



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

Wednesday, January 21, 2026
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. APPOINTMENTS

A) Nominations - Committee of the Whole

- a) Nominate a Chair.
- b) Nominate a Vice-Chair.

B) Audit Committee

Appoint four (4) members plus the Warden to the Audit Committee, for a one-year term.

C) County of Lambton Agricultural Advisory Committee

Appoint one (1) member to the County of Lambton Agricultural Advisory Committee, for a one-year term.

D) County of Lambton Accessibility Advisory Committee

Appoint one (1) member to the County of Lambton Accessibility Advisory Committee, for a one-year term.

E) Woodlands Hearings Board

Appoint one (1) member, in addition to the Warden and Deputy Warden, to the Woodlands Hearings Board, for a one-year term.

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4. PRESENTATIONS

6 - 38 a) Matthew Slotwinski, Chief Executive Officer, and Adrienne Lee, Board Chair, Sarnia-Lambton Economic Partnership (SLEP), will be speaking to County Council and providing an update regarding SLEP's activities and plans.

39 - 51 b) Mark Perrin, Executive Director, Tourism Sarnia-Lambton (TSL), will be speaking to County Council and providing an update regarding TSL's activities and plans.

52 - 61 c) Katherine Albion, Executive Director, Western Sarnia-Lambton Research Park, will be speaking to County Council regarding mortgage refinancing options for The County of Lambton Community Development Corporation.

5. INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

62 - 64 A) **Correspondence to Receive and File**

a) **DS 02-01-26** A resolution from the Corporation of the Municipality of Wawa, dated November 18, 2025, regarding the Corporation of the Municipality of Wawa's call on the Province of Ontario to ensure a gender-based perspective in the implementation of Bill 5 that being *Protect Ontario by Unleashing Our Economy Act, 2025*, aiming to facilitate and accelerate resource development in Northern Ontario.

65 - 67 B) **Information Reports**

a) Information Report dated January 21, 2026 Regarding City of Sarnia Funding Request - Planning Department.

68 - 70 b) Information Report dated January 21, 2026 Regarding Upcoming 2026 Public Works Conferences.

71 - 76 C) **Reports Requiring a Motion**

a) Report dated January 21, 2026 Regarding Lambton County Land Stewardship Program Pilot.

77 - 78 b) Report dated January 21, 2026 Regarding Update Appointment By-Law for Building Inspectors.

D) **Other Business**

6. PUBLIC HEALTH SERVICES DIVISION - Emergency Medical Services Department

No reports.

A) **Other Business**

7. CULTURAL SERVICES DIVISION

79 **A) Correspondence to Receive and File**

a) **MGA 02-02-26** A letter dated October 27, 2025 from Director, Culture Branch, Lorraine Dooley, Ministry of Tourism, Culture and Gaming to the Lambton Heritage Museum, announcing approval of grant funds under the Community Museum Operating Grant and Equity program for the 2025-26 fiscal year. Such funding assists museums in communities across Ontario with acquiring, conserving, interpreting and exhibiting artifacts of public interest.

80 b) **MGA 02-03-26** A letter dated October 27, 2025 from Director, Culture Branch, Lorraine Dooley, Ministry of Tourism, Culture and Gaming to the Oil Museum of Canada, announcing approval of grant funds under the Community Museum Operating Grant and Equity program for the 2025-26 fiscal year. Such funding assists museums in communities across Ontario with acquiring, conserving, interpreting and exhibiting artifacts of public interest.

81 - 86 **B) Reports Requiring a Motion**

a) Report dated January 21, 2026 Regarding Potential Consolidation of Port Lambton and Sombra Libraries.

87 - 92 b) Report dated January 21, 2026 Regarding Museums, Gallery and Archives Collections Management October and November 2025.

93 - 99 c) Report dated January 21, 2026 Regarding Watford Library Redevelopment Plan.

100 - 103 **C) Other Business**

8. **LONG-TERM CARE DIVISION**

A) Information Reports

a) Information Report dated January 21, 2026 Regarding Long-Term Care Occupancy for January to December 2025.

B) Other Business

9. **CORPORATE SERVICES DIVISION**

A) Correspondence to Receive and File

a) **CS 02-04-26** A resolution from Andrea Bolton, Deputy Clerk and Accessibility Coordinator, United Counties of Leeds and Grenville which calls for Bill 9, *Municipal Accountability Act*, 2025 to proceed at its third reading. If passed, Bill 9 would establish the creation of a new standardized Code of Conduct, consistent integrity commissioner inquiry process and

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mandatory training for council and certain local boards.

B) Reports Requiring a Motion

105 - 129 a) Report dated January 21, 2026 Regarding 2026 Services and Fees Schedule.

C) Other Business

10. FINANCE, FACILITIES AND ACQUISITIONS DIVISION

A) Reports Requiring a Motion

130 - 134 a) Report dated January 21, 2026 Regarding Annual Year-End Report on Reserves and Reserve Funds.

B) Other Business

11. SOCIAL SERVICES DIVISION

A) Information Reports

135 - 137 a) Information Report dated January 21, 2026 Regarding Affordable Housing Update.

138 - 141 b) Information Report dated January 21, 2026 Regarding Housing and Homelessness Plan & Housing Needs Assessment.

B) Other Business

12. Presentation of the 2026 County of Lambton Draft Budget

a) Presentation by Stéphane Thiffeault, Chief Administrative Officer and Karen Bettridge, County Treasurer.

13. RECESS

There will be a 15-minute recess before the Committee goes In-Camera.

14. IN-CAMERA

Recommendations

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

- a) to receive a report regarding the acquisition of property in the Township of Dawn-Euphemia, pursuant to s. 239(2)(c) of the *Municipal Act, 2001*.
- b) to receive a report and provide instructions regarding the potential acquisition of property related to the roundabout project at County Roads 8 and 22, pursuant to s. 239(2)(c) of the *Municipal Act, 2001*.
- c) to receive a report and provide instructions regarding a request from

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Indwell Community Homes with respect to its development on George Street in the City of Sarnia, pursuant to s. 239(2)(k) of the *Municipal Act, 2001*.

- d) to receive a report regarding acquisition of property in the City of Sarnia, pursuant to s. 239(2)(c) of the *Municipal Act, 2001*.

15. ADJOURNMENT

January 2026

Annual Lambton County Council Update

SARNIA-LAMBTON ECONOMIC PARTNERSHIP





OUR MISSION

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

OUR VISION

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



The Sarnia-Lambton Economic Partnership has been recognized by the International Economic Development Council as an Accredited Economic Development Organization. **One of Six in Canada to attain this top distinction, one of 65 Globally.**

STRATEGIC SNAPSHOT – CORE ELEMENTS

	Organization
	Brand & Marketing
	Workforce
	Cluster Development
	Business Retention, Expansion & Rural Communities
	Innovation & Market Readiness
	Entrepreneurship



1. ORGANIZATION

External Funding & Grants

\$406,489

for 2025 projects

Ministry of Labour,
Immigration, Training,
and Skills
Development

Ministry of Economic
Development, Job
Creation, and Trade

Canada Summer
Jobs

Global Affairs
Canada: CanExport
Community
Investments

Immigration,
Refugees and
Citizenship Canada

Local Partners

\$655,631

**in long term funding committed in 2025
for projects ongoing 2026 & beyond**



1. ORGANIZATION

Local Partnerships & Participation

Bio-Industrial Innovation Canada

Ontario's Hydrogen Hub Working Group

Petrochem Canada Conference & Hydrogen East Advisory Board

Hybrid Chemistry Cluster Working Group

Sarnia-Lambton Industrial Alliance

Oversized Load Corridor Committee

Community Futures Lambton

Lambton Business Collaborative

Lambton College Research & Innovation

Sarnia Lambton Workforce Development Board

RAIL Committee

Sarnia-Lambton Energy Symposium

Chambers of Commerce

Sarnia-Lambton Immigration Taskforce

TechAlliance

Lambton College

Western Sarnia-Lambton Research Park Advisory Committee

BASES Communications Committee

Tourism Sarnia-Lambton

Local Immigration Partnership

Le Centre Communautaire Francophone de Sarnia-Lambton (CCFSL)

Municipalities & Municipal Economic Development

Business Development Bank of Canada

Fédération des gens d'affaires francophones de l'Ontario (FGA)

Invest Ontario

Ontario Ministry of Economic Development, Job Creation, and Trade

Ontario Ministry of Agriculture, Food and Agribusiness & Ministry of Rural Affairs

Invest in Canada

Trade Commissioner Service

Ontario Food Cluster

Small Business Centres (SBC) Ontario

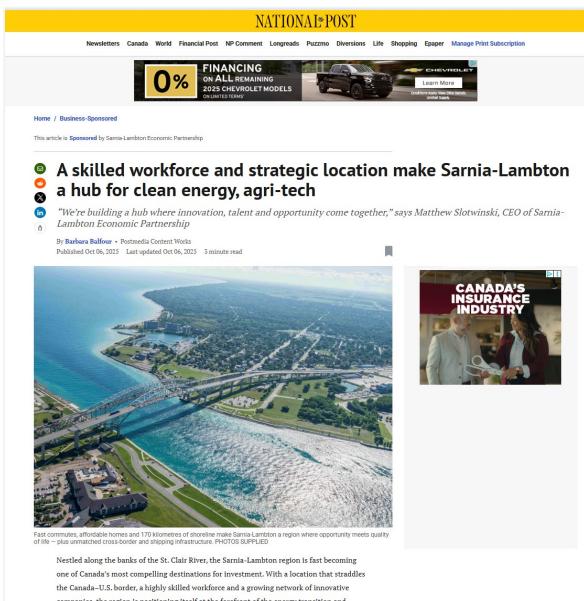
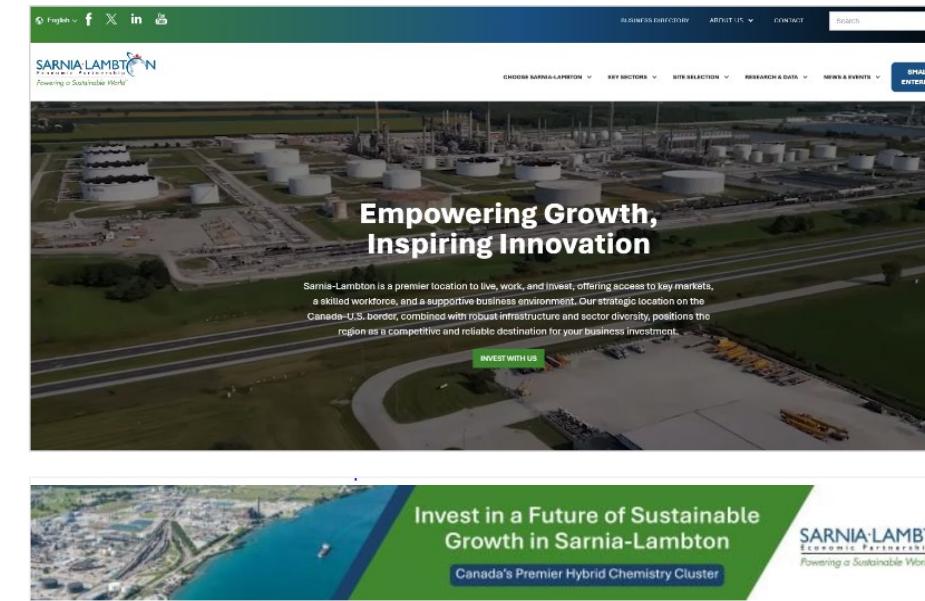
Site Selectors / Real Estate Professionals

Joined Sarnia-Lambton Data Consortium in 2025 in partnership with SLWDB & City of Sarnia



2. BRAND & MARKETING

- **103,000 website users (post-launch)**
- **545,000 on-site interactions**
- **6.4M global industry audience reached (BioDigest Fuel Campaign)**
- **32% average newsletter open rate**
- **3016 newsletter subscribers (343 new)**



2025 Highlights

- Launch of the new SLEP website & new SBEC microsite in April 2025
- Delivery of the “Ontario Is...” Sarnia-Lambton brand campaign, in partnership with Invest Ontario
- Execution of targeted media campaigns across Site Selection magazine, SIOR, Biofuels Digest, Spotify (local campaign) and the National Post to support business attraction and awareness objectives.
- Development of a video series highlighting strategic advantages of Sarnia-Lambton and core industrial sectors.
- Continued improvement in digital performance, including stronger SEO results, increased website traffic, and higher engagement across newsletters and organic social media

2026 PLANNED ACTIVITIES

- Enhancing SLEP’s digital platforms through ongoing website management, optimization, and the launch of an AI chatbot on the SLEP website and SBEC microsite to improve access to information
- Delivering year-round marketing and awareness through targeted digital advertising, media placements, newsletters, and social media
- Strengthening investment attraction and lead generation via updated sector and site marketing, direct sector & geography-based campaigns, and new digital lead tools
- Supporting business growth and talent development through enhanced local promotion of business retention, workforce, newcomer, youth, and entrepreneurship programs



2. BRAND & MARKETING

Advocacy

2025 Advocacy Initiatives

- **Impacts of Tariffs & International Trade**
- **Natural Gas Infrastructure & Energy Security**
- **Investment Land Readiness**
- **Canadian Energy Innovation Network**
- **Geological Carbon Sequestration**
- **Low-Carbon Hydrogen Economy**
- **Transportation**
- **Municipal Infrastructure**
- **Enbridge Line 5**



Matthew Slotwinski, Warden Marriott, and municipal EDO's met with the U.S. Consul General in Toronto, Baxter Hunt, and Chief of Political and Economic Affairs, Kristen Stolt, to discuss impacts of tariffs policies on trade & investments, and Sarnia-Lambton's designation as a Foreign Trade Zone Point



Mathew Slotwinski and Shauna Carr met with several Minister's and Ministry representatives as part of the Chamber of Commerce's Queens Park delegation

2026 PLANNED ACTIVITIES

- **Anticipate advocacy to be centered around similar concepts to 2025.**
- **Additional efforts linked to new energy production (attraction), energy security (East-West Energy Corridor, Enbridge Line 5).**
- **Targeted activities in coordination with municipalities associated with accessing infrastructure funding.**
- **Continued advocacy & support programming associated with international trade and tariffs.**
- **Canadian Energy Innovation Network Day on the Parliament Hill**



3. WORKFORCE

- **Regional Economic Development Immigration (REDI) Pilot** – successfully achieved target of 200 local nominations through OINP to support hiring hard-to-fill roles
- **Launch of Newcomer Hub** - 3-year IRCC funded program has hosted 10 events and supported over 120 skilled newcomers to develop employment networks, entrepreneurship, mentorship
- **Launch of SkillUP** – youth development program to prepare local for future jobs and retain youth in local community (100 students)
- **Continued promotion of Apprentice Job Match Tool and IDEA Leadership**
- **Expanded Career Accelerator and Explore Talent Portal** to include all Sarnia-Lambton residents
- **Skilled Trades Expo** – 500 youth attended and 30 employers
- **Attended various job fairs** – to promote local job opportunities
- Provided workforce supports for several businesses facing upcoming or announced consolidation or closures.

2025 Workforce Initiatives



SLEP hosted the SkillUP Industry Innovation Challenge, in collaboration with Lambton College, for high school SHSM students to solve real challenges from local employers



REDI Spotify Ad: 72.69K impressions, 133 clicks, 0.18% CTR (Sep-Oct 2025)



IEDC received a Gold award from IEDC in the Economic Equity & Inclusion category for the Sarnia-Lambton Newcomer Connection program.



