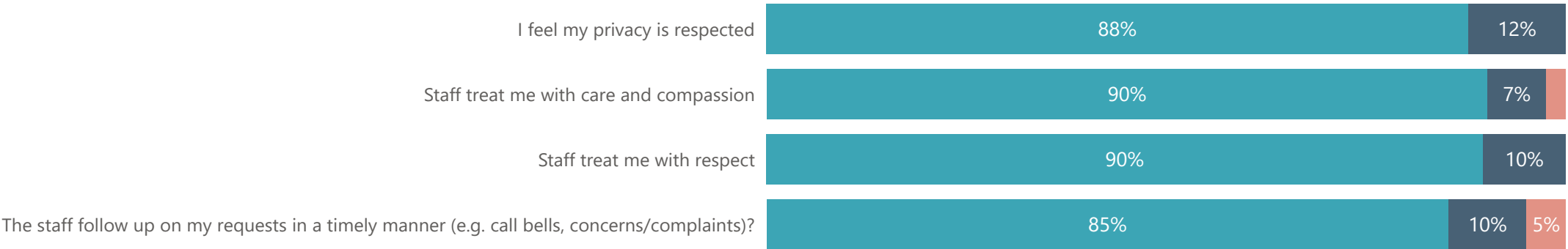


Elder Feedback Survey

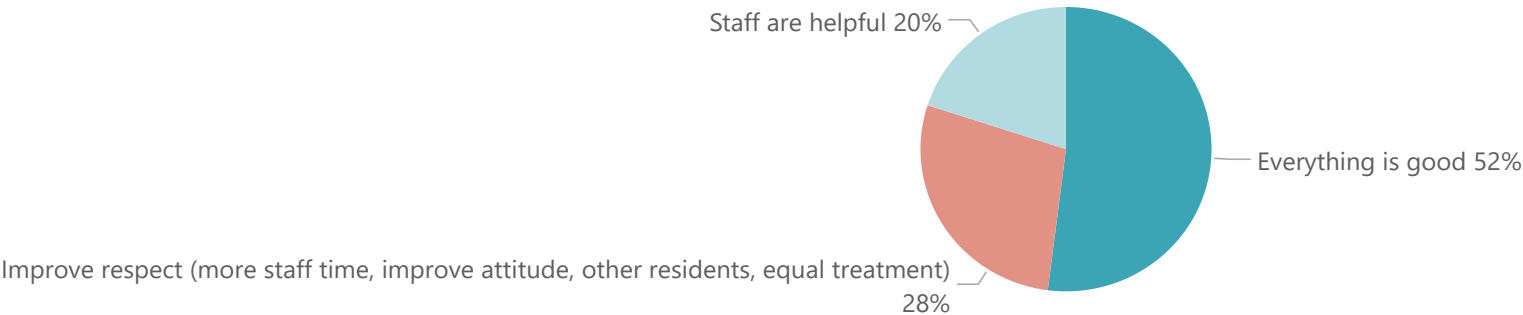
Treating Elders with Dignity

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the respect in the home? 25 comments





Elder Feedback Survey

Safety and Security

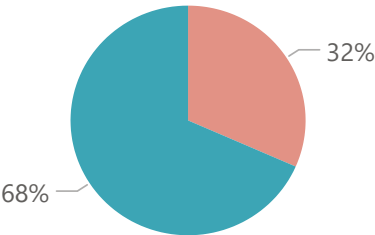
Responses

1. Positive 2. Unsure 3. Negative



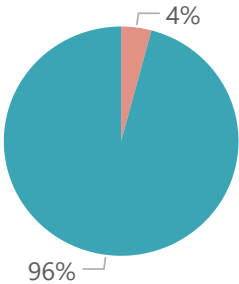
Are there comments you wish to make about the safety in the home? 19 comments

Response Safety could be improved (missing items, wanderers) Safety is good



Are there comments you wish to make about the building? 24 comments

Response Additional Cleaning It's good/great/I'm happy





Elder Feedback Survey

Care and Support

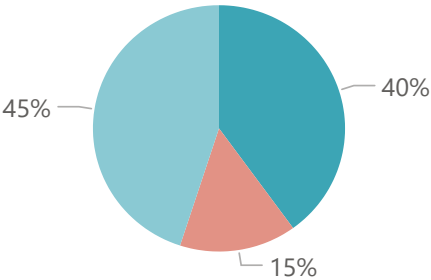
Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the care in the home? 20 comments

Response It's a good place/I am happy here The level of care could be improved (staff forget requests, more baths, better attitude) The staff are caring/great





Elder Feedback Survey

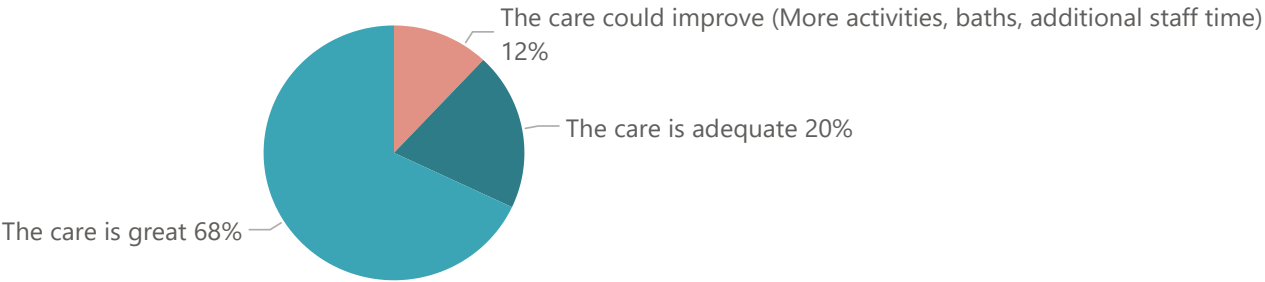
Overall

Responses

1. Positive 2. Unsure 3. Negative



Are there comments you wish to make about the overall care in the home? 25 comments