3. WORKFORCE

2026 PLANNED ACTIVITIES

Youth Retention and Skills Development

- **SkillUP** – Youth focused basic safety training in partnership with BASES to support 25 youth
- **Talent Connection Lab** - Awaiting funding decision on Skills Development Fund Round 6 – to create a 1-year program in partnership with Lambton College to support development of job-ready skills and connect with employers for 300 youth participants ages 15-29 (If approved, anticipated start would be April 2026)

Newcomer Attraction and Retention

- Sarnia-Lambton Newcomer Hub will host 12 employment events/workshops supporting 170 newcomers, host Mentorship Program, and conduct programming in association with Newcomer Centre of Peel.
- Partnership with Lambton College to host local industry bus tours to promote job opportunities
- Promotion of the Ontario Immigrant Nominee Program (OINP) to support employers recruiting for hard-to-fill roles

General Workforce Attraction for Identified Community Needs



4. CLUSTER DEVELOPMENT

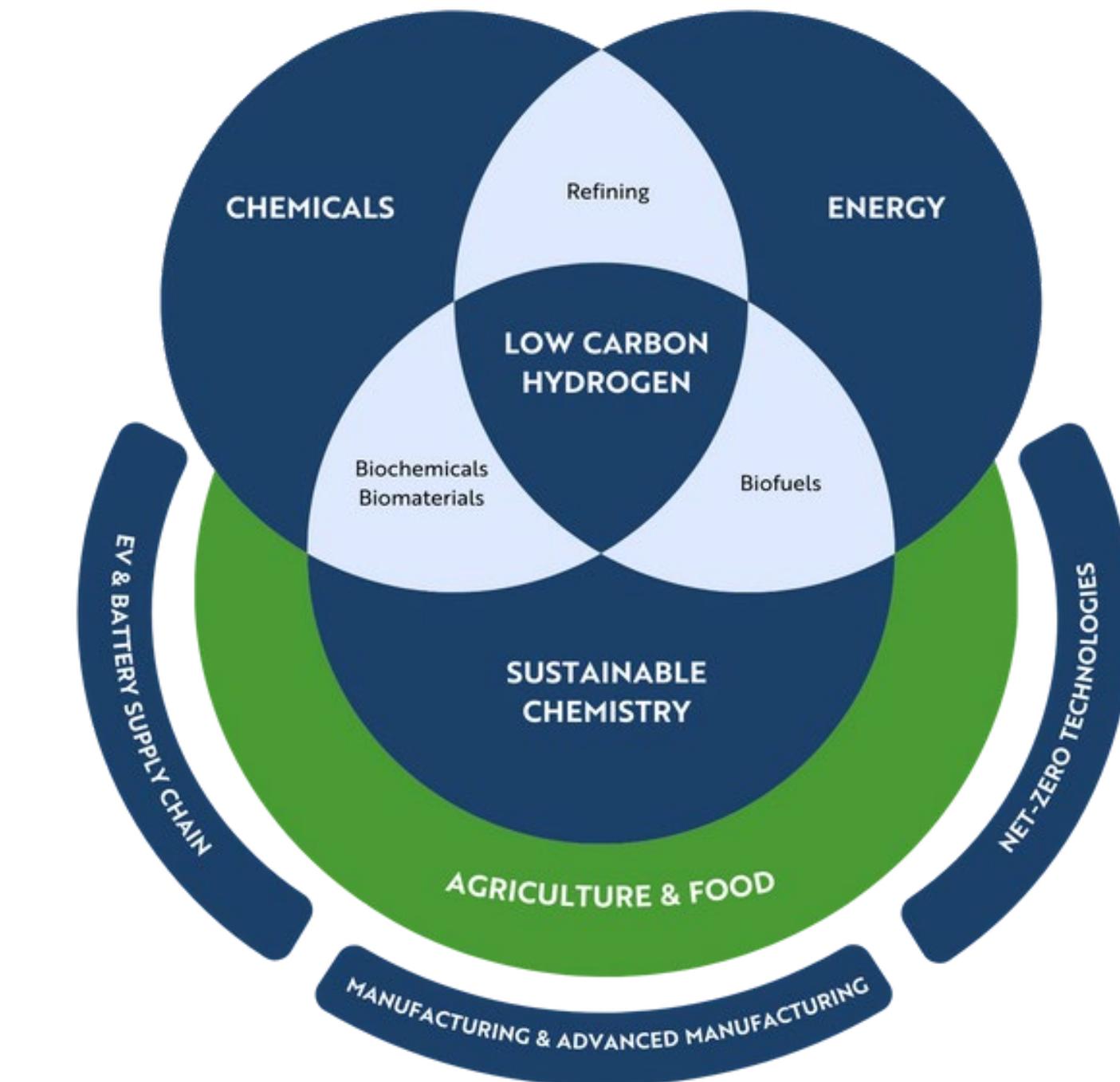
Strategic Industry Sectors & Clusters

ESTABLISHED SECTORS & CLUSTERS

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

EMERGING SECTORS & CLUSTERS

- Low-Carbon Hydrogen
- EV & Battery Supply Chain
- Net-Zero Technologies
- 2026 Considerations for Defence Sector





4. CLUSTER DEVELOPMENT

Investment Attraction

89

Investment Attraction/Site Selection clients in the project pipeline.

33 SLEP Clients

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

\$3B+ in Potential Investment in Active Pipeline

Ten potential projects larger than \$50-million in investment size.

Hundreds of Millions in Active Expansion Potential

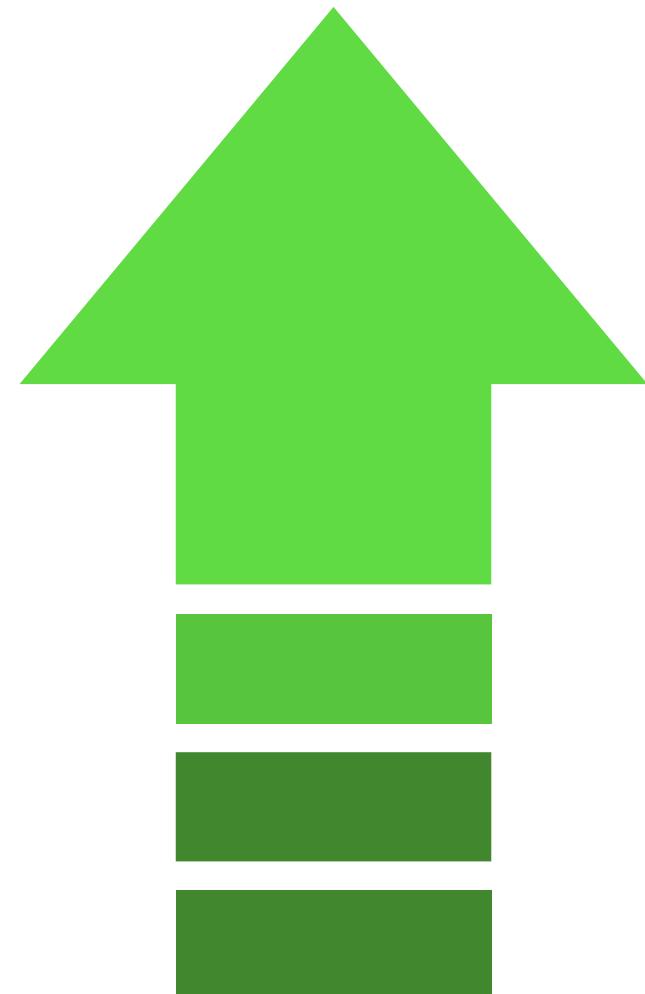
10 Companies Conducted Site Visits

378 potential jobs, \$1.1 billion in potential investment

**109 New Leads
in 2026**

Industrial Familiarization Tour

18 industrial realtors & developers visited showcase of Sarnia-Lambton's land & investment opportunities





4. CLUSTER DEVELOPMENT

54% of new leads in 2025 were represented within our integrated energy & chemistry cluster.

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

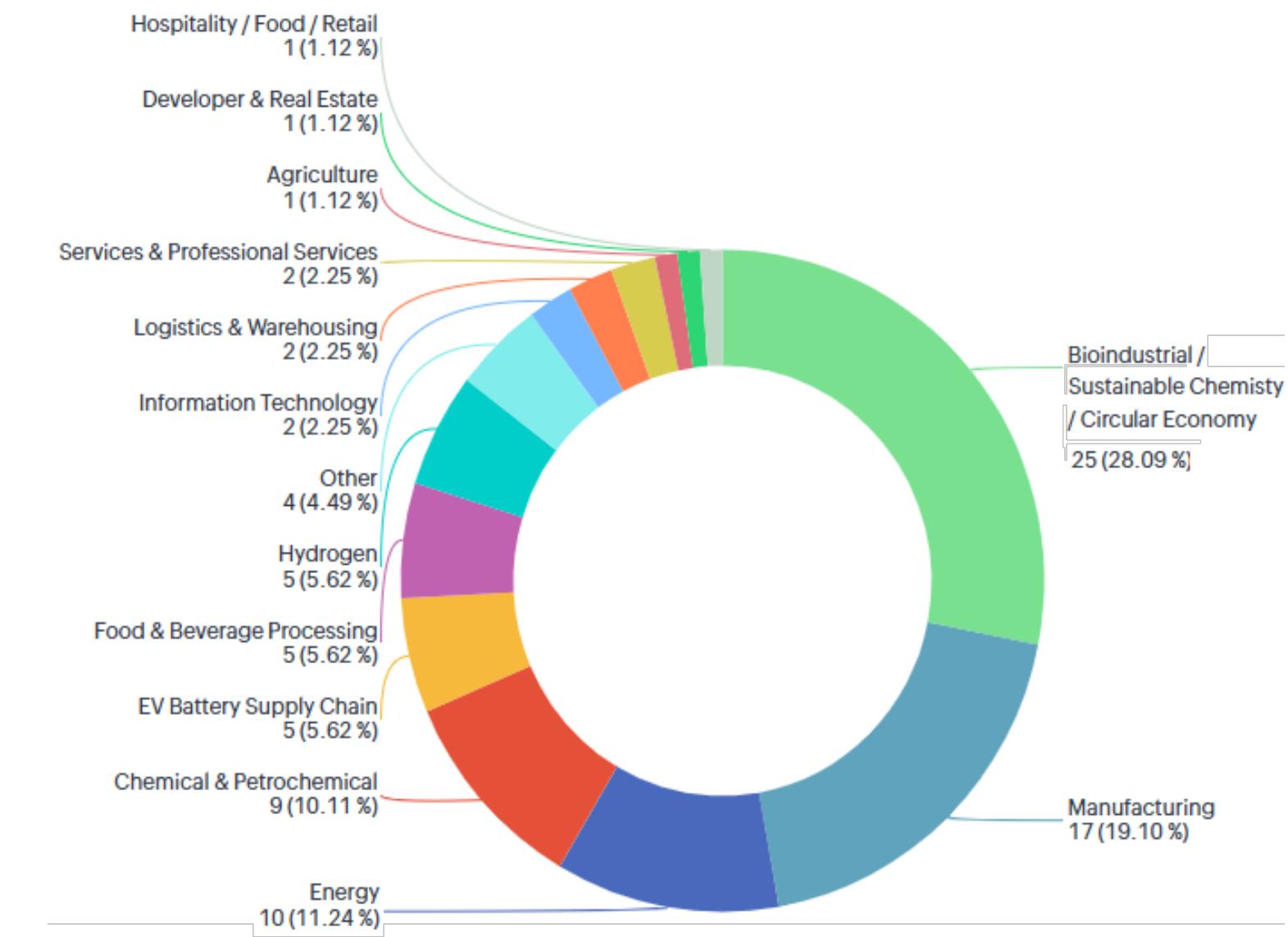
The EV battery supply chain has not resulted in significant new project potential.

Manufacturing & advanced manufacturing have seen a significant increase in investment potential stemming from targeted FDI projects & OMCA participation.

65% of investment leads have required heavy industrial land.

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

Investment Deals in Pipeline





4. CLUSTER DEVELOPMENT

2025 New Growth



GREENFIELD
GLOBAL



Investment Deals in Pipeline

2026 Continued Support

OPG Lambton Generating Station

- Feasibility of small modular nuclear, natural gas power generation, hydrogen, energy storage, and co-location opportunities.

Energy Production Projects

- Atura Power – Riverside Generating Station (new)
- Vogtech Renewables (new)
- Invenergy - St. Clair Energy Centre (expansion)
- Eastern Power (expansion)
- Calpine – Greenfield Energy Centre (expansion)
- Skyline Developments

Hydrogen Projects

- Canadian Power-to-X Partners (CPXP)



4. CLUSTER DEVELOPMENT

2026 PLANNED ACTIVITIES

Targeted Events

- **Site Selectors Guild Annual Conference**
 - Industrial Focus – All key sectors
- **Canadian Hydrogen Convention**
 - Industrial Focus - Hydrogen, carbon capture and sequestration
- **ABLC 2026**
 - Industrial Focus - Sustainable Chemistry, Clean Fuels, Hydrogen
- **Global Energy Show**
 - Industrial Focus - Energy, Chemicals, Supply Chain & Manufacturing
- **International Manufacturing Technology Show**
 - Industrial Focus - Manufacturing

- **Canada's Outdoor Farm Show**
 - Industrial Focus - Agriculture & Manufacturing
- **TCS – Asia Roadshow**
 - Industrial Focus - Several
- **Manufacturing Matters**
 - Industrial Focus - Manufacturing
- **Battery Show and EVT Expo**
 - Industrial Focus - Battery & EV Supply Chain
- **Ontario Manufacturing Communities Alliance Mission (Event TBD)**
 - Industrial Focus – Manufacturing
- **Ontario Food Cluster Mission (Event TBD)**
 - Industrial Focus – Value-Added Agriculture, Food, and Beverage

Priority Initiatives 2026

- Domestic Expansion & Relocation emphasizing domestic input / off-take & trade barriers.
- Europe & Asia Investment Attraction Focus on Target Sectors
- Supply Chain Mapping & Leveraging
- Government Partner Familiarization Tour Project
- Ontario Manufacturing Communities Alliance
- Ontario Food Cluster
- Continue to lead Ontario's Hydrogen Hub and Hybrid Chemistry Cluster groups and projects



4. CLUSTER DEVELOPMENT

Leveraging External Partners

Invest Ontario

Ontario Ministry of
Economic
Development, Job
Creation, and Trade

Ontario Ministry of
Agriculture, Food &
Rural Affairs

Invest in Canada

Canadian Hydrogen
Association, CIAC,
CFA, CPA, etc

Trade
Commissioners
Service

Ontario Food
Cluster

Bioindustrial
Innovation Canada

Site Selectors / Real
Estate Professionals

Ontario
Manufacturing
Communities
Alliance





5. BUSINESS RETENTION, EXPANSION & RURAL COMMUNITIES

New Investment / Expansion Profile -

VIP Rail is a railcar storage and transload business operating in Sarnia, Ontario. The company provides critical rail services to refineries and chemical plants throughout Lambton County. Recently, VIP Rail acquired approximately 25 acres in Sarnia to support a significant expansion of its operations.

The property presented environmental challenges, including the presence of endangered Butler snakes. As a responsible steward of the community and environment, VIP Rail worked closely with the MECP to ensure an appropriate and compliant development approach that balanced economic growth with environmental protection. As part of this process, VIP Rail was required to identify and secure suitable compensation lands to support the creation of offsetting habitat.

Sarnia-Lambton Economic Partnership played an important role in assisting VIP Rail with identifying appropriate compensation properties, ultimately helping facilitate the successful execution of the project and its environmental commitments.

VIP Rail is now actively constructing more than 750 railcar storage spots across the 25-acre site, representing an investment of well over \$30 million in the local community. This expansion will create several permanent full-time positions at VIP Rail, support a significant number of construction jobs during the build phase, and generate additional indirect employment opportunities throughout the region. In addition, the project enhances the efficiency and resilience of customer supply chains by enabling the reliable rail transportation of goods produced in Sarnia and Lambton County.



VIP Rail remains committed to continued investment and long-term growth in Sarnia and Lambton County.

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Testimonial via Josh Hester – Chief Strategic Officer of VIP Rail



5. BUSINESS RETENTION, EXPANSION & RURAL COMMUNITIES

2025 BR&E Initiatives

- Conducted 100+ meetings with businesses to identify challenges and growth opportunities
- Connected business owners to partners including the City of Sarnia, SLIA, BDC, FedDev Ontario and MEDJCT, and supported incentive application development.
- Hosted Monthly Business Coffee Chats around the County for networking and introduction to SLEP services.
- Hosted Operations Mastermind Series for experienced business owners
- Partnered with the Township of Warwick and SBEC for Business Advisor Office Hours
- Hosted Legacy and Leadership Summit and Funders Forum
- Supported Hands to Table marketing campaign
- Created "Navigating Trade & Tariffs" webpage
- Supported funding applications of 16 businesses and rural municipalities

2026 PLANNED ACTIVITIES

- Focus on business succession through standalone programming and aligned efforts to maximize Succession Ontario and Community Futures Lambton partner resources
- Incentive programs - prioritize promotion and assistance support to escalate local access
- Enhance connection to agriculture operations including hosting additional events in rural communities
- Administer new business grant program with financial support of private financial contributor
- Support SLIA with Strategic Planning project



Legacy and Leadership Summit with over 100+ in attendance



WOWC Funders Forum



6. INNOVATION & MARKET READINESS

2025 Initiatives

- Reintroduced Sarnia-Lambton Innovation Bridge Commercialization Hub to market innovation attraction, Lambton College R&D, and Western Sarnia-Lambton Research Park.
- Initiated development of an investment land readiness report focused on defining why key investment prospects have chosen not to pursue Lambton County.
- Supported Lambton Shores and City of Sarnia in advancing land readiness of municipal industrial parks.
- Actively engaged with municipalities and private landowners to educate and advise on opportunities to bring land to heightened market-readiness and the need for proactive investment in development land.

2026 PLANNED ACTIVITIES

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



MARKET READINESS UPDATE

- Lambton Shores and City of Sarnia are advancing on investment readiness projects for Forest Industrial Park and Sarnia Business & Research Park
- Gladwish Drive extension in Sarnia advancing readiness of 211 Gladwish Dr. Site (private)
- Speculative development of two 168,000sf buildings in St. Clair Township advancing towards SPA

7. ENTREPRENEURSHIP

Small Business Enterprise Centre

2025 Activities

- **36** new businesses started (Core clients, Starter Company Plus, Summer Company,)
- **387** personalized business advisory consultations delivered for new and existing business owners
- **\$68,000** in Province of Ontario small business grants awarded to **6** Summer Company and **10** Starter Company Plus businesses.
- **65** webinars, courses, and other small business learning and networking events hosted including **two 8-week** business planning evening courses totaling **40** participants

2026 PLANNED ACTIVITIES:

- **Continued optimization for efficiency and impact** of existing BEC operations, services, and learning resources/events
- **Promote and leverage** Province of Ontario and Community Futures **new succession planning resources**
- **Starter Company Plus, Summer Company, and general business advisory support** subject to new MEDJCT Transfer Payment Agreement – duration and funding levels TBA



SLEP BEC + Your Initiative
Business Planning For
Entrepreneurial Success
Fall 2025 Cohort

SLEP BEC + FGA Francophone
Entrepreneur Networking Lunch



7. ENTREPRENEURSHIP

Small Business Enterprise Centre

2025 & 2026 PLANNED ACTIVITIES

Continued program delivery for the following key programs:

- **Starter Company Plus** – A Province of Ontario \$5K grant and learning program to help local businesses start or grow their business.
- **Summer Company** - A Province of Ontario \$3K grant and learning program to help students aged 15-29 start their own business.
- **Foodpreneur Advantage** – a regional collaboration of small business centres to help food entrepreneurs expand and scale their operations.