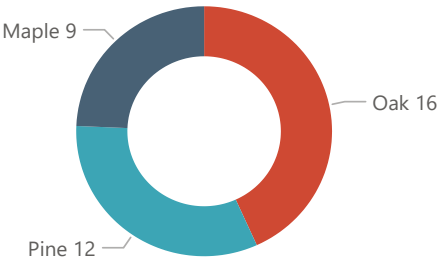
Caregiver Feedback Survey

Caregiver Survey

Total Respondents

Person's Neighbourhood

37



Responses

1. Positive 2. Unsure 3. Negative

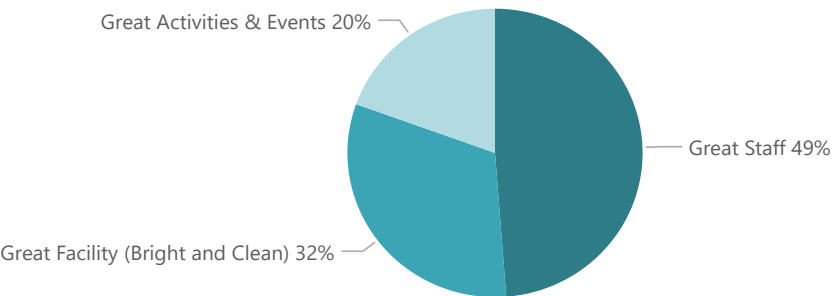




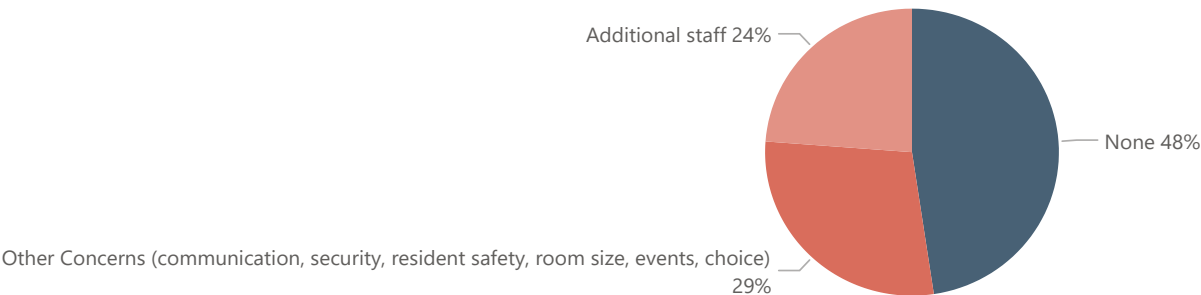
Caregiver Feedback Survey

Caregiver Survey

What do you like most about the Home? 30 comments.



Do you have suggestions for improvement for the Home? 21 comments.





LONG-TERM CARE DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Michael Gorgey, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Vulnerable Occupancy - Annual Fire Drills 2025

BACKGROUND

The *Ontario Fire Code* (Ontario Regulation 150/13) mandates annual fire drills ("**Vulnerable Occupancy Drill**") to ensure that adequate staff and supervisory staff are on site to carry out required duties under approved fire plans and that advance notifications are sent to the Chief Fire official. The *Ontario Fire Code* also requires monthly fire drills to be performed in care occupancies.

This report updates Council on the fire drills conducted at each of the County of Lambton's three Long-Term Care Homes (the "**Homes**").

DISCUSSION

After the local fire chief has completed its annual inspection of the Homes' fire alarm and suppression systems, all three of the Homes complete their annual fire drill exercise in the presence of the fire chief.

All three Homes have sprinkler and detector systems. The fire monitoring system is inspected annually.

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

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

All three Homes completed this annual drill with the fire officials on site on the following dates:

Lambton Meadowview Villa	September 23, 2025
Marshall Gowland Manor	August 27, 2025
North Lambton Lodge	August 19, 2025

Each fire drill includes observation of:

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

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

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

Lambton Meadowview Villa:

The actual time to respond to the room of fire origin, remove occupant (s) from the room and close the door to the room.	Available time: 4.25 minutes	Actual time to complete task: 2 minutes 18 seconds
The actual time to evacuate residents/patients from the fire zone or floor areas containing the room of fire origin to the next point of safety.	Available time: 75 minutes	Actual time to complete task: 21 minutes 51 seconds

Marshall Gowland Manor:

The actual time to respond to the room of fire origin, remove occupant (s) from the room and close the door to the room.	Available time: 4.5 mins	Actual time to complete task: 1 minute 10 seconds
The actual time to evacuate residents/patients from the fire zone or floor areas containing the room of fire origin to the next point of safety.	Available time: 75 mins	Actual time to complete task: 5 minutes 37 seconds

North Lambton Lodge:

The actual time to respond to the room of fire origin, remove occupant (s) from the room and close the door to the room.	Available time: 4.25 minutes	Actual time to complete task: 1 minute 26 seconds
The actual time to evacuate residents/patients from the fire zone or floor areas containing the room of fire origin to the next point of safety.	Available time: 75 minutes	Actual time to complete task: 11 minutes 2 seconds

FINANCIAL IMPLICATIONS

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

CONSULTATIONS

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

STRATEGIC PLAN

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

CONCLUSION

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

An annual review and revision of the Homes' Emergency Plans was completed in 2025.

 CORPORATE SERVICES DIVISION	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Ryan Beauchamp, County Solicitor/Deputy Clerk
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	2026 Board and Committee Appointments

BACKGROUND

The purpose of this report is to remind Council of the various meetings and appointments that will take place on January 21, 2026.

DISCUSSIONStriking Committee

The Striking Committee will meet on January 21, 2026, where each member of the Striking Committee will be tasked with making the following appointments:

1. Appoint four (4) members, in addition to the Warden, to the **Audit Committee**, for a one-year term.

As a reminder, the 2025-2026 Striking Committee is comprised of the following members: K. Marriott (Chair), D. Ferguson (Group A), C. McRoberts (Group B), B. Hand (Group C), and G. Atkinson (Group D).

Committee of the Whole

The Committee of the Whole will meet on January 21, 2026, following the Striking Committee meeting, where each member of the Committee of the Whole will be tasked with making the following appointments:

1. Appoint one (1) member to the **County of Lambton Agricultural Advisory Committee** (CLAAC), for a one-year term.
2. Appoint one (1) member to the **County of Lambton Accessibility Advisory Committee**, for a one-year term.

2026 Board and Committee Appointments (page 2)

November 19, 2025

3. Appoint one (1) member, in addition to the Warden and Deputy Warden, to the **Woodlands Hearings Board**, for a one-year term.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

The Chief Administrative Officer was consulted in this matter.

STRATEGIC PLAN

Not applicable.

CONCLUSION

Not applicable.



CORPORATE SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Ryan Beauchamp, County Solicitor/Deputy Clerk
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
SUBJECT:	2026 Council and Committee Meeting Dates

BACKGROUND

This report serves to remind Council of the 2026 Council and Committee meeting dates and seeks Council's approval to reschedule three meetings to accommodate a federal holiday and those Councillors and County staff attending certain conferences.

DISCUSSION

The proposed 2026 Council and Committee schedule is attached hereto as Schedule "A".

There are various conflicts with regular meeting dates, as follows:

1. The Good Roads Conference is scheduled for March 29 to April 1, 2026, in Toronto, Ontario. These dates conflict with the April Council meeting (April 1, 2026). As such, it is proposed to reschedule the Council meeting to Thursday, April 2, 2026, to accommodate those Councillors and County staff attending the conference.
2. July 1, 2026, is a federal holiday, namely Canada Day, which conflicts with the July Council meeting. As such, it is proposed to reschedule the Council meeting to Thursday, July 2, 2026.
3. The Association of Municipalities of Ontario (AMO) Conference is scheduled for August 16 to August 19, 2026, in Ottawa, Ontario. These dates conflict with the August Committee of the Whole meeting (August 19, 2025). It is proposed that this meeting be at the call of the Warden to address a pressing or urgent matter. If an August Committee of the Whole meeting is called by the Warden, it is proposed that the meeting take place on Thursday, August 20, 2026.

2026 Council and Committee Meeting Dates

November 19, 2026

Additionally, in the past, the March Committee of the Whole date was reserved as a second date for Council Budget deliberations, if required. With the 2026 Budget deliberations occurring in February, as opposed to March, it is proposed that Council reserve the March Committee of the Whole meeting at the call of the Warden to address a pressing or urgent matter.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

The Chief Administrative Officer and all General Managers were consulted in this matter.

STRATEGIC PLAN

Not applicable.

CONCLUSION

Not applicable.

RECOMMENDATION

That County Council approve the 2026 Committee and Council schedule attached hereto as Schedule “A”, which has:

- (a) the March Committee of the Whole meeting occurring only upon the call of the Warden to address a pressing or urgent matter;**
- (b) the April Council meeting rescheduled to April 2, 2026;**
- (c) the July Council meeting rescheduled to July 2, 2026; and**
- (d) the August Committee of the Whole meeting occurring only upon the call of the Warden to address a pressing or urgent matter. If an August Committee of the Whole meeting is called, it shall take place on August 20, 2026.**

2026 Council and Committee Meeting Dates

November 19, 2026

Schedule "A" 2026 Council and Committee Meeting Dates

Meeting Dates	Meeting Type	Comments
January 21, 2026	Committee of the Whole	Release of the 2026 Draft Budget
February 4, 2026	Council Council Budget Deliberations	
February 18, 2026	Committee of the Whole Council Budget Deliberations (if required)	
March 4, 2026	County Council	
March 18, 2026	Committee of the Whole	<i>At the Call of the Warden</i>
April 2, 2026	County Council	Moved to Thursday – Good Roads Conference Conflict (March 29 – April 1, 2026)
April 15, 2026	Committee of the Whole	
May 6, 2026	County Council	
May 20, 2026	Committee of the Whole	
June 3, 2026	County Council	
June 17, 2026	Committee of the Whole	
July 2, 2026	County Council	Moved to Thursday – July 1 st is Canada Day
August 20, 2026	Committee of the Whole	<i>At the Call of the Warden</i> Moved to Thursday – AMO Annual Conference Conflict (August 16-19, 2026)
September 2, 2026	County Council	
September 16, 2026	Committee of the Whole	
October 7, 2026	County Council	
October 21, 2026	Committee of the Whole	
November 4, 2026	County Council	
December 9, 2026	Warden and Deputy Warden's Election	



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Affordable Housing Update

BACKGROUND

Lambton County Council, at its meeting on September 3, 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 of having 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.

Supportive and Affordable Housing Strategic Development Plan Update

The Supportive and Affordable Housing Strategic Development Plan ("**Plan**"), a multi-year portfolio-scale strategic development plan prepared by Flourish Affordable Housing Communities ("**Flourish**") was endorsed by Council in February 2024, which allows resources to be focused in a strategic manner. An update to this Plan was presented to Council at the June 2025 meeting.

This Plan has been used to guide future supportive and affordable housing developments, including the Kathleen Avenue, George Street, and Cathcart Boulevard developments identified below.

Affordable Housing Reserve

Council supported the creation of the affordable housing reserve in 2021 and to date have contributed \$9.8 million in levy funding to this reserve with the recommended level of

contribution over a 10-year period of \$38.2 million. This reserve has been utilized to advance many projects and initiatives. Funds from this reserve have been invested in multiple projects, including the development on Kathleen Avenue and the creation of a shovel-ready project on Cathcart Boulevard, among other initiatives. The current reserve balance is just over \$2.5 million in unallocated funds

Projects that may require further investment include the Cathcart Boulevard project and the Wyoming, Ontario Street project identified in the Strategic Plan. The current reserve balance is not enough to substantially fund these projects. Staff will be including a recommended reserve fund contribution as part of the 2026 budget request to assist in advancing further housing projects.

Affordable Housing Seed Funding Program

This program has allocated \$1.3 million to seven projects that could see between 249 and 252 new units created. Below is a list of the projects that have received funding, along with a brief update on the progress:

Proponent	Size	Funding Amount	Project Update
Alexander Mackenzie Housing Co-operative	20	\$200,000	• Planning approvals obtained • Design in final stages • Pending response to project funding applications
Arkona Lions Non-Profit Housing	12-15	\$200,000	• Pre-development work recently commenced
Habitat for Humanity Sarnia/Lambton	5	\$100,000	• Construction is expected to begin in the spring of 2026
The Inn of the Good Shepherd	62	\$200,000	• Planning approvals are in progress
Saint Demetrios Greek Orthodox Church	45	\$200,000	• Planning approvals obtained. • Capital funding is required to advance the project
Vision '74 Inc.	85	\$200,000	• Planning approvals obtained. • Pre-development work underway
Women's Interval Home	20	\$200,000	• Securing a location in progress

The Seed Funding program is fully depleted. Staff will include recommended funding for the continuation of the seed funding program as part of the 2026 budget.