2025 Summer Company Cohort Closing Event at Julie MacRae Photography Studio One





Closing & Questions

For more information:

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



Additional Information

WORKFORCE ATTRACTION – PROGRAM HIGHLIGHTS



Explore Talent Sarnia-Lambton

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

- **590 new candidates registered (2025) and 1,210 cumulative**
- **5 new employers registered (2025) and 44 cumulative**
- **Increase total new users for 2025 – 90%**

Sarnia-Lambton Apprentice Job Match

Training Today for our Future Leaders

Sarnia-Lambton Apprentice Job Match

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

- **168 new apprentices registered (2025) and 1,097 cumulative**
- **10 new employers registered (2025) and 78 cumulative**
- **Increase total new users for 2025 – 18%**
- **145 Job Matches (20 new for 2025)**

WORKFORCE ATTRACTION – PROGRAM HIGHLIGHTS



Career Accelerator

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

- **63 coaching sessions completed in 2025**



IDEA Leadership Academy

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

- **16 new registrants (2025) and 65 cumulative**

NEWCOMER HUB – PROGRAM HIGHLIGHTS

2025 Initiatives

- Delivered 10 high-impact, in-person events
- Supported 120+ newcomer participants through face-to-face programming
- Programming includes:
 - Employer-newcomer networking
 - Resume and LinkedIn clinics
 - Soft skills and communication workshops
 - Entrepreneurship fundamentals
- Strong focus on practical outcomes, local labor-market alignment, and confidence-building through in-person engagement
- Designed as accessible, welcoming, and strengths-based, with interactive, participatory formats rather than lecture-style sessions
- Acts as a connector between newcomers, employers, service providers, and the broader Sarnia-Lambton community

2026 PLANNED ACTIVITIES

- Partnering with the Newcomer Centre of Peel for 2 events targeting the attraction of newcomers to Sarnia-Lambton
- Continued mentorship sessions for 10 newcomers
- Programming continuously evolves based on participant feedback, employer needs, and regional workforce priorities
- Secured repeated partnerships with Lambton Works Centre and Centre Communautaire Francophone de Sarnia-Lambton, Goodwill Industries and Lambton College

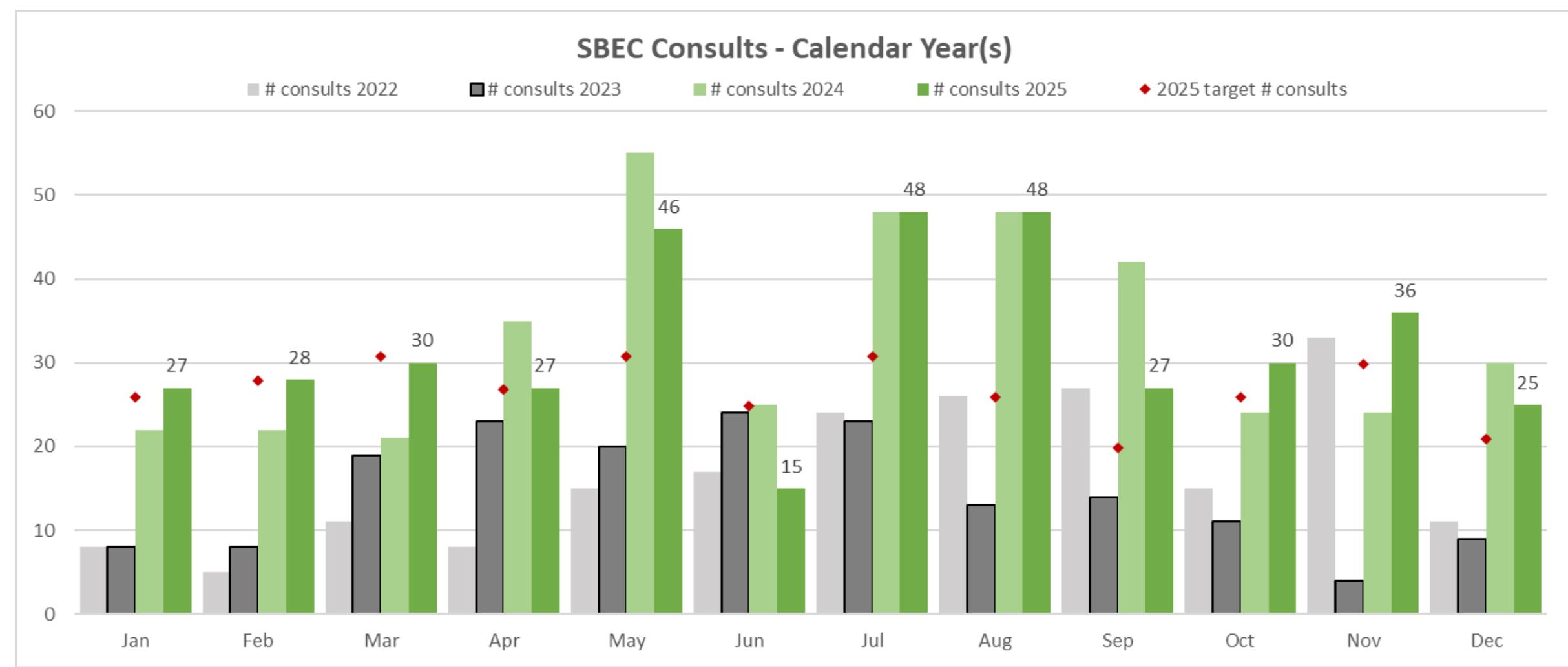




SMALL BUSINESS ENTERPRISE CENTRE

Consultations

The Business Enterprise Centre of Sarnia-Lambton provides free, confidential business advisory services to aspiring entrepreneurs and existing small businesses in Sarnia-Lambton.



2025

- **387 Consultations**
 - 187 Exploring / Starting a Business
 - 200 Existing Businesses
- Demand remains strong
 - 2024 consults up 125% vs. 2023
 - 2025 consults down 4% vs. 2024.

SMALL BUSINESS ENTERPRISE CENTRE



Starter Company Plus

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

- **10 businesses received funding**
- **\$50K in total program grants awarded**
- **4 jobs created by grant recipients since grant in June; additional 4 FT + 18 casual jobs created by grant recipient clients earlier in 2025 before grant award.**

Starter Company Plus 2025 Grant Recipients

1. **Red Bird Grief Care** - Sarnia
2. **Aliya Bridal Fashions** - Sarnia
3. **Siren Section** - Lambton Shores
4. **Stone & Barrel** - St. Clair Township
5. **Tempest Industries** - Sarnia
6. **Cakebook Café and Classes** - Sarnia
7. **All Hours Home Care** - Sarnia
8. **The White Lantern B&B** - Sarnia
9. **Heroic Audio Production** - Sarnia
10. **JLS Pro Painting** - Sarnia

SMALL BUSINESS ENTERPRISE CENTRE



Summer Company

Summer Company

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

- **6 youth businesses received funding**
- **\$18K in total program grants awarded**

Summer Company 2025 Grant Recipients

1. **Waterwise Swim Lessons** – Sarnia
2. **R Lillie Art** – Warwick Township
3. **Nails by Murph** – St. Clair Township
4. **L&L Landscaping** – Sarnia (Bright's Grove)
5. **L&L Property Care** – Sarnia
6. **AlphaWave AI** – Plympton-Wyoming

BRAND & MARKETING HIGHLIGHTS

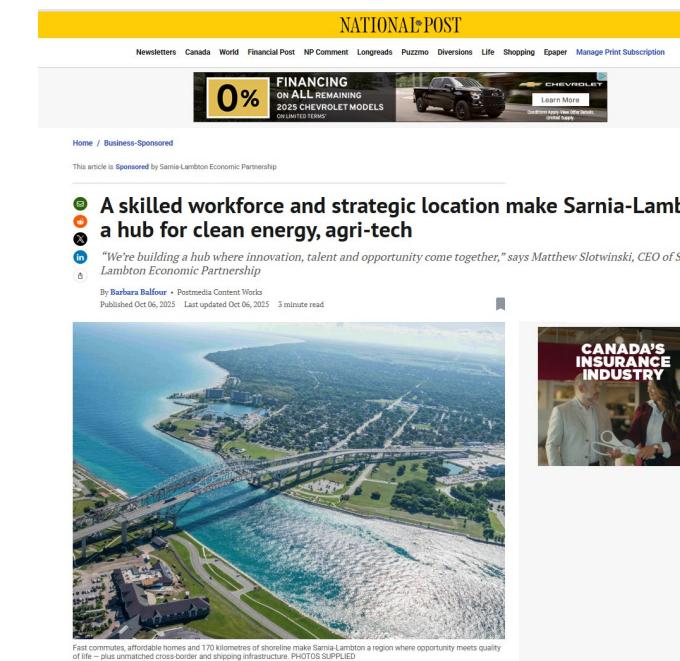
Campaign: Sponsored Content Feature at the National Post

SLEP ran a sponsored content campaign with Postmedia from October 6 to 20, 2025, featuring the article “A skilled workforce and strategic location make Sarnia-Lambton a hub for clean energy and agri-tech.” The campaign generated strong engagement and above-industry-average performance. It included social amplification, on-network amplification, and Brandsell ads to extend reach across Postmedia’s digital platforms.

Building on this performance, a follow-up campaign ran in December 2025 focused on clean energy, followed by a January 2026 campaign highlighting Sarnia-Lambton’s workforce advantage.

Article Metrics

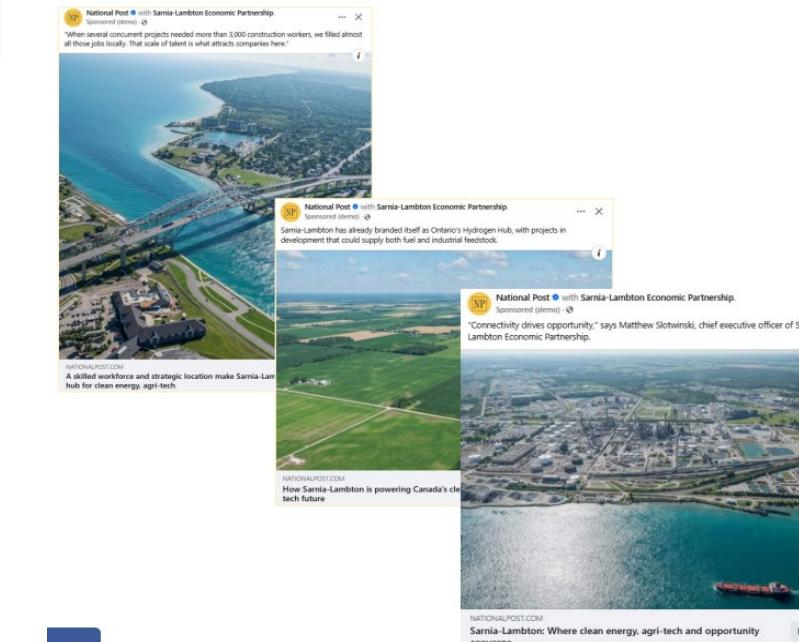
- Page views: 3,035
- Unique visitors: 2,953



The screenshot shows a sponsored content article on the National Post website. The header includes the National Post logo and a banner for Chevrolet. The article title is "A skilled workforce and strategic location make Sarnia-Lambton a hub for clean energy, agri-tech". Below the title is a quote: "We're building a hub where innovation, talent and opportunity come together," says Matthew Slotwinski, CEO of Sarnia-Lambton Economic Partnership. The article is authored by Barbara Ballou and published on Oct 06, 2025. It features several images, including a large aerial view of Sarnia-Lambton and a photo of two people shaking hands.

Social Amplification

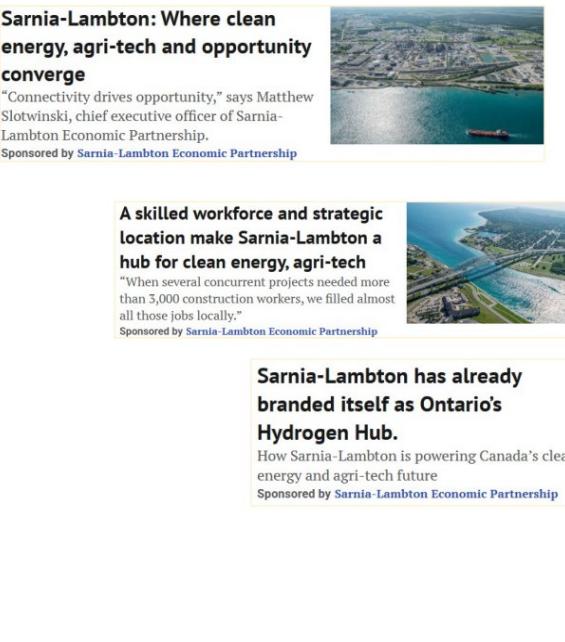
- Social impressions: 207,699
- Content link clicks: 17,269
- Engagement rate: 8.31%
- Likes/Comments/Shares: 737 / 37 / 98



This block displays a series of social media posts from the National Post's official account. The posts are sponsored by Sarnia-Lambton Economic Partnership. The first post shows an aerial view of the St. Clair River and the Sarnia-Lambton region. Subsequent posts feature quotes from Matthew Slotwinski, CEO of Sarnia-Lambton Economic Partnership, discussing connectivity, workforce, and the region's role as a hydrogen hub. The posts include images of industrial facilities, agricultural fields, and the St. Clair River area.

On-Network Amp

- Impressions: 20,005
- Clicks: 40
- CTR: 0.20%



This block displays a series of social media posts from the National Post's official account. The posts are sponsored by Sarnia-Lambton Economic Partnership. They focus on the region's workforce and strategic location, highlighting its status as a hub for clean energy and agri-tech. The posts include images of industrial facilities, agricultural fields, and the St. Clair River area.

Brandsell Ads

- Impressions: 11,053
- Clicks: 30
- CTR: 0.27%



This block displays a series of social media posts from the National Post's official account. The posts are sponsored by Sarnia-Lambton Economic Partnership. They emphasize the region's role as a hydrogen hub and its contribution to Canada's clean energy and agri-tech future. The posts include images of industrial facilities, agricultural fields, and the St. Clair River area.

BRAND & MARKETING HIGHLIGHTS

Campaign: Biofuels Digest Hybrid Chemistry

Summary:

- **Campaign reach: 6.4M global readers**
- **Engagement: 4,440 unique clicks (Sep-Dec 2025)**
- **Audience: Renewable fuels, bioeconomy, and clean technology decision makers.**

From September 2025 to February 2026, SLEP launched a targeted international marketing campaign with Biofuels Digest to promote Sarnia-Lambton's Hybrid Chemistry Cluster. The campaign includes banner and full-page circular ads, a featured video on the ROBIN Channel, and two thought-leadership e-blasts highlighting the region's innovation capacity and clean technology leadership.

Biofuels Digest reaches more than 6.4 million specialized global readers annually across the renewable fuels, bioeconomy, and advanced manufacturing sectors. From September to December 2025, the campaign generated 4,440 unique clicks to SLEP web content from just four banner ads, averaging approximately 1,100 unique clicks per month, indicating strong and sustained engagement. Campaign visibility was strongest in priority investment markets, including the United States, Asia, and Europe.



Build the Future of Clean Fuels and Materials in Sarnia-Lambton

Sarnia-Lambton, Ontario, is a North American leader in sustainable chemistry and low-carbon innovation, anchored by the Sarnia-Lambton Hybrid Chemistry Cluster. For decades, the region has built its strength by bringing industry, researchers, and end users together to solve real challenges in clean fuel and bioproduct development. Today, that work continues through integrated infrastructure, reliable feedstocks, and strong R&D partnerships that give companies a practical place to move from concept to production.

With access to agricultural and post-industrial inputs, including crop residues, food waste, biosolids, and recycled products, Sarnia-Lambton offers the conditions companies need to test new processes, scale technology, and bring low-carbon solutions to market. These advantages are helping accelerate the shift to clean, green, and sustainable materials, chemicals, and fuels across the value chain.

[See why companies choose Sarnia-Lambton](#)



Canada's Premier Hybrid Chemistry Cluster

Sarnia-Lambton is Canada's top region for integrated petrochemical and biobased production, enabling rapid scale-up of next-gen fuels, chemicals, and materials. This strength has been built through long-standing industrial collaboration, shared infrastructure, and the practical experience of companies that have grown here. Together, these assets give innovators a reliable environment to develop new technologies and bring advanced products to market.



Build the Future of Clean Fuels and Materials in Sarnia-Lambton

Sarnia-Lambton, Ontario, is a North American leader in sustainable chemistry and low-carbon innovation, anchored by the Sarnia-Lambton Hybrid Chemistry Cluster. The region supports clean fuel and bioproduct development through integrated infrastructure, reliable feedstocks, and strong R&D partnerships. With access to agricultural and post-industrial inputs, including crop residues, food waste, biosolids, and recycled products, Sarnia-Lambton is accelerating the shift to clean, green, and sustainable materials, chemicals, and fuels.

Canada's Premier Hybrid Chemistry Cluster

Canada's top region for integrated petrochemical and biobased production, enabling rapid scale-up of next-gen fuels, chemicals, and materials.

Feedstock Access for a Circular Economy

Reliable, affordable access to agricultural and industrial residues, including Ontario's first 'A'-rated BDO Zone for corn stover and significant volumes of wheat straw, supported by R&D partners and a history of industrial symbiosis.

Investment-Ready Industrial Sites

Greenfield and brownfield parcels ranging from 1 to 350+ acres, fully serviced and strategically located near the Canada-U.S. border. Also home to Canada's largest cleantech incubator and piloting facilities.

To learn more about the Sarnia-Lambton Hybrid Chemistry Cluster and how your company can scale clean fuels, sustainable materials, and circular solutions, visit [sarnialambton.on.ca](#) or contact us at contact@sarnialambton.on.ca



[Empowering Growth - Click to learn more](#)



BRAND & MARKETING HIGHLIGHTS

SLEP Website – Google Analytics Reports Snapshot

The redesigned SLEP website launched on April 16, 2025. Since launch, the website has continued to serve as a high-performing digital platform supporting investment attraction, business development, workforce initiatives, and regional promotion. Performance data from 2025 reflects activity following the launch and establishes a new baseline for ongoing measurement and optimization.

Overall Reach Since Launch:

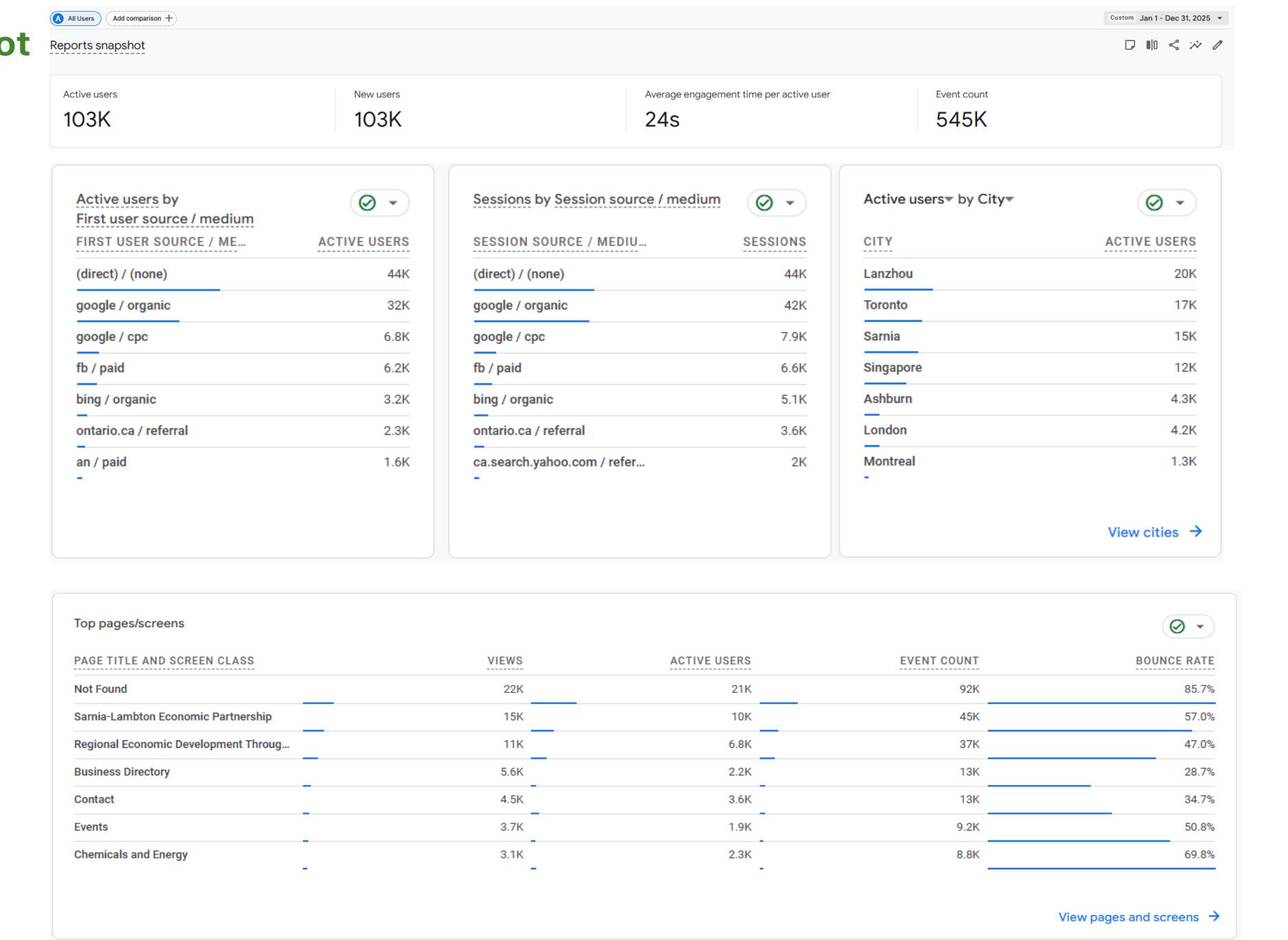
- 103,000 active users in 2025
- 545,000 total tracked events

Traffic Quality and Sources:

- Direct: ~44,000 sessions
- Google Organic: ~42,000 sessions
- Note: paid campaigns represented a supporting role, not a primary driver

Top Performing Pages / Priority Content Performance:

- Sarnia-Lambton Economic Partnership (homepage)
- Regional Economic Development content
- Business Directory
- Chemicals and Energy sector page
- Events and Contact pages



BRAND & MARKETING HIGHLIGHTS

Organic Social Media Performance

Activity	Target	January	February	March	April	May	June	July	August	September	October	November	December	Monthly Average
Organic Social Media														
LinkedIn - Audience Growth Rate	1.00%	1.97%	2.78%	2.02%	1.54%	1.52%	1.18%	1.32%	0.95%	1.06%	1.33%	0.59%	0.52%	1.4%
LinkedIn - Post Engagement Rate	2.00%	6.51%	8.24%	8.64%	6.61%	6.55%	7.09%	7.40%	8.54%	7.29%	5.61%	6.28%	14.46%	7.8%
Facebook - Audience Growth Rate	0.30%	0.61%	0.50%	1.05%	0.20%	0.49%	0.20%	0.44%	0.34%	0.83%	0.70%	0.94%	1.14%	0.6%
Facebook - Post Engagement Rate	2.16%	3.93%	6.48%	5.88%	4.33%	3.33%	6.69%	4.56%	4.06%	4.02%	6.66%	4.33%	5.51%	5.0%
Instagram - Audience Growth Rate	1.28%	1.51%	3.68%	10.11%	0.75%	1.70%	2.27%	1.63%	3.08%	2.30%	1.34%	2.04%	0.76%	2.6%
Instagram - Post Engagement Rate	2.00%	4.77%	5.06%	4.04%	3.82%	3.79%	3.07%	4.28%	3.96%	4.04%	3.81%	3.60%	2.84%	3.9%
Twitter - Audience Growth Rate	0.50%	-0.20%	-0.31%	-0.51%	-0.80%	-0.16%	0.32%	0.24%	0.20%	-0.16%	0.00%	-0.24%	-0.08%	-0.1%
Twitter - Post Engagement Rate	1.00%	3.02%	3.28%	2.62%	2.94%	2.81%	4.45%	5.26%	4.13%	2.30%	3.43%	2.14%	2.03%	3.2%

SLEP's organic social media channels delivered steady, incremental audience growth throughout 2025, with performance fluctuating month to month as expected for non-paid activity. While early-year results were modest, engagement and follower growth improved during mid- to late-year periods, with stronger positive movement in the fourth quarter. Organic social media continues to function as a consistent awareness and amplification channel, supporting website traffic, campaign visibility, and stakeholder communications without reliance on paid promotion.

Next Steps:

- Focus organic social on amplification, not audience growth alone
- Strengthen alignment between social content and website priorities
- Continued consistency in posting and content cadence
- Leverage high-performing content formats
- Continue monitoring performance and refine based on results

Sarnia-Lambton Economic Partnership
Dec 03, 16:01

Sarnia-Lambton Economic Partnership's Alison Minato and Chantelle Core hosted a Personal Finance for Small Business Owners session last Monday, bringing together current and past Starter Company Plus grant recipients to learn, share experiences, and strengthen their **100.93 % engagement rate**

Sarnia-Lambton Economic Partnership
Dec 03, 20:56

The Sarnia-Lambton Economic Partnership, in collaboration with Lambton College, hosted the #SkillUP Industry Innovation Challenge earlier today, bringing together 100 Grade 11 and 12 Specialist High Skills Major students from the construction, manufacturing, and **66.71 % engagement rate**

Sarnia-Lambton Economic Partnership
Sep 04, 19:01

Each summer, the #SummerCompany program offers young entrepreneurs the chance to explore what it truly means to run a business. From developing business plans to serving real customers, this year's participants made the most of every opportunity. We commend these **42.17 % engagement rate**

Sarnia-Lambton Economic Partnership
Mar 26, 18:58

Thank you to everyone who joined us yesterday at the B2B Resource Night and to those who stopped by the #SLEP booth! We had some great conversations and appreciated the chance to connect with so many local business owners, entrepreneurs, and **41.85 % engagement rate**

Sarnia-Lambton Economic Partnership
Aug 11, 18:30

This year's Summer Company participants have been hard at work turning their passions into thriving businesses, from bold nail art and creative canvases to lawn care, property care, swimming lessons, and even AI solutions. These talented students are building skills, **37.98 % engagement rate**

Sarnia-Lambton Economic Partnership
Jun 24, 18:16

Thank you to everyone who joined us for the Sarnia-Lambton Economic Partnership's Annual General Meeting this morning. We're proud to share the achievements of 2024, from launching a redesigned website, expanding investor outreach, and delivering workforce- **35.89 % engagement rate**

Sarnia-Lambton Economic Partnership
Jul 21, 13:22

Take a look behind the scenes as our 2025 Summer Company entrepreneurs wrapped up their journey with a morning of reflection, growth, and celebration. On Friday, August 15, participants gathered at Studio One for a leadership and goal-setting session with Kerby **32.84 % engagement rate**

Sarnia-Lambton Economic Partnership
Aug 19, 18:20

The Sarnia-Lambton Newcomer Hub was at the High Park Multicultural Event yesterday to engage with the community. Events like these help build meaningful connections and raise awareness of the support available to Permanent Residents across #SarniaLambton. **32.65 % engagement rate**

Sarnia-Lambton Economic Partnership
May 01, 15:30

The Sarnia-Lambton Newcomer Hub was at the High Park Multicultural Event yesterday to engage with the community. Events like these help build meaningful connections and raise awareness of the support available to Permanent Residents across #SarniaLambton. **32.2 % engagement rate**

Top-performing organic LinkedIn posts by engagement rate, January 1 to December 31, 2025. Content highlighting local programs, partnerships, and community outcomes consistently generated the strongest engagement.

BRAND & MARKETING HIGHLIGHTS

Paid Social Media Campaign Performance (Completed Ads in Meta & LinkedIn)

Paid social media in 2025 was used to **support specific programs, events, and priority initiatives**, not as always-on advertising. Campaigns were time-bound and tied to clear objectives such as small business education, workforce development, and investment attraction.

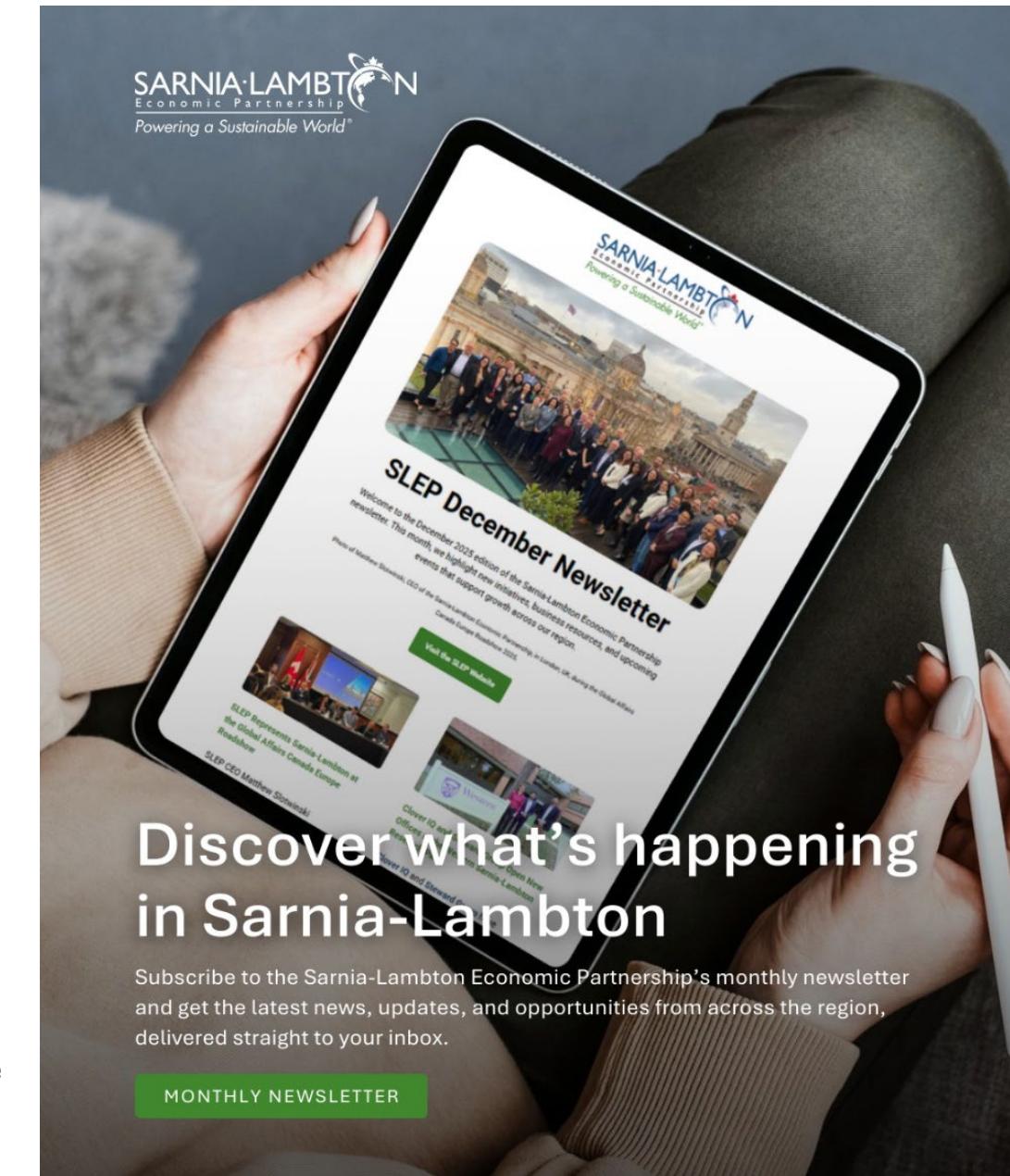
Across META campaigns:

- **Cost per click consistently ranged between \$0.30 and \$0.55**, with several campaigns below \$0.40
- **Click-through rates typically ranged from 0.8% to over 2%**, exceeding common benchmarks for public-sector informational campaigns
- Campaigns generated **hundreds of clicks per activation**, indicating strong relevance to target audiences
- Full performance report here: [2025 Paid Social Media \(In-House\) Performance Report](#)

SLEP Monthly Newsletter

Activity	Target	January	February	March	April	May	June	July	August	September	October	November	December	Monthly Average
Newsletter														
No. of New Subscribers*	16	52	51	84	34	12	10	11	6	11	10	28	34	29
Unsubscribe Rate	<1%	0.5%	0.3%	0.3%	0.4%	0.1%	0.2%	0.1%	0.4%	0.2%	0.2%	0.4%	0.4%	0%
Open Rate	22%	36.8%	32.1%	34.3%	33.1%	25.2%	32.1%	34.5%	34.6%	27.7%	29.7%	34.6%	27.9%	32%
Click Rate	3%	6.8%	6.2%	6.7%	6.8%	6.3%	4.8%	17.4%	5.9%	5.4%	5.2%	4.9%	5.7%	7%

SLEP's monthly newsletter continued to perform strongly in 2025, consistently exceeding engagement targets. Average open rates reached **32%**, well above the 22% target, while average click-through rates reached **7%**, more than double the 3% benchmark (industry averages). Subscriber growth remained steady throughout the year, averaging **29 new subscribers per month**, with unsubscribe rates consistently below **1%**, indicating sustained relevance and audience retention.