Indwell Partnership

A partnership was formed with Indwell Community Homes ("Indwell") through a public procurement process with the goal of planning, constructing and eventually operating between 150 and 300 supportive housing units in Lambton. A report titled *Indwell*

Community Homes Update provided an update on the nine goals established through the partnership and was presented at the June 2025 Council meeting.

In addition, Indwell and the County have formed a partnership under the recently announced HART Hub, to provide supportive housing utilizing 12 units in the County's existing community housing stock. Planning for these units commenced in January 2025. However, confirmation of provincial budget allocations has not been announced. County staff are currently anticipating that these units will be operational in early 2026.

New Construction – Ontario Aboriginal Housing Services

The 40-unit apartment building is currently under construction at 940 Confederation Street in Sarnia by Ontario Aboriginal Housing Services (“**OAHS**”). This project was made possible by the transfer of the land from the County of Lambton (on terms similar to the transfer to Indwell discussed above). Construction is progressing well, and the expected completion date remains December of 2025.

New Construction – New units in existing buildings

Staff are exploring opportunities to add additional units in existing buildings.

New Construction – Maxwell Park Place

Work continues to advance on site at Maxwell Park Place. The 24 units, including six March of Dimes supported units, are expected to be completed this year.

A detailed report regarding the Maxwell project is included separately in the Council agenda.

New Construction – Kathleen Avenue

Construction on this project is advancing on schedule. The roof slab will be placed this month, and the building is anticipated to be fully enclosed before the end of the year. Occupancy of this 50-unit building is still expected in the fall of 2026.

Additional Dwelling Unit Incentive Program

The Additional Dwelling Unit Incentive Program Pilot was implemented in 2024, utilizing provincial funding. Uptake for this program was low, with funding provided to one household to date. As indicated in the September 3, 2025 Council report “[Housing Funding Allocation – Year 7, 8 and 9](#)”, this program has ended due to the low uptake, along with the reduced provincial funding 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 governments as well as operating dollars from the province. Advocacy work is ongoing to secure the required investments from other levels of government.

FINANCIAL IMPLICATIONS

There is no impact to the levy as a result of this report.

CONSULTATIONS

Consultations have taken place with the Chief Administrative Officer; General Manager, Social Services; 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.

CONCLUSION

Affordable Housing Update (page 5)

November 19, 2025

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.



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Maxwell Park Place Affordable Housing Development Update #13

BACKGROUND

As previously directed by Lambton County Council, staff are completing a 24-unit affordable housing development project at 993 Maxwell Street, Sarnia.

Although updates have been provided to Council through the Department's recurring Affordable Housing Update reports, the last dedicated report on this project was shared at the October 2024 Council meeting. The purpose of this report is to provide Council with a further update regarding this project.

DISCUSSION

Contractor

The original contractor is no longer involved with this project due to its failure to perform its contractual commitments. As such, Husky General Contracting Ltd. ("**Husky**") has been selected to finish the project. Husky has been working on completing this project since Fall 2024.

Module Construction and Stacking

Since the last update, all modules were stacked on site in Fall 2024. Once the stacking was complete and onsite construction began, several deficiencies were identified in the modules received from the former contractor. These deficiencies were numerous and included improper window and door installations, improper fire rating assemblies, and various electrical and plumbing issues. Husky has been working with the County to rectify these deficiencies in advance of building occupancy.

The County has commenced civil proceedings against the prior contractor to recover the additional expenses incurred as a result of the identified deficiencies, along with other losses. However, the County has been informed that the prior contractor has filed for bankruptcy, and the impact of that on the County's civil proceedings remains to be determined.

Building Construction

Building construction work includes enclosing the building, constructing the interior common areas and stairwells, installing the elevator, connecting services and all other items required for building occupancy.

The building construction work was delayed due to water infiltration inside the modules after stacking. Additional remediation was required on site as a result; however, this work is nearing completion. Currently, the bulk of the interior construction is complete, with some finishing work underway. Elevator installation and commissioning are in progress, along with the installation of the balconies and balcony railings. Final occupancy is expected in 2025.

Barrier Free Units

March of Dimes Canada ("**MOD**") has secured funding to be able to provide support services for the six barrier-free units included in this modular build. The six tenants have been selected for these units and are expected to move into the units in January 2026.

Tenant Selection Plans

Tenant selection is complete for the remaining eighteen units. An expression of interest occurred for seniors currently living in other County-owned units. The eighteen selected tenants have been contacted and have accepted the offer with an anticipated move-in date of January 2026. This will result in eighteen vacant units in the housing stock. Ten of these units will be filled with individuals from the By-Name List, including eight under the Homeless Priority process and two under the HART Hub process.

Project Costs

With the challenges experienced on this project, there has been an escalation in costs. The current anticipated project cost is between \$13.4 - \$14.5 million. The project costs and current funding sources are as follows:

Capital Cost:	Current Anticipated Costs
Design, Engineering & Soft Costs	\$500,000
Construction Costs	\$12,900,000 - \$14,000,000
Total Capital Costs	\$13,400,000 - \$14,500,000

Source of Funding:	2022 Anticipated Funding	Current Anticipated Funding
Upper-Level Government Funding	\$3,100,000	\$5,400,000
County: Affordable Housing Reserve	\$884,634	\$884,634
County: Debt Financing	\$3,015,366	\$4,757,366
Other: Bond Payment		\$2,720,867
Total	\$7,000,000	\$13,762,867

\$1.1 million in potential cost is associated with the additional remediation work required due to water infiltration. Responsibility for these costs is currently under dispute with Husky. As a result of this dispute, the anticipated costs for this project are expected to range between \$13.4 million and \$14.5 million

Additionally, as noted above, the cost escalations related to the failures of the original contractor are subject to recovery proceedings through litigation that Council has previously authorized. The impact of the prior contractor's bankruptcy proceedings on the County's claims remains unknown.

Staff will continue to provide Council with updates upon project completion once the financials have been completed.

FINANCIAL IMPLICATIONS

The financial implications are unknown at this time as we await the outcome of the dispute with the current contractor and the litigation with the former contractor.

CONSULTATIONS

Consultations have taken place with the Chief Administrative Officer; General Manager, Social Services; 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.

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. Staff have worked diligently to advance the construction of the 24 affordable housing units located at 993 Maxwell. Occupancy is expected prior to the end of 2025, with the first residents expected to move in January 2026. This project adds 24 much needed affordable housing units to the community, helping to achieve the goals outlined in the Housing and Homelessness Plan 2020-2024.