TOURISM SARNIA-LAMBTON

2026 AGENDA

TOURISM
Sarnia-Lambton

Mission & Vision Statement

Mission Statement

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

Vision Statement

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



Strategic Priorities 2023-2026

1

Strong Governance Structure

2

Marketing & Product Development

3

Advocating on behalf of the Tourism Sector

4

Educate on the Economic Benefits of Tourism

Sector Focus - Ranked in Priority

1. Entertainment, Event, Arts and Culture
2. Blockbuster / Signature Events
3. Waterfront/Beaches
4. Recreational Tourism
5. Food & Drink
6. Culinary Tourism
7. Convention & Tradeshows
8. Agri-Tourism

Workshop Focus - Ranked in Priority

1. Social Media
2. Email Marketing
3. Grant Writing
4. Google Ads
5. Creating Sales Funnels



Overview of Overnight Stays

Occupancy 2024 vs 2023

London	- 4.6%
Sarnia-Lambton	9.3%
Windsor	0.3%

Occupancy 2025 vs 2024

YTD November

London	- 5.7%
Sarnia-Lambton	1.0%
Windsor	-19.3%

2025 Revenue - \$24,063,989

YTD November



Market Strengths

1

Short distance inner-provincial travelers

2

Long distance inner & interprovincial travelers

3

Short Drive United States travelers



TOURISM
Sarnia-Lambton

Market Stats

Sarnia Lambton - Canadian Visitor Trips
2022 1,734,000
2023 1,720,000
2024 1,675,000
2025 to Sep 1,440,000 (on pace with previous year)

Sarnia Lambton - American Visitor Trips
2022 94,390
2023 99,650
2024 99,780
2025 to Sep 78,620

Average Nights Per Trip Canada
2022 2.04
2023 2.06
2024 1.97
2025 1.90

Average Nights Per Trip USA
2022 2.52
2023 2.71
2024 2.61
2025 2.47

Top Month Canada/ Number of trips
2022 July
2023 July
2024 August
2025 August

Top Month USA/ Number of trips
2022 July
2023 July
2024 July
2025 July

Top 3 Provinces
Ontario (approx. 95% of total)
Quebec
Alberta

Top 4 States
Michigan (approx 50% of total)
Ohio
New York
Pennsylvania

Top 5 Cities
Toronto
Brampton
Mississauga
Milton
Vaughan



Advertising Partners



DESTINATION ONTARIO



From Vineyards to Vistas (G) Six Reasons to Explore Ontario's Southwest



SPONSORED CONTENT • TRAVEL



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

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

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



Major Initiatives

1

Horizon Travel & Lifestyle Partnership Marketing

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

2

Global Heroes Print Advertising Partnership

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

3

Global Heroes Video Partnership

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

4

Canada Travel Print and Digital Partnership

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

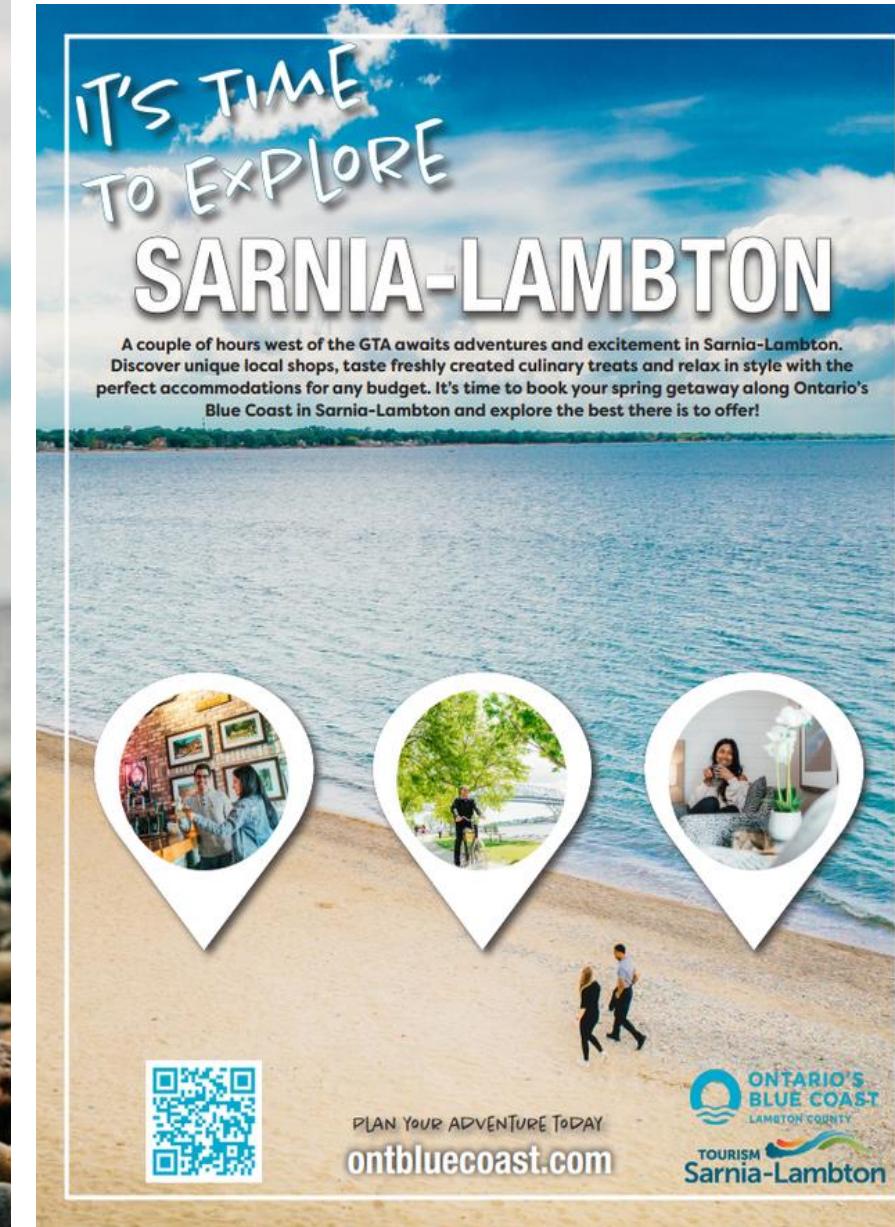
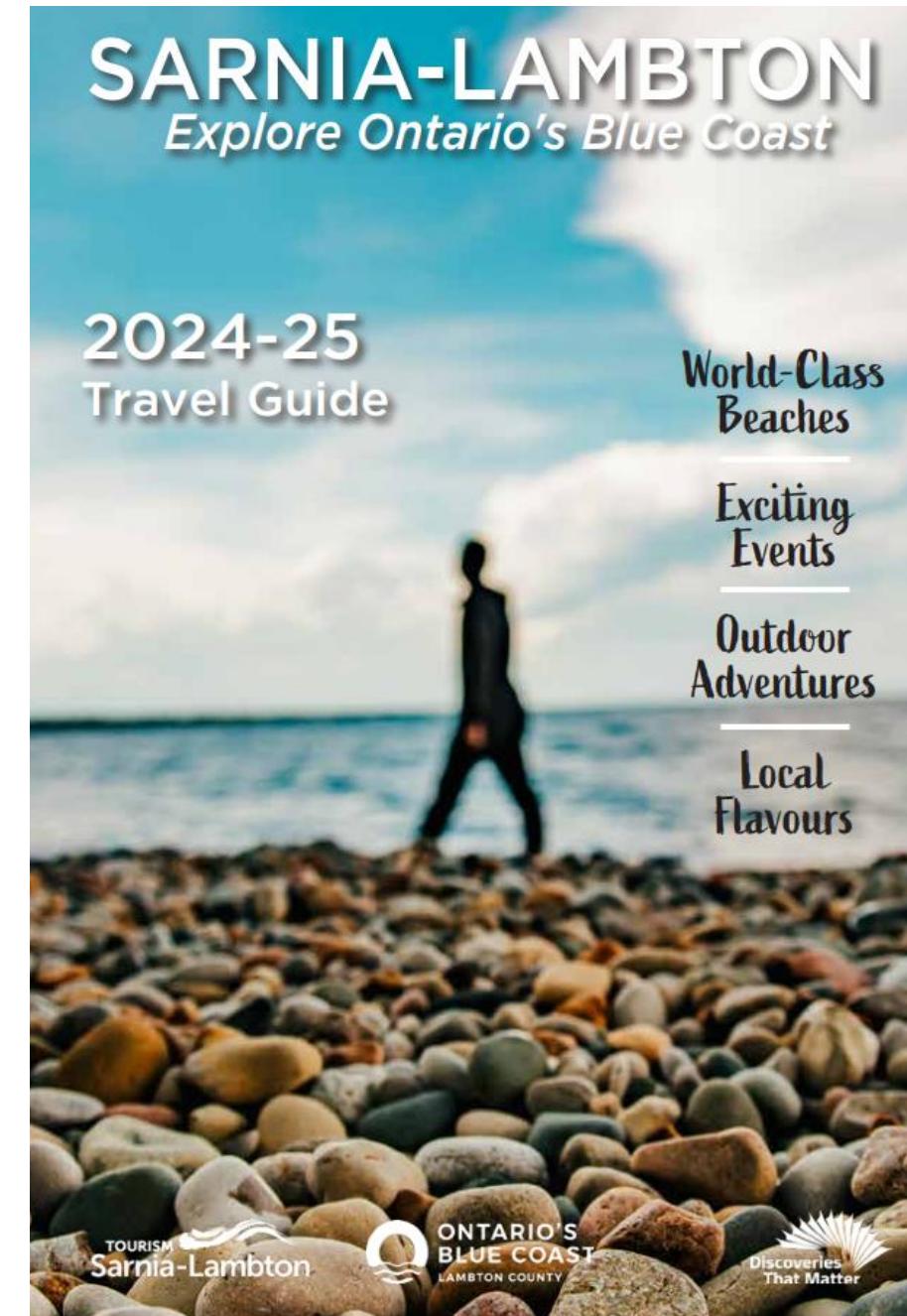
5

Destination Ontario Marketing Partnership

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



New Website & Marketing Materials



Travel Predictions 2026

The 10th edition of Booking.com's Travel Predictions reveals that travellers in 2026 are embracing ultra-personalised journeys that reflect their quirks, goals, and passions.

1



Romantasy Retreats

Escaping Into Enchanted Worlds

53%

are open to taking part in a role-play retreat based on their favorite fantasy game, book or film

2



Humanoid Homes

The Future of Vacation Rentals

77%

are open to booking a robotic-enhanced home with cleaning

3



Turbulence Test

Love, Friendship, and Teamwork on Trial

69%

are open to taking a trip with a partner, colleague or new friend specifically to see how well they click

4



Shelf-ie Souvenirs

Turning Kitchen Shelves into Cultural Showcases

55%

would travel to a destination specifically known for its pantry products or kitchenware

5



Roadtrip Rewired

Embracing Shared Journeys on the Open Road

84%

are open to carpooling on vacation

6



Destined-ations

Travel Written in the Stars

47%

would consider changing or cancelling their travel plans if a spiritual advisor or guide suggested it was not the right time

7



Glow-cations

Skincare Specific Travel, Driven by Tech

80%

are open to booking a dedicated glow-cation, featuring multiple skin-specific treatments tailored to their personal skincare needs

8



Hushed Hobbies

Quiet Pursuits for a Louder Sense of Calm

43%

would vacation specifically to feel closer to the natural world

9



PastPorts

Where Memories Become Destinations

66%

would consider recreating a memory or photo by using technology to identify the exact location it was taken, and then travelling there

10



Modern Milestone Missions

Travel That Celebrates YOU

75%

justify booking a vacation simply because they've worked hard and deserve it

Gen Z spotlight



are ready to test relationships through travel



are open to using self-drive vehicles or AI to shape their roadtrips



actively seek experiences that align with mystical or astrological cues

AI Spotlight



are open to AI-powered suggestions that match fantasy aesthetics, recommend secluded "storybook" stays, or pinpoint real-world filming locations



would consider using AI to identify destinations aligned with their personal skin needs

Booking.com

Making it easier for everyone to experience the world

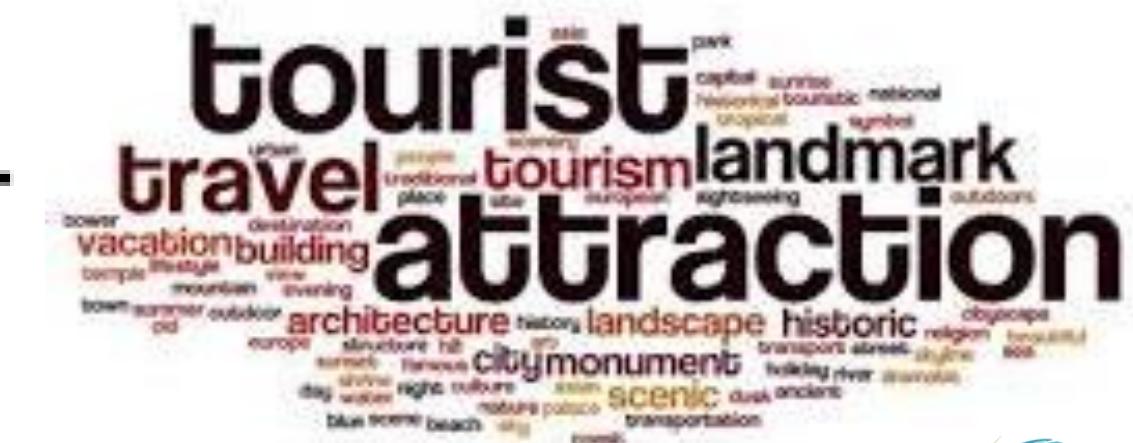
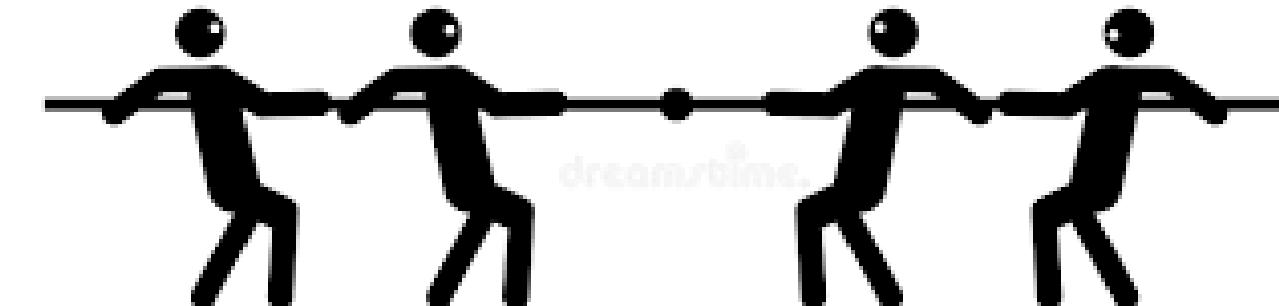


Objectives to Build on In 2026

- 1 Amateur and Local Sport
- 2 Blockbuster Events
- 3 Arts & Culture
- 4 Wedding Destination
- 5 Personal Experiences & Stories
- 6 Volunteer Program



Competitor



TOURISM
Sarnia-Lambton

2026 Upcoming Initiatives



**partners
in tourism**





Western
Sarnia-Lambton
Research Park

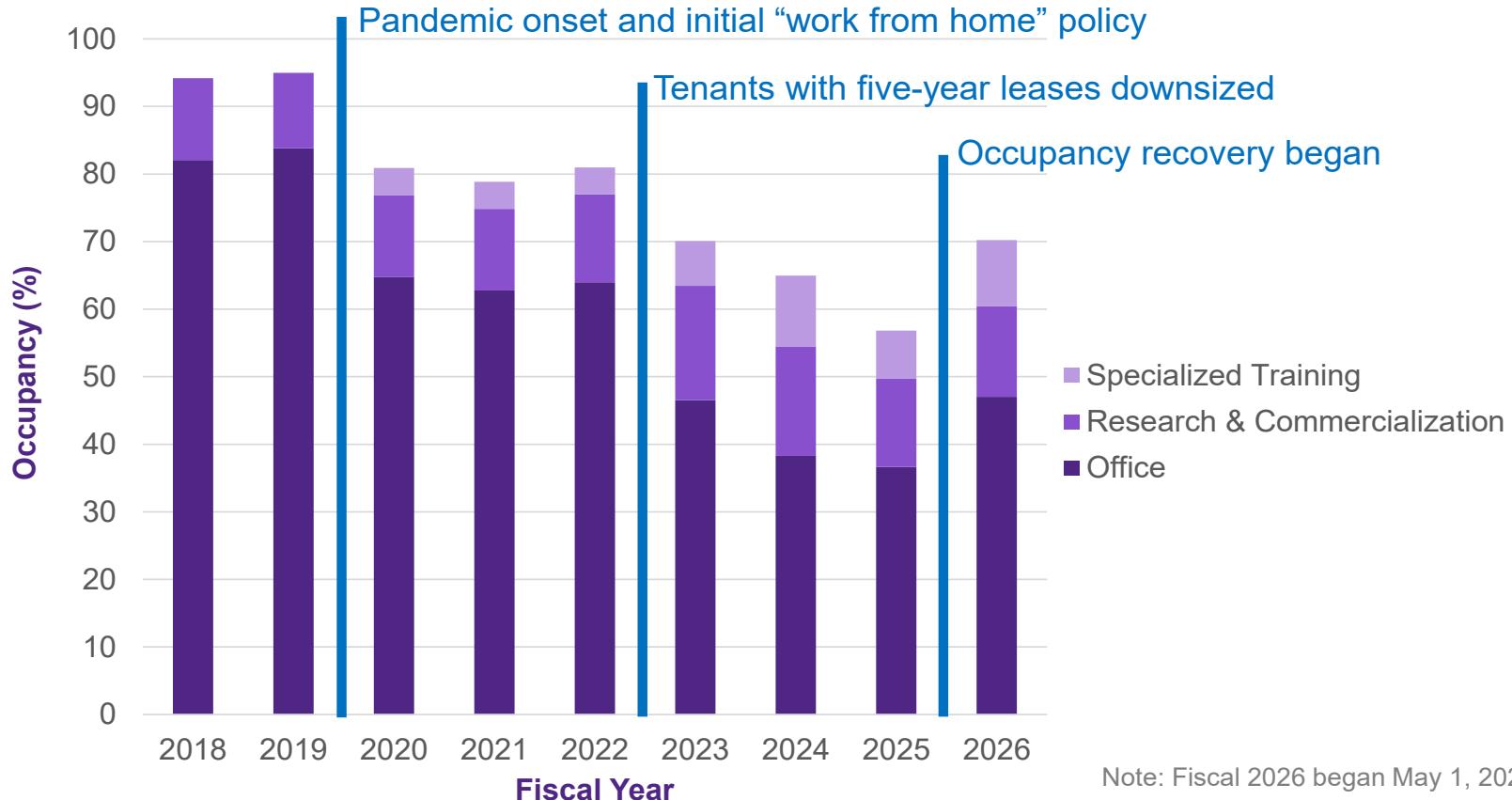


Budget Update Lambton County Council



January 21, 2026

Growing Occupancy



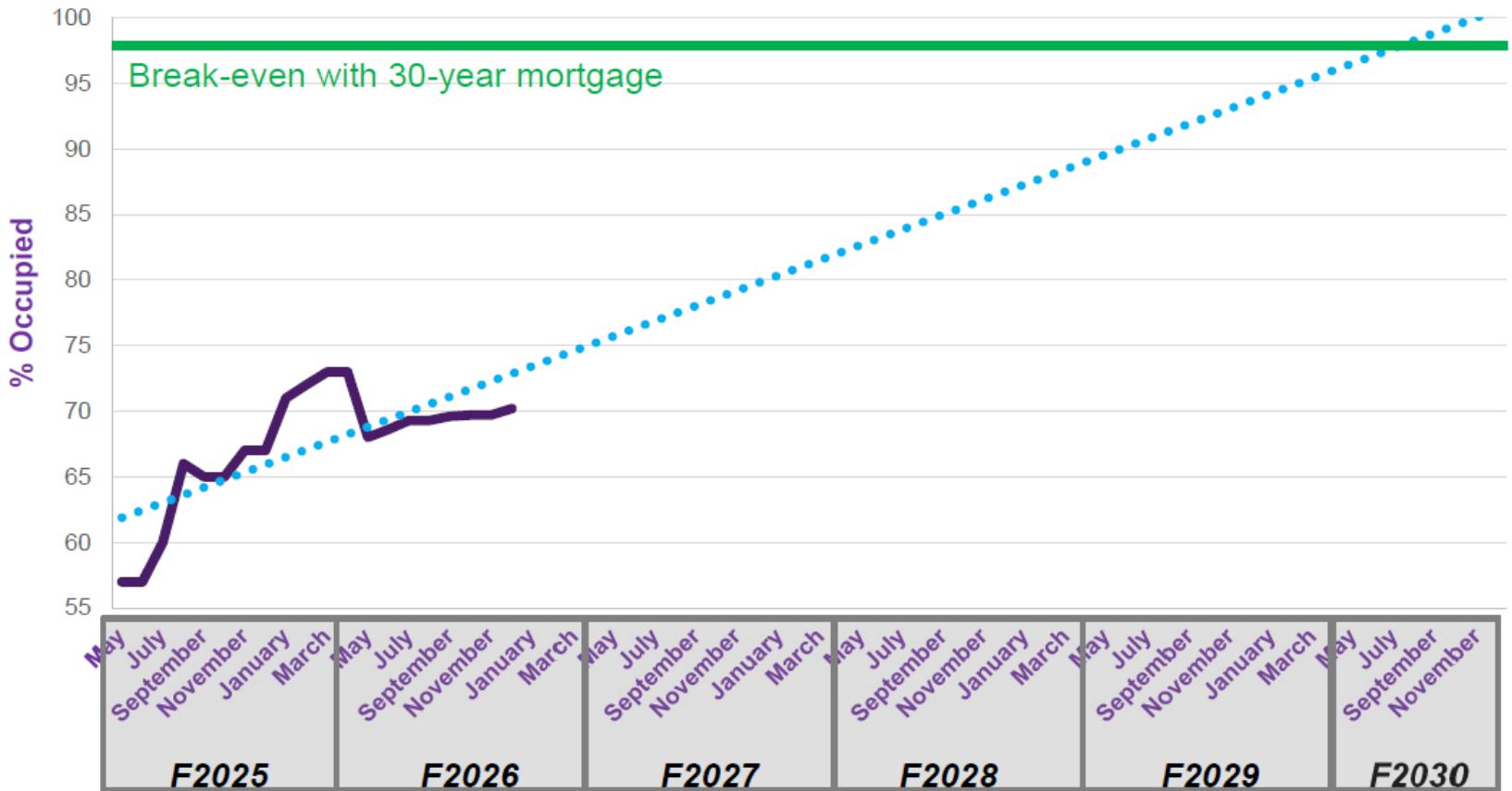
Progress Since May 2024

- Since 2020, the Western Sarnia-Lambton Research Park experienced the return of nearly 80% of its space. The Park has successfully re-leased 50% of this space with new offices, pilot plants and labs, and leasing the remaining 30% is well underway
- Diversification and expansion of sectors incubating at the Research Park including finance, health, IT, environmental technologies, hybrid chemistry and development
- **15 new companies** established at the Research Park, including a Canadian-based global leader commercializing a new bio-technology
- **9 expansions** of existing companies at the Park
- **120 new jobs** created by Park tenants
- **\$835K of new lease revenue** (1st year of revenue from all new leases)
- New collaborations and initiatives with new and existing partners to advance knowledge opportunities in Sarnia-Lambton

Research Park Valuation

- Following Council's request in September 2025, the CLCDC lands and buildings were appraised at \$18.0M
- Key appraisal points:
 - Many property types have declined in value since 2022
 - Required marketing term of longer than 1 year
 - Very few prospective buyers of the CLCDC complex. Likely buyers include residential developers, County, City or hospital

Occupancy Projection



Loan Refinancing Impacts

Analysis of 2 loan repayment scenarios with differing amortization periods

Scenario 1

Loan Terms:

- \$17M mortgage
- 3.76% interest
- 2-year term
- 15-year amortization period

Assumptions:

- Renews in year 3 at 5% interest for 5-year term with a 13-year amortization period

Total 5-Year Ask: \$6.0M

Debt Remaining after Year 5: \$12.5M

	Year 0 (Current) F2026	Year 1 F2027	Year 2 F2028	Year 3 F2029	Year 4 F2030	Year 5 F2031
Occupancy	70%	77%	84%	91%	98%	98%
Total Revenue	3,279,000	3,069,926	3,547,024	4,038,435	4,544,588	4,680,925
Expenses	3,100,000	3,583,684	3,421,194	3,503,830	3,713,945	3,680,364
Mortgage	1,200,000	1,500,000	1,500,000	1,600,000	1,600,000	1,600,000
Total Expenses	4,300,000	5,083,684	4,921,194	5,103,830	5,313,945	5,280,364
Net Profit	(1,021,000)	(2,013,758)	(1,374,171)	(1,065,396)	(769,357)	(599,438)
Annual "Ask"	121,000	2,013,758	1,374,171	1,065,396	769,357	599,438
Debt Remaining	17,000,000	16,138,009	15,243,303	14,386,146	13,485,595	12,539,454

Scenario 2

Loan Term Assumptions:

- \$17M mortgage
- 4.1% interest
- 5-year term
- 30-year amortization period

Assumptions:

- Renews in year 6 at 5% interest for 5-year term with a 25-year amortization period

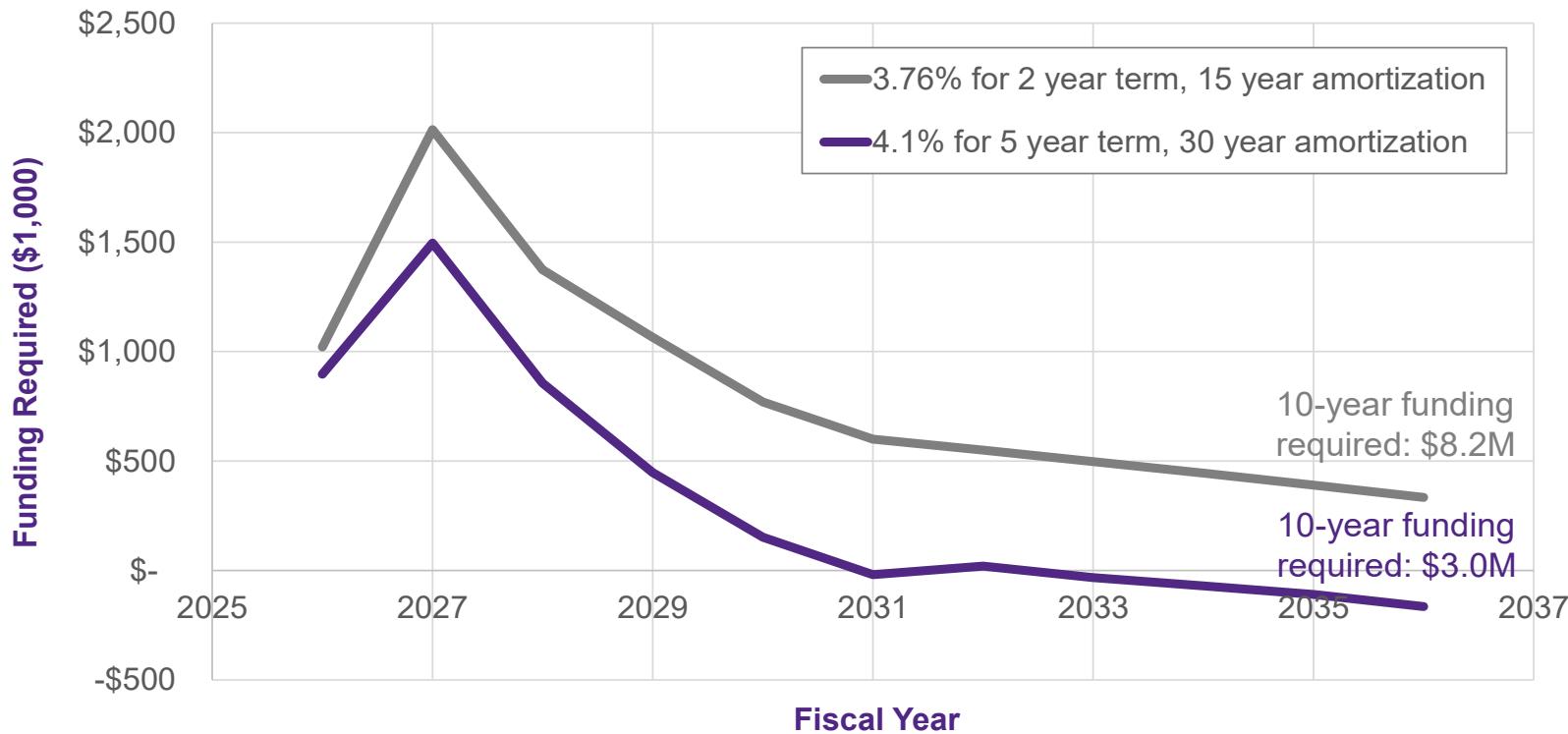
Total 5-Year Ask: \$3.0M

Debt Remaining after Year 5: \$15.4M

	Year 0 (Current) F2026	Year 1 F2027	Year 2 F2028	Year 3 F2029	Year 4 F2030	Year 5 F2031
Occupancy	70%	77%	84%	91%	98%	98%
Total Revenue	3,279,000	3,069,926	3,547,024	4,038,435	4,544,588	4,680,925
Expenses	3,100,000	3,583,684	3,421,194	3,503,830	3,713,945	3,680,364
Mortgage	1,075,000	982,000	982,000	982,000	982,000	982,000
Total Expenses	4,175,000	4,565,684	4,403,194	4,485,830	4,695,945	4,662,364
Net Profit	(896,000)	(1,495,758)	(856,171)	(447,396)	(151,357)	18,562
Annual "Ask"		1,495,758	856,171	447,396	151,357	
Debt Remaining	17,000,000	16,704,009	16,395,758	16,074,739	15,740,424	15,392,261

Funding Requirements

Funding required to break-even for a \$17M loan through two loan repayment scenarios



Surplus Options

- The CLCDC is forecasted to break-even in approximately 4-5 years with an extended loan amortization period
- Potential options for the CLCDC surplus revenue:
 - Repay the County for previous investments based on 50% of surpluses following break-even
 - Early repayment of the loan
 - Invest in WSLRP facilities through capital improvements
 - Hire an employee with a proven real estate track record

Request of Council

- In September 2025, total funding of \$8.3M - \$10.3M over 5 years was requested to build reserves and invest in the CLCDC and Research Park
- The CLCDC respectfully requests Council's consideration of the following options for continued knowledge and technology-based economic growth of Lambton County through the Research Park:
 - Option 1: \$6.0M for 5 years based on a 15-year mortgage, with debt remaining of \$12.5M
 - Option 2: \$3.0M for 5 years based on a 30-year mortgage, with debt remaining of \$15.4M. The CLCDC shares surpluses with the County
 - Option 3: the County of Lambton assumes the asset and debt, and the CLCDC operates the asset and shares the surpluses with the County
 - Option 4: sell the Research Park absorbing any losses and future opportunity

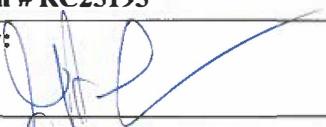
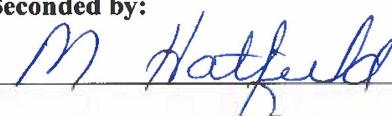
Engine of Economic Growth

“University-anchored innovation districts are positioned as engines of future economic growth through their unmatched talent, research, commercialization pathways and investment networks. Entrepreneurs who understand these trends can harness an innovative edge, investors who act on these trends can deliver resilient returns, and government leaders who support and incentivize these districts can drive economic development in their communities.”

- Senior Vice-President, Government and Education Division, JLL

From the November 2025 research study on University-Anchored Innovation Districts by JLL, a Fortune 500 company, and global commercial real estate and investment management company

**The Corporation of the Municipality of Wawa****REGULAR COUNCIL MEETING****RESOLUTION****Tuesday, November 18, 2025**

Resolution # RC25195	Meeting Order: 7
Moved by: 	Seconded by: 

WHEREAS The Government of Ontario has passed Bill 5, Protect Ontario by Unleashing Our Economy Act, 2025, aiming to facilitate and accelerate resource development in Northern Ontario; and

WHEREAS Bill 5 presents far-reaching implications for municipalities, First Nations, and Indigenous communities across Northern Ontario—particularly affecting natural ecosystems and regions where women, Two-Spirit, and gender-diverse people have historically borne the brunt of unchecked development and continue to face systemic disparities and heightened risks tied to resource extraction; and

WHEREAS Women are too often included in economic and development decisions as an afterthought, rather than as proactive and central stakeholders, despite their increasing presence in leadership across municipalities, First Nations governments, community services, and economic development organizations; and

WHEREAS First Nations of Ontario women continue to be underrepresented at decision-making tables, despite significant leadership: as of recent reports, women hold over 35% of elected Chief positions in First Nations of Ontario, and significantly more leadership positions within community organizations, health, and education boards – positions that bring deep experience in balancing development with community well-being; and

WHEREAS The legacy of natural resource development in Northern Ontario has contributed to environmental degradation and social disruption, including clear links to the ongoing crisis of Missing and Murdered Indigenous Women, Girls, and Two-Spirit People (MMIWG2S); and

WHEREAS The National Inquiry into Missing and Murdered Indigenous Women, Girls, and Two-Spirit People (MMIWG2S) identified extractive industries as a key contributor to increased vulnerability to violence, especially in isolated development zones lacking oversight and safeguards; and

Part 2...

**The Corporation of the Municipality of Wawa****REGULAR COUNCIL MEETING****RESOLUTION**

WHEREAS Resource extraction has historically contributed to environmental degradation, increased cost-of-living, housing instability, and elevated levels of gender-based violence, particularly in rural and remote areas; and

WHEREAS Without gender-based and culturally informed planning, development under Bill 5 risks reproducing the same harmful patterns of exclusion, exploitation, and environmental harm that have characterized previous waves of resource development; and

WHEREAS Development under Bill 5 also presents opportunities for women's economic empowerment—including entry into skilled trades, environmental monitoring, and leadership roles in infrastructure and project planning—if such pathways are made intentional, accessible, and equitable; and

WHEREAS Environmental degradation is directly linked to the health and well-being of women and children, particularly in remote and Indigenous communities where access to clean water, healthy food systems, and cultural practices are tied to land-based knowledge; and

WHEREAS The Province of Ontario has an obligation to ensure that economic growth is not achieved at the expense of women's safety, human rights, or environmental integrity.

NOW, THEREFORE, BE IT RESOLVED THAT The Corporation of the Municipality of Wawa calls on the Province of Ontario to:

1. Ensure that women, Two-Spirit, and gender-diverse people—particularly from Indigenous and Northern communities—are actively engaged at the forefront of all planning, consultation, and implementation processes under Bill 5, from concept to completion;
2. Establish a dedicated Ministerial role or mandate for overseeing and safeguarding women's rights, safety, and economic opportunity throughout the resource development process, including authority to apply gender-based impact assessments to proposed projects;
3. Mandate gender-based and intersectional impact assessments be carried out on all developments enabled by Bill 5, particularly with regard to safety, housing, transportation, healthcare access, and cultural impacts on women and girls;

Part 3...