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ONTARIO WORKS
PREPARED BY:	Stacey Mullen, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Ontario Works Update Report

BACKGROUND

Ontario Works (“OW”) is a mandatory program that provides legislated income and person-centered support ensuring people have access to the financial, stability, and employment supports they need to build their independence and an enhanced quality of life.

In 2023, as part of Phase 2 of employment services transformation, the County of Lambton was chosen as an Employment Ontario provider by the City of Windsor, the newly appointed Service System Manager for Windsor-Lambton catchment area. Within the OW Department, this led to the establishment of a new Integrated Employment Services (“IES”) team, which began delivery of services on January 1, 2024.

This report seeks to provide Council with an update on caseload trends for the second and third quarter of 2025 as well as to highlight some key activities within the OW Department, including the IES team.

DISCUSSION

Caseload Statistics

The OW average monthly caseload from April 1, 2025, to September 30, 2025, was 3,050 households per month, including temporary care assistance cases. The OW caseload for the same period in 2024 was 3039. This represents a slight increase compared to 2024.

A caseload increase is consistent with provincial experience and is primarily due to the continued high cost of living, as well as inflation and increasing complex needs of people.

Applications

During the second and third quarters of 2025 there were a total of 1,040 applications for ongoing OW assistance, representing an 8% increase from the same period in 2024. In August 2024, a total of 156 applications were received, compared to 190 applications in August 2025, an increase of 22%. This demonstrates a sustained upward trend in application activity, with notable growth observed toward the end of the summer period.

The number of Emergency Assistance (“EA”) applications increased during the second and third quarters of 2025, averaging 67 applications per month compared to an average of 52 in the first quarter. By comparison, the same period in 2024 recorded a higher monthly average of 79 EA applications. While overall volumes remain below 2024 levels, the recent increase represents an upward trend that will continue to be monitored in the coming months.

Outcomes

For the first quarter of 2025, the percentage of the OW caseload with earnings was 10.25%. For 2024, the average percentage of caseload with earnings was 9.4%, indicating that to date in 2025, a greater portion of the caseload is reporting earnings. In 2024, aligning with Employment Services Transformation, our performance outcome measures were updated. In 2024 Lambton trended on par or slightly better than provincial averages. Outcomes are measured cumulatively, and 2025 outcomes are steadily rising, indicating the department is on track to meet targets.

Performance Outcome	Target	2024 Lambton Actuals	2024 Provincial Actuals	Lambton Q2	Lambton Q3
Members with an Action Plan	100%	79%	77%	96.03%	95.47%
Referred to Employment Ontario	39%	28%	27%	12.47%	16.67%
OW cases that exited to employment	19%	7%	8.6%	4.83%	7.70%
OW cases who exit the program and returned within one year	38%	56%	67%	46.50%	43.53%

Person-Centered Stability Supports

OW staff provide direct, person-centered support to people with a wide range of needs, including those experiencing trauma, homelessness, mental health and addiction challenges. People need longer term more intense support to reach their goals and to increase their independence and quality of life.

Family Counselling Centre Sarnia Counselling Program

In 2025, OW continues its partnership with the Family Counselling Centre Sarnia to offer brief, short-term counselling for clients seeking stability and support in achieving their goals, including employment. In quarter 2 of 2025, 55 clients participated in the program, and in quarter three of 2025, 57 clients participated in the program, with most reporting improved mental health, hopefulness, and a stronger commitment to their personal goals.

Pathway to Early Childhood Education Pilot Program

The Pathway to Early Childhood Education Pilot Program, a collaborative initiative with our OW staff, IES staff, and Lambton College, is an eight-week program for OW clients who are interested in pursuing early childhood education as a career. This program includes learning in a classroom setting and a 50-hour placement in a licensed childcare centre or EarlyON site. This initiative helps open doors to meaningful employment while supporting local childcare providers and strengthening our community's workforce.

Integrated Employment Supports

In the second and third quarters of 2025, the IES team continued to strengthen local marketing initiatives, enhanced the staffing model, expanded administrative support, and aligned internal procedures with updated Employment Ontario guidelines to enhance service delivery. Job Developers were added to the team, increasing their physical presence within the community and establishing connections with 38 employers to date. This enhanced engagement is expected to strengthen employer relationships and support improved employment outcomes for participants.

The team continues to provide flexible, mobile services, engaging directly with the community through on-site support at local libraries and, most recently, by bringing services to the Petrolia Library, extending access to an area that previously did not have local employment support.

To expand access to community resources, the team hosts Community Corners at the Lambton Shared Services Centre, providing clients and members of the public with information on local supports and government programs. Recent sessions have featured Contact North, offering free education and training opportunities, and Service Canada, providing guidance on Employment Insurance, the Canada Pension Plan, the Canada Dental Program, and other key services. Access to a variety of resources ensures that individuals are well supported through information and guidance, while also fostering connections within the community, which remain vital to our program.

In June 2025, the team hosted the Work Local, Live Better Job Fair at the Watford Community Centre. The event featured 45 vendors and welcomed over 100 participants. Its success has positioned it as a potential annual initiative, with consideration being given to hosting the event in different rural communities each year.

IES Outcomes (April 2025 to September 2025)	
Number of Intakes Completed	219
Number of Job Starts	37
Average weekly work hours	26
Average hourly wage	\$21.00
Percentage employed at one month checkpoint	56%
Percentage employed at three-month checkpoint	37%
Percentage employed at six-month checkpoint	28%
Percentage of Satisfied Job Seekers	100%
Performance Based Funding Earned*	\$6,817.00

*Estimated quarterly funding pending final data for the quarter

FINANCIAL IMPLICATIONS

There are no financial impacts to the budget related to this report.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

Ontario Works is a legislated program delivered in keeping with the County's Mission County's Mission to promote an enhanced quality of life through the provision of responsive and efficient services accomplished by working with municipal and community partners.

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

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

CONCLUSION

As demand for social assistance grows, staff remain committed to providing integrated, person-centered support. They build meaningful relationships, collaborate with community partners, and connect individuals to stability services. Under the new integrated employment services model, staff help develop personalized action plans and prepare individuals for referrals to employment service providers. By working together, IES and OW staff support individuals in achieving stability, employment readiness, and long-term independence.



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
INFORMATION ITEM:	Housing Services Statistical Report - Quarter 3

BACKGROUND

The Housing Services Department (“**Department**”) provides rental assistance and support services to over 2,300 residents of Lambton County. This assistance helps some of the most vulnerable residents to acquire and maintain permanent housing that is safe and affordable.