**The Corporation of the Municipality of Wawa****REGULAR COUNCIL MEETING****RESOLUTION**

4. Ensure environmental protections are explicitly tied to community health outcomes, especially for women and children, by investing in environmental monitoring and enforcing strong environmental safeguards tied to traditional ecological knowledge and include community-led, land-based health indicators;
5. Invest in training, apprenticeship, and leadership programs to ensure women and girls—particularly those in remote, Indigenous, and underserved communities—can access opportunities in the skilled trades, environmental sciences, project management, and public service tied to resource development;
6. Recognize and act on the findings of the MMIWG2S Inquiry by implementing protective measures around development zones, including funding for shelters, safe transportation, trauma-informed care, community safety initiatives, and anti-violence strategies embedded in community agreements;
7. Publish annual, public-facing progress reports on the gendered impacts of development under Bill 5, including employment statistics, leadership inclusion, environmental outcomes, and indicators of community safety and wellness; and

BE IT FURTHER RESOLVED THAT This resolution be forwarded to the Premier of Ontario, the Minister of Energy and Mines, the Minister of Indigenous Affairs and First Nations Economic Reconciliation, the Associate Minister of Women's Social and Economic Opportunity, Minister of Municipal Affairs and Housing, and the Minister of the Environment, Conservation and Parks, FONOM, NOMA, as well as all Northern Ontario municipalities and First Nations governments.

RESOLUTION RESULT	RECORDED VOTE		
	MAYOR AND COUNCIL	YES	NO
<input checked="" type="checkbox"/> CARRIED	Mitch Hatfield		
<input type="checkbox"/> DEFEATED	Cathy Cannon		
<input type="checkbox"/> TABLED	Melanie Pilon		
<input type="checkbox"/> RECORDED VOTE (SEE RIGHT)	Jim Hoffmann		
<input type="checkbox"/> PECUNIARY INTEREST DECLARED	Joseph Opato		
<input type="checkbox"/> WITHDRAWN			

Disclosure of Pecuniary Interest and the general nature thereof.

Disclosed the pecuniary interest and general name thereof and abstained from the discussion, vote and influence.

Clerk: _____

MAYOR – MELANIE PILON	CLERK – MAURY O’NEILL

This document is available in alternate formats.

**INFRASTRUCTURE & DEVELOPMENT
SERVICES DIVISION**

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Corrine Nauta, Manager
REVIEWED BY:	Jason Cole, P.Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 21, 2026
INFORMATION ITEM:	City of Sarnia Funding Request – Planning Department

BACKGROUND

At its meeting held on November 19, 2025, the Committee of the Whole passed the following motions:

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

Carried.

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

Carried.

DISCUSSION

Following the November 19, 2025, meeting, County of Lambton (the "County") and the City of Sarnia (the "City") staff met to discuss the outcome of the meeting and to obtain clarification regarding the City's official position regarding a proposed shared planning services arrangement and the original funding request.

Shared Services Proposal

The City does not support the shared planning services proposed concept as it does not align with the City's needs, including frontline planner support and oversight crucial for managing the increasing development activity, ensuring compliance with the *Planning Act*, and achieving their goals of delivering more homes faster, streamlining approvals, and reducing red tape.

City of Sarnia Funding Request – Planning Department (page 2)

January 21, 2026

While the County currently provides streamlined planning services to 10 of its 11 local municipalities, this approach has not been applied to the City and, upon further review, is not considered suitable within the context of the existing City/County Agreement. The request for additional funding to establish a supervisory position introduces structural and governance considerations that differ from those in place for other service arrangements. Given the scale, complexity, and operational needs associated with the City's planning functions, the County agrees that the proposed model would not achieve the City's intended outcomes and does not support proceeding with this type of service model at this time.

Funding Request

The City confirmed that its funding request remains unchanged and provided additional details regarding the proposed positions, anticipated start dates, associated costs, and potential alternative approaches to meet operational needs. The following outlines the City's submission for County Council's review.

Original Request - \$335,084 Funding Increase (2026)

The City's original request is for the addition of two positions, both with anticipated start dates in May 2026. This proposal represents a \$216,215 increase to the County to City contribution budget line, with an additional \$118,869 attributable to the department's net cost recovery, for a 2026 total of \$1,251,713. (36% increase year over year). The City noted that the request incorporates gapping based on the May 2026 hiring date for the two (2) additional positions and is calculated using the maximum wages payable under the City Council-approved salary grid to provide flexibility during recruitment. Actual wages are expected to be lower, which could reduce the overall net cost.

Alternative Requests

Should County Council not support the funding the City's original request, the City proposed the following alternative options to meet operational needs through a staggered recruitment approach:

Alternative 1 - \$262,931 Funding Increase (2026)

- Fund both positions in 2026, with start dates as follows:
 - Superintendent of Planning & Development Services – May 2026.
 - Planner – September 2026.
- This staggered approach would reduce the 2026 increase from \$216,215, as proposed, to \$144,062.
- This is in addition to the \$118,869 net cost adjustment.
- 2026 Total Request: \$1,179,550 (28% increase).

City of Sarnia Funding Request – Planning Department (page 3)

January 21, 2026

Alternative 2 - \$238,890 Funding Increase (2026)

- Fund the Superintendent of Planning & Development Services position in 2026 and defer the Planner position to 2027, reducing the 2026 increase from \$216,215 as proposed to \$120,021.
- This is in addition to the \$118,869 net cost adjustment.
- 2026 Total Request: \$1,155,519 (26% increase).

It should be noted that regardless of the option selected, whether the original request or the alternate options noted above, the two (2) new positions would be 100% funded beginning in 2027 (\$317,993) and be included as part of the total net costs. Of course, the net financial impact in 2027 would be dependant on the option selected.

FINANCIAL IMPLICATIONS

The funding request from the City of Sarnia, including the original proposal and the alternative options, has been provided for Council's review and consideration during the 2026 budget process.

CONSULTATIONS

The Manager of Planning & Development and General Manager of Community Services of the City of Sarnia and the General Manager, Infrastructure & Development Services were consulted on the subject matter of this report.

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).

CONCLUSION

County staff have reviewed the City's funding request, including the original proposal and alternative options, and have summarized the associated financial impacts.

The report also reflects the City's service delivery preferences, including staffing approaches to support development activity and operational objectives.

This report is provided for information purposes only and is referred to Council's 2026 budget deliberations for further consideration and decision.

**INFRASTRUCTURE & DEVELOPMENT
SERVICES DIVISION**

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PUBLIC WORKS
PREPARED BY:	Jason Cole, P. Eng., General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 21, 2026
INFORMATION ITEM:	2026 Public Works Conferences

BACKGROUND

This report outlines upcoming 2026 conferences related to the Public Works Department program areas that are available for attendance by Lambton County Council. The following industry organizations are hosting in-person conferences, as listed:

- American Public Works Association Snow Conference;
- American Public Works Association (APWA 2026 PWX);
- Good Roads Conference;
- Solid Waste Association of North America (SWANA) WASTECON 2026 Conference & Exhibition; and
- Transportation Association of Canada (TAC) 2026 Conference & Exhibition.

DISCUSSION**APWA 2026 Snow Conference**

The Snow Conference will be held in Cleveland, Ohio from April 26-29, 2026.

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

Fees and accommodations are not yet set for this event. Registration information and room rates will be available on the [APWA 2026 Snow Conference webpage](#).

2026 Public Works Conferences (page 2)

January 21, 2026

APWA 2026 PWX

PWX will be held in Houston, Texas from August 30 – September 2, 2026.

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

Fees and accommodations are not yet set for this event. Information on registration and room rates will be available on the [APWA 2026 PWX event webpage](#).

Good Roads Conference & Exhibition

Good Roads Conference will be held at the Fairmont Royal York in Toronto, Ontario from March 29-April 1, 2026.

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

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

SWANA RCon Conference & Exhibition

RCon (formerly WASTECON) will be held in St. Louis, Missouri from September 29 – October 2, 2026.

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

Details, fees and accommodations are not yet set for this event. Information on registration fees and room rates will be available at the following link: [RCon™ 2026](#)

2026 Public Works Conferences (page 3)

January 21, 2026

Transportation Association of Canada (TAC) 2026 Conference & Exhibition

The TAC 2026 Conference will be held in Winnipeg, Manitoba from October 4-7, 2026.

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

Additional detailed information can be found at the following link: [Homepage | TACCONF](#).

FINANCIAL IMPLICATIONS

Expenses for these events are managed in accordance with County of Lambton Policy C00.03 Council Attendance at Conferences, Conventions, and Seminars, and are included in the 2026 Budget.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

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

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

CONCLUSION

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

INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
PREPARED BY:	Andrew Meyer, General Manager, Cultural Services / Deputy CAO Jason Cole, P. Eng., General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 21, 2026
SUBJECT:	Lambton County Land Stewardship Program Pilot

BACKGROUND

Strategic Action 4.1 of the County of Lambton Corporate Climate Change Strategy, adopted in July of 2024, is to work in collaboration with the St. Clair Region Conservation Authority (“**SCRCA**”), Ausable Bayfield Conservation Authority (“**ABCA**”) and the County of Lambton’s Agricultural Advisory Committee (“**CLAAC**”), to investigate an annual County grant program to support land stewardship among farmers and landowners for the consideration of County Council.

County staff worked in collaboration with SCRCA, ABCA and Huron County staff to explore options for a similar funding program to be implemented in Lambton County, with the support of external funding sources. As a result of this collaboration, a report was presented to Lambton County Council on September 4, 2024, outlining the proposed Lambton County Land Stewardship Program Pilot (the “**Program**”), resulting in the following motion and direction to staff:

#17: White/McRoberts:

- a) *That County Council hereby authorize staff to work in consultation with the County of Lambton Agricultural Advisory Committee and its partner agencies, the St. Clair Region and Ausable Bayfield Conservation Authorities, to develop a Lambton County Land Stewardship grant funding pilot program, to be administered by The County of Lambton with the support of the SCRCA and ABCA;*
- b) *That County Council hereby authorize staff to respond to the Province of Ontario’s call for funding applications through the Great Lakes Local Action Fund to support the cost of the Lambton County Land Stewardship grant funding pilot program, up to \$100,000;*

c) *That if the funding contemplated in paragraph (b) above is not secured through external sources, staff bring forward options to fund the program for Council's consideration and defer this program to 2025 budget deliberations.*

Carried.

As an outcome of this direction, an application was submitted to the Great Lakes Local Action Fund (“**GLLAF**”) resulting in \$100,000 being secured to fund 100% of the costs of the initial pilot year of the Program in 2025. Consultation was initiated with CLAAC to better understand the needs and priorities of local farmers and landowners with respect to Best Management Practices and stewardship projects on their property.

This external funding support allowed the County to work in collaboration with the SCRCA and ABCA to initiate the pilot year of the Program, providing grant funding to landowners to help offset the cost of implementing land stewardship projects taking place between February 15, 2025, and December 31, 2025.

This report provides a summary of the projects accomplished through the Program and identifies options for the consideration of Council to continue the Program in 2026.

DISCUSSION

With funding from GLLAF confirmed in the spring of 2025, promotions for the Program were issued by the partners through a news release, social media and online platforms. CLAAC members also served as an important networking resource to connect farmers and resources to the funding opportunities made available through the Program.

Applicants were directed to the technical support offered by SCRCA and ABCA staff, and funding requests were considered for projects that aligned with the stated objectives of the GLLAF, as well as the SCRCA and ABCA conservation goals within their respective watersheds/jurisdictions including:

- Rural stormwater management and wetland management plans;
- Community projects (tree planting);
- Well decommissioning;
- Cover crop incentive;
- Forest management plans and woodlot enhancement;
- Wetland restoration incentive programs (including phragmites management);
- Erosion control; and
- Living snow fences, windbreaks, riparian buffers, and woodlot expansion/increasing wildlife habitat connectivity.

These project types were selected for their ability to mitigate the impacts of climate change locally, build soil resiliency, reduce agricultural and rural impacts to water quality, and reduce financial barriers to project adoption and uptake.

With the \$100,000 funding available, the Program facilitated 56 projects at various locations across the County, accomplishing a total combined project value of \$335,659, while leveraging landowner and matching contributions from other sources of \$207,637, and total in-kind contributions of \$224,825.

Below is a summary of project activities that were accomplished. While the partners could not anticipate the level of response from landowners to the call to undertake Land Stewardship initiatives, the proposed project activities were adhered to and outputs mostly exceeded the proposed quantities.

Project Activity	Proposed	Accomplished
Wetland Management Plans	1 plan	2 plans created (representing 1 acre of wetland)
Community Tree Planting Events	3 events	11 events held
Well Decommissioning (Safe Closure of Unused Wells)	2 wells decommissioned	8 wells decommissioned
Cover Crop Planting*	250 acres planted	1,101 acres planted
Forest Management Plans	4 plans	3 plans created
Invasive Species Management (Phragmites) / Wetland Restoration	2 acres of wetland	21.2 acres of invasive species were sprayed
Erosion Control	6 erosion control berms	7 erosion control berms established

*Includes livestock fencing from over 2,000 metres of watercourse, thereby protecting the watershed.

Similar to the proposed project activities, additional performance measures associated with the projects noted above mostly exceeded the proposed outcome targets, as follows.

Performance Measure	Proposed	Accomplished
Number of Native Trees/Shrubs Planted	16,000	14,490 planted
Number of Native Trees/Shrubs Planted (Community Plantings)	600	716 trees/shrubs planted
Area of Land Managed by Invasive Species Control	0.5 hectares	8.6 hectares of invasive species sprayed
Number of Community Volunteers Engaged	100	260 volunteers engaged

As demonstrated through these results, the Program pilot was successful in engaging landowners to undertake projects on their property, leveraging private investment with GLLAF support and contributions of in-kind technical support from the SCRCA and ABCA.

Lambton County Land Stewardship Program Pilot (page 4)

January 21, 2026

The \$100,000 Program budget allowed for \$90,000 in grant allocations to landowners (providing matching grants to landowners of up to 50% to a maximum of \$10,000 to leverage private investment and additional funding as needed), with \$10,000 allocated to support the administrative costs of SCRCA (\$7,000) and ABCA (\$3,000) who assigned staff to meet with landowners, prepare applications and evaluate projects.

This approach proved effective at minimizing the demand on County resources, as the Program was managed entirely through established SCRCA/ABCA Project Review Committees that evaluated the overall environmental benefit/impact of each stewardship project and determined funding allocations to individual projects.

A Memorandum of Understanding was established between the County, SCRCA and ABCA to outline the terms of the pilot Program. It can be used to facilitate the ongoing partnership of these agencies in offering this program to Lambton County landowners, should council decide to support its continuation.

FINANCIAL IMPLICATIONS

The 100% funding previously offered through the Great Lakes Local Action Fund is no longer available to support the financial cost of the Program into a second year. Based on the success of the initial pilot year, \$100,000 in funding is required to continue to offer the Program to landowners in 2026.

To support this expense and ensure there are no levy implications to the 2026 County Budget, staff have identified \$100,000 in existing reserve funds available through the Lambton Tree Legacy Reserve, which has not been applied to active programming. This reserve was established in 2011 to support environmental initiatives, such as smaller scale tree plantings, and currently has a balance of \$128,868. The use of this reserve would provide sufficient funds to deliver the program in 2026 without impact to levy.

In 2027, staff would work with the SCRCA and ABCA to evaluate the success of the Program and make a recommendation to Council regarding its continuation and potential funding options (such as established reserves, levy or a combination thereof) for the consideration of Council as part of future budget deliberations.

CONSULTATIONS

The Program was delivered in consultation with representatives of SCRCA and ABCA. The group also engaged with the County of Lambton Agricultural Advisory Committee, where an exercise was conducted to review and prioritize the project category areas.

STRATEGIC PLAN

Area of Effort #2: Services and Communications – The County is focused on the provision of responsive service 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;
- Engaging and informing residents, stakeholders, and municipal partners of the County's services, programs, opportunities, and challenges.

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:

- Implementing the approved actions of the *Cultural Services Division Strategic Plan* to advance cultural development in Lambton County for economic, social, educational and community benefit.

The development of a Land Stewardship Program also addresses Strategic Action 4.1 of Lambton County Climate Change Strategy.

CONCLUSION

As an outcome of the County of Lambton Corporate Climate Change Strategy, staff have worked in collaboration with the SCRCA and ABCA, with input from the County of Lambton Agricultural Advisory Committee, to implement a pilot Program to support land stewardship among farmers and landowners. The Program uptake and implementation proved successful in its initial year in 2025, exceeding anticipated performance measures, and leveraging significant investment from private landowners. The partners propose continuing with the Program in 2026.

The Program was fully funded in its initial pilot year through a GLLAF grant and requires \$100,000 in alternative funding sources to continue the Program in 2026. It is proposed that the Lambton Tree Legacy Reserve be reallocated toward the Lambton County Land Stewardship Program as an appropriate source of funding to support the Program's continuation in 2026, given the reserve's original intent to foster environmental initiatives. Annual program reporting will be brought before Council to provide an update on the Program's outcomes and consider continuation and potential funding options on an ongoing basis (such as established reserves, levy or a combination thereof) as part of future budget deliberations.

Lambton County Land Stewardship Program Pilot (page 6)

January 21, 2026

RECOMMENDATIONS

- a) That the Lambton County Land Stewardship Program Pilot project be continued for 2026.**
- b) That the Lambton Tree Legacy Reserve be reallocated to fund the Lambton County Land Stewardship Program for 2026.**

**INFRASTRUCTURE & DEVELOPMENT
SERVICES DIVISION**

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Corrine Nauta, Manager
REVIEWED BY:	Jason Cole, P.Eng., General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	January 21, 2026
SUBJECT:	Update Appointment By-Law For Building Inspectors

BACKGROUND

The current Building Services Department By-Law No. 17 of 2025 being "A By-Law to Appoint a Chief Building Official and Inspectors for the County of Lambton" needs to be updated to reflect recent personnel changes.