The Department administers legislated housing programs, numerous housing agreements, maintains a wait list for approximately 1,500 units and manages 836 housing units owned by the County of Lambton.

DISCUSSION

The 2025 third quarter statistical report is attached and provides a quarterly comparison over 2024.

There were 26 households that moved into rent geared-to-income (“**RGI**”) assisted housing units in quarter three of 2025 compared to 27 households in quarter three of 2024. Although this rate is consistent with 2024, it represents a significant decrease when compared to prior years. This decrease can be attributed to the lack of affordable housing and low vacancy rates in the community.

Average monthly rent arrears for the 836 County of Lambton owned units decreased to \$4,805 in the third quarter of 2025 from \$11,565 in the previous year. This saw an average of 13 households in arrears compared to 11 households over the same period in 2024. Staff continue to work with individuals to address arrears, make repayment agreements and/or access funding to assist.

The Housing Advocacy Program is an eviction prevention program. Community Support Workers (“**CSWs**”) within this program provide outreach and supports to tenants and their families by advocating on behalf of tenants to improve their quality of life while maintaining their housing. The CSWs have caseloads that consist of many hard to serve individuals with complex needs. In the third quarter of 2025, the CSWs assisted an average of 109 individuals monthly and prevented evictions for an average of 26 tenancies each month. They had an average of 247 client visits per month and assisted clients in accessing a cumulative average of \$16,167 per month in funds, including community resources related to eviction prevention and retro payments of government assistance, such as pension or child tax benefits.

The average number of applicants on the wait list for rental assistance in quarter three of 2025 has increased 4% to 965 from 926 in the third quarter of 2024. The Department has seen an increase in the number of eligible applicants applying for RGI assistance, which is partially attributed to the lack of affordable housing and low vacancy rates in the area.

Wait times in quarter three of 2025 for various sized units across the housing portfolio have been consistent with wait times in quarter three of 2024, sitting at 48 months for a bachelor/1-bedroom unit and 36 months for a 2-, 3- or 4-bedroom unit. Although this rate is consistent with 2024, it represents a significant increase when compared to prior years. This increase can be attributed to the lack of affordable housing and low vacancy rates in the community.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

Not applicable.

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:

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- 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;
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- Implementing, monitoring and updating community health and wellness-related plans and priorities, including, but not limited to, the *Housing and Homelessness Plan*, *Community Safety & Well-Being Plan*, the Long-Term Care division's mission, vision, and values, *Age Friendly Community Planning* framework, Lambton Public Health's strategic priorities, *Lambton Drug & Alcohol Strategy*, *Lambton EMS Master Plan*, and *Child Care and Early Years 5-Year Service System Plan*; and
- Advocating for, and supporting access to, mental health and addiction services.

CONCLUSION

Quarterly statistics provide information which assists in the management of the wait list and rent arrears. This information will also be helpful as the County implements the *County of Lambton Housing and Homelessness Plan 2020 – 2024*.

HOUSING SERVICES DEPARTMENT
Statistical Report

Comparative Data	Quarter 3 2025	Quarter 3 2024
Number of applicants housed	26	27
Number of applicants housed (COHB)	0	0
Total applicants housed	26	27
Average monthly tenant rent arrears	\$4,805	\$11,565
Housing Advocacy Program		
Average number of unique individuals receiving services per month	109	120
Average number of evictions prevented per month	26	15
Average ongoing case management appointments per month	247	249
Average funds per month obtained by clients including eviction prevention and retro benefit payments	\$16,167	\$11,497
Average Number of Eligible Applicants for Rent-Geared-to-Income Assistance		
Bachelor/1 Bedroom	736	698
2 Bedroom	97	90
3 Bedroom	68	78
4 Bedroom	59	58
5 Bedroom	5	2
Total	965	926
Average Minimum Wait Times for Rent-Geared-to-Income Assistance		
Bachelor/1 Bedroom	48 months	48 months
2 Bedroom	36 months	36 months
3 Bedroom	36 months	36 months
4 Bedroom	36 months	36 months



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
PREPARED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	November 19, 2025
SUBJECT:	Appointment of Treasurer / Deputy Treasurer Section 286 of <i>Municipal Act, 2001</i>

BACKGROUND

Mr. Larry Palarchio will be retiring from The Corporation of the County of Lambton (the "**County**") effective December 31, 2025. Mr. Palarchio currently serves as the County Treasurer pursuant to By-Law No. 36 of 2019.

Mr. Palarchio's retirement requires that a successor Treasurer be appointed and that By-Law 36 of 2019 be repealed.

Mrs. Karen Bettridge, Manager, Divisional Support Services, has agreed to take over the role of Treasurer upon Mr. Palarchio's retirement and that of Deputy Treasurer between the date hereof and December 31st.

DISCUSSION

Section 286(1) of the *Municipal Act, 2001* requires that a Treasurer be appointed. That section reads as follows:

286(1) A municipality shall appoint a treasurer who is responsible for handling all of the financial affairs of the municipality on behalf of and in the manner directed by the council of the municipality...

With Mr. Palarchio's pending retirement, a Treasurer ought to be appointed for the purposes of the *Municipal Act, 2001*.

Mrs. Karen Bettridge is currently the County's Manager, Divisional Support Services, a senior finance position, and has agreed to assume the position of Treasurer. Moreover, between the date of this report and December 31st, Ms. Bettridge has agreed to take on the role of Deputy Treasurer as well.

Upon Mrs. Karen Bettridge's appointment, By-Law No. 36 of 2019, being the By-Law that appointed Mr. Palarchio Treasurer on November 6, 2019, should be repealed.

Appointment of Treasurer Section 286 of *Municipal Act, 2001* (page 2)

November 19, 2025

FINANCIAL IMPLICATIONS

Not Applicable.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

Not applicable.

CONCLUSION

Not applicable.

RECOMMENDATIONS

- a) That Karen Bettridge be appointed Treasurer of The Corporation of the County of Lambton effective January 1, 2026, and appointed Deputy Treasurer effective November 26th through to and including December 31st, 2025, and that a By-Law effecting such appointment be presented to Council for adoption.
- b) That By-Law No. 36 of 2019 be repealed effective upon the passing of the By-Law appointing Karen Bettridge as Treasurer.



OFFICE OF THE CHIEF ADMINISTRATIVE OFFICER

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
PREPARED BY:	Stéphane Thiffeault, Chief Administrative Officer Corrine Nauta, Manager, Development Services
MEETING DATE:	November 19, 2025
SUBJECT:	City of Sarnia Funding Request – Planning Department City-County Agreement

BACKGROUND

On October 15, 2025, The Corporation of the City of Sarnia (the “**City**”) informed The Corporation of the County of Lambton (the “**County**”) that it would be seeking additional funding in 2026 for its Planning & Development Services department pursuant to the City-County Agreement.

The City confirmed its funding request by letter dated November 4, 2025, which is attached (the “**Request**”).

In its Request, the City seeks the following additional funding for 2026:

- \$118,869 in year-over-year cost increase; and
- \$216,215.00 to fund two (2) additional planning positions within the City’s Planning & Development Services department, namely a Planner and a Superintendent, Planning & Development Services.

These requests are addressed separately below.

County Council will recall that the City and the County have been parties to the City-County Agreement since 1998.¹ That agreement addresses several matters including each party’s planning department and the funding thereof.

With respect to planning departments, the City-County Agreement provides the following (reproduced verbatim):

5. ***Planning Department.** We recommend that the City and County continue to maintain their own separate Planning Departments, and that the net costs of the*

¹ The City-County Agreement has been in effect since 1998. It was recently renewed in May 2024 for a further 5-year period. The current agreement expires in July 2029.

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City Department be paid for through the County levy, (Such costs are initially set at \$314,838.00 in 1998, and may be increased annually according to the rate of inflation. Increases over and above such rate of inflation shall be approved by the County.

and that the two Departments be encouraged to share resources when appropriate,

and that staff be authorized to work out the details and report back at the next meeting.

The amount that the City has requested exceeds inflation, and therefore this report seeks County Council's direction on the City's request.

DISCUSSION

The City-County Agreement requires the County's approval for any increases to the City's funding for their Planning & Development Services department that exceeds inflation.

As noted above, the City seeks an additional \$118,869 in year-over-year cost recovery and an additional \$216,215.00 starting in 2026 to fund the new Planner and Superintendent, Planning & Development Services positions within their department (pro-rated for the period of May – December 2026).

To provide context, the County has provided the following funding to the City for operation of its Planning & Development Services department since 2023:

Year	Planning \$
2025	\$916,629
2024	\$916,323
2023	\$926,323
Original 1998	\$314,838 (set and then subject to cost of inflation)

If approved, the additional funding requested amounts to \$335,084 in additional funding over funding allocated to the City in 2025.

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Year-over-Year Cost Recovery

The City has submitted a request for an additional \$118,869 in funding from the County for 2026.

According to the City, previous funding allocations did not reflect full cost recovery for its Planning & Development Services department, with past contributions primarily covering wages and benefits.

For 2026, the City's request includes additional operating costs, such as allocated administrative and office expenses. After accounting for projected revenues, the total amount requested reflects an increase of \$118,869 in claimed recoveries from the County.

Although the City-County Agreement does not explicitly define which costs are eligible for compensation, the City's proposed recovery from the County is calculated based on total departmental expenditures, net of planning fees and other recoverable revenues. This approach aligns with the intent of the applicable clause within the City-County Agreement.

Additional Positions

The City also seeks an additional \$216,215² to fund the two (2) additional planning positions noted above, for the period of May – December 2026, as it is not expected that the positions will be filled prior to May 2026.

In brief, the City of Sarnia rationalizes its request for additional funding under the City-County Agreement on account of anticipated projected population and employment growth and associated development in the City, as further detailed in its Request attached. Consequently, the City seeks additional professional planning staff to address and process that anticipated growth.

The County has experienced similar growth and needs within its own planning department, as previously communicated to County Council. Moreover, anticipated local population growths have been recently communicated to County Council on October 15, 2025, in a report from Will Nywening, the County's Senior Planning Official. The City's growth projections are therefore acknowledged.

Accordingly, Staff agrees that professional planning personnel resources are required to promptly, effectively and efficiently plan, address, process and respond to anticipated development in the community.

² This amount reflects two-thirds (8 out of 12 months) of the total annual cost for the two positions, for the period of May – December 2026. The City does not expect to be in the position to recruit and fill these positions prior to May 2026; hence the pro-rated allocation. Total annual cost for the two positions is \$317,993.57 (plus COLA in 2027).

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FINANCIAL IMPLICATIONS

If County Council approves the City's request, the County's contributions to the City of Sarnia's Planning & Development Services department will increase from \$916,629 in 2025 to \$1,251,713 in 2026, representing a 36.6% increase year-over-year.

If approved, the additional \$335,084 will be reflected in the County's 2026 draft budget for County Council's budget deliberations in early 2026.

For greater certainty, \$216,215 of the additional \$335,084 sought funds two new positions for a period of 8 months in 2026. That funding request is for entirely new expenses. The figure will increase \$101,778.55 for additional wages in 2027 to cover twelve (12) months of wages, rather than eight (8), in 2027.

The balance of the \$335,084 requested in 2026, being the sum of \$118,869, reflects the City's ask for expenses incurred that historically had not been recovered.

CONSULTATIONS

The Treasurer, City Solicitor, Manager of Planning & Development and General Manager of Community Services of the City of Sarnia and the General Manager, Infrastructure & Development, Manager, Development Service and Chief Building Official and the County Solicitor/Deputy Clerk were consulted on the subject matter of this report.

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STRATEGIC PLAN

This decision sought of Council in this report is consistent with Area of Effort #2 identified in the County's Strategic Plan in that it continues to promote partnerships and improved relations.

CONCLUSION

The City of Sarnia's request for an additional \$335,084 (\$216,215 allocated to additional personnel costs in 2026) in funding for its Planning & Development Services Department reflect (a) the City's claim for additional net expenses (its cost less its revenues) in operating its Planning & Development department; and (b) anticipated growth in population and employment and associated development in the City, which requires professional planning staff to address and process. If approved, the additional funds will result in the County's contribution to the City's Planning & Development Services Department increasing from \$916,323 in 2025 to \$1,251,713 in 2026. The contribution will increase another \$101,778.55 in 2027.

The City of Sarnia's anticipated growth and anticipated workload on its planning department is consistent with the County's own experience and projections.

RECOMMENDATIONS

That the City of Sarnia's request for an additional \$335,084 in cost recoveries for its Planning & Development Services department be approved and included in the County's 2026 draft budget.



THE CORPORATION OF THE CITY OF SARNIA
Planning & Development Services

November 4, 2025

Corrine Nauta
Manager, Development Services & CBO
The Corporation of the County of Lambton
789 Broadway Street, Box 3000
Wyoming ON N0N 1T0

By email: corrine.nauta@county-lambton.on.ca

Re: Planning Department Proposal

Ms. Nauta,

Executive Summary

In accordance with the City-County Agreement, the City of Sarnia respectfully submits this proposal to the County of Lambton seeking support for the addition of two critical positions within the Planning & Development Services department:

- Superintendent of Planning & Development Services (non-union)
- Planner II (union)

These roles are essential to meeting the increasing demands of development activity, ensuring compliance with the Planning Act, and advancing our shared goals of building more homes faster, streamlining approvals, and reducing red tape.

Background and Rationale

The City of Sarnia is expected to grow to a projected population of 86,950 by 2046, representing a need to accommodate 12,650 more residents by that time. Additionally, employment is projected to grow from 28,150 jobs in 2021 to 35,400 jobs by 2046, representing a need to accommodate 7,250 more jobs by that time.

It is also understood that the County of Lambton's Land Needs Assessment (2025) identifies the need for additional lands within the City of Sarnia Settlement Area to support projected growth to 2051.

The projected growth, combined with changes in provincial legislation that enable private applications for settlement area boundary expansions, will significantly increase pressure on current staff and resources. Without additional planning staff, the City will face increasing challenges in meeting legislative

deadlines and service expectations. Current staffing levels for the Planning Department are included in Attachment 1.

Key drivers for this proposal include:

- *Planning Act Compliance*: The *Planning Act* prescribes strict timelines for processing development applications. Failure to meet these timelines can result in appeals, reputational risk, and missed opportunities for growth. Applications to the City for 2023 to 2025 are included in Attachment 1.
- *Housing Acceleration*: The Province of Ontario has emphasized the need to build more homes faster. Sarnia has committed to this mandate through its [Housing Pledge](#), but requires adequate staffing to ensure timelines are achieved.
- *Operational Efficiency*: The Superintendent role under the direction of the Manager is key to providing effective leadership and direction in the coordination and management of Pre-consultation and *Planning Act* Applications, in addition to providing departmental oversight in the absence of the Manager. This aligns with the County's department structure, where Human Resources and department supervision are available through the Senior Planners (non-union), as outlined in the Senior Planner job description.
- *Red Tape Reduction*: A more robust planning team will enable proactive engagement with applicants, expedite turnaround times, enhance customer service and ensure policy documents align with provincial legislation - key elements in reducing bureaucratic barriers.

Proposed Positions

Superintendent of Planning & Development Services (non-union)

- *Role*: Responsible for ensuring the effective delivery of development review, analysis, and recommendations to Council, and ensures that development planning review activities are delivered in accordance with City procedures and policies, as well as Provincial legislation, regulations, and policies.
- *Impact*: Enhances accountability, ensures consistent application of planning policies, and provides leadership to the department.

Planner II (union)

- *Role*: Processing of planning applications, public consultation, zoning reviews, and support for development approvals.

- Impact: Increases throughput of applications, reduces backlog, and improves responsiveness to developers and residents.

Financial Considerations

This proposal is submitted for County Council consideration in accordance with the City-County Agreement. As outlined in Attachment 2, the request is for two additional positions: a Planner II and a Superintendent of Planning & Development Services. The proposal considers gapping in 2026 based on a start date of May 1, 2026, for each position; the financial impact is expected to be \$216,215.00. This amount is in addition to the 2026 County Recovery of \$1,035,498.00, and is based on the city council-approved wage grid plus benefits.

Conclusion

The addition of a Superintendent and Planner is not merely a staffing request; it is a strategic investment in Sarnia's future. These roles will empower the City to meet its legislative obligations, accelerate housing delivery, and foster a more efficient and responsive planning environment.

We respectfully request that the County of Lambton approve this proposal and partner with us in building a more vibrant, sustainable, and well-planned community.

Attachments

Attachment 1 – Application Volumes & Staffing Levels

Attachment 2 – Department Structure

**Attachment 1
Application Volumes**

Type	2023	2024	2025*
Official Plan Amendment	3	7	1
Zoning By-law Amendment	5	11	1
Site Plan Approval**	14	18	15
Consent	10	23	20
Minor Variance	54	66	42
Plan of Subdivision	1	3	0
Plan of Condominium	0	1	1
Part Lot Control	0	1	0
Deeming By-law	0	0	1
Zoning Compliance Certificate	104	142	123
Pre-Application Consultation	65	57	44
Telecommunication Towers	0	6	1

*2025 data is current to September 15, 2025

**Does not include Minor Amendments

Current Departmental Staffing Levels

Position	County	City
Manager, Planning & Development	-	1
Senior Planning Official	1	-
Senior Planner	5	2
Planner	5	1
Planning Technician	1	2
Total	12	6
Front Line Planners	10	3
Population (2021 StatsCan)	56,107	72,047
Planner Ratio (Planner/Person)	1/5,610	1/24,015

County Total Population (2021 StatsCan)	128,154
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*Population Data – StatsCan 2021

**County Departmental Data – Planning Manager (2024)

Attachment 2
Department Structure

Current (2025)

Position	FTE
Administrative Assistant, Community Services	1
Planning Technician	2
Planner I	1
Planner II	2
Manager, Community Services Administration	0.2
Manager, Planning and Development Services	1
General Manager, Community Services	0.2
Summer Student - Planning	0.33
Total	7.73

Proposed (2026)

Position	FTE
Administrative Assistant, Community Services	1
Planning Technician	2
Planner I	1
Planner II	3
Superintendent, Planning & Development Services	1
Manager, Community Services Administration	0.2
Manager, Planning and Development Services	1
General Manager, Community Services	0.2
Summer Student - Planning	0.33
Total	9.73

Budget (2026)

Position	Full Compensation
Planner II	\$96,194.00
Superintendent, Planning & Development Services	\$120,021.00
Total	\$216,215.00

Notes

- Salaries are based on 100% of the Planner and the Superintendent and will vary according to qualifications. Accounts for gapping based on a May 1, 2026, start date.
- Full compensation is inclusive of salary and benefits.

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