DISCUSSION

A revised By-Law will be presented to County Council reflecting the following revisions:

1. Inclusion of Mr. Carson Braun, Building Inspector.
2. Deletion of Ms. Nicole Coles. Building Inspector.
3. Deletion of Mr. Duane McKay, Building Inspector.
4. Deletion of Mr. Rob Vanoverbeke, Building Inspector.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

The County Solicitor/Deputy Clerk were consulted as part of the preparation of this report.

Update Appointment By-Law For Building Inspectors (page 2)

January 21, 2026

STRATEGIC PLAN

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

By-Law No. 17 of 2025 requires updating to reflect housekeeping and personnel changes within the Building Services Department. The appointments under this By-Law are required for the County to meet its obligations under the *Building Code Act, 1992*.

RECOMMENDATION

That Mr. Carson Braun be appointed as Building Inspector, and that Ms. Nicole Coles, Mr. Duane McKay, and Mr. Rob Vanoverbeke's appointment be rescinded, effective immediately, and that By-Law No. 17 of 2025 be updated to reflect such appointments and rescissions.

Ministry of Tourism, Culture and Gaming
Culture Branch
Tourism and Culture Division
400 University Avenue, 5th Floor
Toronto, ON M7A 2R9
Tel.: 416-357-9372

Ministère du Tourisme, de la Culture et des Jeux
Direction de la culture
Division du tourisme et de la culture
400, avenue University, 5e étage
Toronto, ON M7A 2R9
Tél.: 416-357-9372



MGA 02-02-26

October 27, 2025

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

Dear Mr. Marriott:

Re: 2025-06-1-3219234350 Community Museum Operating Grant / Pay Equity 2025-26

I am pleased to advise you that your museum has been approved to receive a grant of \$46,758 from the Community Museum Operating Grant program for the 2025-26 fiscal year. You will also receive pay equity funding in the amount of \$1,110

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

Museums are integral partners in encouraging lifelong learning, building thriving communities and enhancing quality of life. We are pleased to continue supporting community museums.

Please contact Roopa Kanal, Culture Programs Advisor, for further information about your grant. She can be reached by email at: CMOG-SFMC@ontario.ca.

Best regards,

A handwritten signature in black ink, appearing to read "Lorraine Dooley".

Lorraine Dooley
Director, Culture Branch
Ministry of Tourism, Culture and Gaming

CC: Laurie Webb, laurie.webb@county-lambton.on.ca

Ministry of Tourism, Culture and Gaming
Culture Branch
Tourism and Culture Division
400 University Avenue, 5th Floor
Toronto, ON M7A 2R9
Tel.: 416-357-9372

Ministère du Tourisme, de la Culture et des Jeux
Direction de la culture
Division du tourisme et de la culture
400, avenue University, 5e étage
Toronto, ON M7A 2R9
Tél.: 416-357-9372



MGA 02-03-2025

October 27, 2025

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

Dear Mr. Marriott:

Re: 2025-06-1-3219211760 Community Museum Operating Grant / Pay Equity 2025-26

I am pleased to advise you that your museum has been approved to receive a grant of \$20,974 from the Community Museum Operating Grant program for the 2025-26 fiscal year. You will also receive pay equity funding in the amount of \$1,100

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

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Please contact Roopa Kanal, Culture Programs Advisor, for further information about your grant. She can be reached by email at: CMOG-SFMC@ontario.ca.

Best regards,

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Lorraine Dooley
Director, Culture Branch
Ministry of Tourism, Culture and Gaming

CC: Laurie Webb, laurie.webb@county-lambton.on.ca

**CULTURAL SERVICES DIVISION**

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LIBRARY SERVICES
PREPARED BY:	Darlene Coke, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 21, 2026
SUBJECT:	Potential Consolidation of Port Lambton and Sombra Libraries

BACKGROUND

In 2023, the Joint Library Facility Review (“JLFR”) study identified the need to address library guidelines for space requirements, general facility standards and accessibility challenges at local library branches. As part of its findings, the JLFR recommended exploring the consolidation of the Port Lambton and Sombra Libraries, along with the potential renovation of Sombra Library to enhance library services within the community.

This recommendation was prioritized by staff after learning that a long-term childcare tenant that shared space in the building where Sombra Library operates from (3536 St. Clair Parkway, Sombra) would be ending their lease arrangement with the building owner, Township of St. Clair (the “**Township**”), and vacating the building.

In December 2023 the Township approved the County of Lambton’s (the “**County**”) request to not lease out the vacant space until the County could determine if it was feasible to increase the Sombra Library’s footprint in the building.

In June 2025, Lambton County Council consented to the conditional closure of Port Lambton Library with the following motion:

#9: Cook/White:

- a) *That if the Township of St. Clair consents to the closure of the Port Lambton Library and proceeds with improvements to the Sombra Library facility that fall within its areas of responsibility as outlined in this report, staff be authorized to close the Port Lambton Library by such date and time as mutually agreed upon with the Township of St. Clair.*

Potential Consolidation of Port Lambton and Sombra Libraries (page 2)

January 21, 2026

- b) *That if the Township of St. Clair consents to the action authorized in paragraph a) above, County staff proceed with improvements to the Sombra Library facility that fall within its areas of responsibility as outlined in this report, and work collaboratively with the Township of St. Clair on all reasonably necessary actions required to move the Port Lambton Library operations to the Sombra Library to enhance service delivery at Sombra Library for the benefit of the community and to communicate the closure thereof to all affected stakeholders.*
- c) *That subject to recommendations a) and b) above being realized, County staff be authorized to increase the public hours of operation at Sombra Library from 12 hours per week to 25 hours per week, consisting of a range of morning, afternoon, weekend and evening service.*
- d) *That County staff report back to County Council on recommendations a) and b) above once direction from the Township of St. Clair has been received and an action plan has been established, as applicable, including any requests from the Township of St. Clair related to service continuation in Port Lambton.*

Carried.

On July 14, 2025, the Township considered the matter but did not immediately consent to the closure of Port Lambton Library. At the meeting, members of Council voiced concern regarding the proposed closure of Port Lambton Library and expressed their desire for further public consultation on the matter. Township Council directed the County to work in collaboration with Township staff to pursue community consultation regarding the potential consolidation of Sarnia and Port Lambton Libraries in the form of a 'Town Hall' information session.

Further, direction was provided to authorize the County to work in collaboration with Township staff to advance 'Phase One' of the proposed renovations to the Sombra Library facility including minor improvements (relocated service desk, painting, data cabling, electrical, video surveillance, etc.) to better utilize the available space for library purposes, and pursue architectural drawings and costing for future proposed renovation work.

Despite the Township's authorization for the County to proceed with Phase 1 improvements, the County's motion to proceed with renovations was contingent with the Township consenting to the closure of Port Lambton Library. As such, planned renovations to the north side of the library described as Phase 1 remain paused until the outcome of the Town Hall Meeting is known and further direction from the Township is received. However, architectural drawings and costing were advanced to support informed decision making regarding the project.

DISCUSSION

On October 1, 2025, a Town Hall style public meeting was held at the Port Lambton Memorial Hall. Bryan Boyle & Associates facilitated the meeting with assistance from County of Lambton staff, with 53 people having attended the meeting. A survey with questions similar to those posed at the Town Hall was circulated to those in attendance, along with all Port Lambton and Sombra Library card holders, following the Town Hall and an additional 81 individuals responded. The majority (56%) of those in attendance or who responded by email were from Port Lambton.

A full report with responses from the public consultation is included with this report. A brief summary of the consultation reveals:

- Participants acknowledged there were many benefits to an enlarged Sombra Library including: additional programs / services, enhanced space, larger collection, ability to access technology, increased hours of operation and improved community profile.
- Participants acknowledged several challenges associated with the potential closure of Port Lambton Library including:
 - lack of transportation,
 - community perceptions,
 - the availability of funding to enlarge Sombra Library,
 - the community's resistance to change, and
 - a decline in service in Port Lambton.
- When asked to consider the area of focus, the highest rated answer fit the theme of 'invest in the future', followed by 'identify sources of funding'. Other suggestions included 'pursuing alternative services', 'considering new opportunities', 'use the community input', and 'take no action / remain status quo'.

A proposed floor plan and design concept was released at the Town Hall and is included in this report. To provide more information to both Councils so that an informed decision-making process can continue, the County of Lambton secured a Class D construction estimate from the architect who provided the design concept using a layout provided by County staff in consultation with Township staff.

The construction estimate includes several assumptions including: a construction timeline of three months taking place in 2026, and that no major structural work is required. The construction estimate for the proposed scope of work is \$740,000, with an added contingency of \$153,700 for a total project cost of \$894,200.

With uncertainty in the economy and potential for increased labour and material costs, the cost consultant also included a provision of an additional 2.9% (\$25,900) for escalation, providing an escalated project cost in projected 2026 dollars of \$920,100.

Potential Consolidation of Port Lambton and Sombra Libraries (page 4)

January 21, 2026

These renovation costs would be the responsibility of the Township under the *Division of Responsibilities Between Municipalities and Lambton County Library*. This does not include the cost of library shelving and furnishings, a library service desk, computer and makerspace equipment, video surveillance and network cabling, and ongoing staffing and operational expenses for the renovated library, which would be the responsibility of the County under the agreement, and internally estimated at a total project cost of \$250,000. Further, the cost of an outdoor reading / play area, estimated at \$116,828, is also excluded from this amount, as a future community fundraising goal.

In their current form, neither Port Lambton Library nor Sombra Library meet the design standards set forth by County Council in the Libraries Department's Facility Standards Policy. Neither Port Lambton Library or Sombra Library meet the guidelines set forth by the Administrators of Rural and Public Libraries of Ontario. Both libraries are undersized, resulting in undersized collections, fewer public workstations and public seating. Port Lambton Library also does not have any storage space, workspace, or meeting space. Neither library currently features a maker area. Neither library has accessible washrooms or fully accessible entrances.

Given the condition and size of both buildings, and the absence of other property to consider, the recommendation to close Port Lambton Library and enlarge Sombra Library remains the most appropriate solution under the circumstances to advance the County's goal to ensure it provides suitable library spaces that meet the current and future needs of residents.

County of Lambton management attended a St. Clair Township Council meeting on December 1, 2025, to provide Township Council with an update.

As a result of that update, the following motion was approved:

Motion 6: Foster / Langstaff:

Be it resolved that the report from the County of Lambton in relation to the proposed Consolidation of Port Lambton and Sombra Libraries be received for information;

and THAT a decision to consent to the closure of the Port Lambton Library to allow Township staff to work with the County of Lambton to consider the community feedback received from the Town Hall session be deferred, to allow time to identify options and costs for continued library service delivery to Port Lambton;

and THAT Township staff be directed to work with the County of Lambton to pursue third party funding opportunities to support the proposed capital renovation to the Sombra Library to mitigate the impact to the local taxpayer;

and That Township and County staff report back to Council on items (b) and

Potential Consolidation of Port Lambton and Sombra Libraries (page 5)

January 21, 2026

(c) above together with a funding and/or financing plan, including identification of any third-party funding, if available, for further instructions and direction in anticipation of 2027 budget deliberations.

It was also reiterated at the meeting that the County continue to investigate how it could continue to offer some form of library service to residents of Port Lambton should the physical building eventually close.

FINANCIAL IMPLICATIONS

St. Clair Township will need to consider an estimated investment of \$920,100 to fund the capital upgrades to the library identified in the attached floor plan concepts, including a reconfigured floor plan, new universal washroom, upgrades to plumbing, heating and electrical, new LED lighting and flooring, a relocated and accessible entrance and new vestibule addition, and new ceiling tile and finishes throughout. This investment could be offset by third party contributions such as community fundraising, or the pursuit of grant sources in collaboration with the County, to mitigate the impact on levy.

The County will realize minimal operational cost savings from the closure of Port Lambton Library as any savings (e.g. phone line, cleaning costs, mat rentals) would be offset by increased expenses to operate a larger Sombra Library. In terms of capital costs for an expanded Sombra Library, the County would also require an estimated budget of at least \$250,000 for the initial purchase of some furnishings and equipment. Should the County consider technology such as holds lockers or vending machines to continue to allow access to library service at an alternate location in Port Lambton, the equipment could start at an estimated \$40,000 with annual licensing / maintenance costs. Lease / rent payments may also be required at the alternate location.

Should consolidation of the Port Lambton Library and Sombra Library proceed, there would be an increase to operational costs for the County of one additional operational hour per week, and 25 hours of staffing hours per week, estimated at \$49,180 annually, which would be incurred once the renovation is completed.

No funds are proposed in either the St. Clair Township or County of Lambton draft budgets for the 2026 year for the Sombra Library redevelopment project. Staff will consider possible funding plans in an effort to address the issue during 2027 budget deliberations.

CONSULTATIONS

The General Manager, Cultural Services Division was consulted in the creation of this report, and information from within the report was obtained by Bryan Boyle & Associates, 1721 Architects and BTY Group.

Potential Consolidation of Port Lambton and Sombra Libraries (page 6)

January 21, 2026

STRATEGIC PLAN

The evaluation of library service delivery within the Township aligns with the County'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."

Further, the objectives of the proposed consolidation of Port Lambton and Sombra Libraries (resulting in the renovation and expansion of Sombra Library) is a recommendation of the JLFR, a key component of the County's Cultural Services Division Strategic Plan. This plan calls for the library to deliver great experiences, develop partnerships that increase participation in culture, maximize the value of our spaces and manage resources efficiently and effectively. A renovation and expansion to improve the community's library also supports the County's principles and values of a healthy community and a shared community of interest.

CONCLUSION

The community consultation revealed a desire to renovate and expand the Sombra Library and create a modern library experience for the community, while also considering an alternative to the library service offered at the Port Lambton Community Memorial Hall, as the undersized space does not allow for a modern library experience.

To advance the renovation to the Sombra Library, significant investment is required by both the Township and County. Currently the funds required are not proposed in either the St. Clair Township or County of Lambton draft budgets for the 2026 year.

As such, it would be prudent to defer a decision to consent to the closure of the Port Lambton Library to allow Township staff to work with the County of Lambton to consider the community feedback received from the Town Hall session, identify options and costs for continued library service delivery to Port Lambton, and investigate potential funding to support the cost of an renovated Sombra Library.

Township and County staff will report back to Council for further instructions and direction in anticipation of future budget deliberations.

RECOMMENDATION

That Lambton County Council direct staff to work with St. Clair Township staff to develop a funding plan which will address how an expansion at Sombra Library and the continuation of library service in Port Lambton Library could be funded.

**CULTURAL SERVICES DIVISION**

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY AND ARCHIVES
PREPARED BY:	Laurie Webb, Manager, Museums, Gallery & Archives
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 21, 2026
SUBJECT:	Museums, Gallery and Archives Collections Management October and November 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 months of October and November 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 October and November 2025.

Attachment A – Museums, Gallery and Archives Collections Management October and November 2025

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

Museums, Gallery and Archives Collection Management
October and November 2025 (page 2)

January 21, 2026

offered for donation in the months of October and November 2025 and are recommended for refusal.

Institution	Details	Reason for Refusal	Offered By
Judith & Norman Alix Art Gallery	Bill Vazan Colour Prints, 2003 chromogenic colour print.	Does not align with collection mandate.	Milton Winberg
Judith & Norman Alix Art Gallery	Hugh McKenzie Untitled acrylic on paper.	Does not align with collection mandate.	Jennifer Murphy
Judith & Norman Alix Art Gallery	Shelia Butler Untitled gouache on paper.	Does not align with collection mandate.	Leonard Segall
Judith & Norman Alix Art Gallery	Donald Dunsmore Birsay, Saskatchewan photograph.	Does not align with collection mandate.	Leonard Segall
Judith & Norman Alix Art Gallery	Wendy Skog Loveseat oil on board.	Does not align with collection mandate.	Leonard Segall
Judith & Norman Alix Art Gallery	Lyndal Osborne Shadow Box colour lithograph on paper.	Does not align with collection mandate.	Leonard Segall
Judith & Norman Alix Art Gallery	Lyndal Osborne Closet Shadows silkscreen.	Does not align with collection mandate.	Leonard Segall
Judith & Norman Alix Art Gallery	Francine Gravel Les Filles du Poet etching.	Does not align with collection mandate.	Leonard Segall
Judith & Norman Alix Art Gallery	Andrea Blanar Lydia's Koreshi Princess unknown.	Does not align with collection mandate.	Leonard Segall
Judith & Norman Alix Art Gallery	Gary Nixon The Great Divide, c. 1975 acrylic.	Does not align with collection mandate.	David Walker
Lambton County Archives	Hymn book and common prayer book and Rand McNally Map of Lambton.	Outside of collections mandate. Duplicate of item already in collection.	Jane Young
Lambton County Archives	Newspapers and newspaper articles from Sarnia Observer and fashion magazines.	Outside of collections mandate. Duplicate of items already in collection.	Barb Lethbridge
Lambton County Archives	Books: Canada West Last Frontier; History of Bluewaterland.	Duplicates of Items already in collection.	Hank Poolman

Museums, Gallery and Archives Collection Management
October and November 2025 (page 3)

January 21, 2026

Institution	Details	Reason for Refusal	Offered By
Lambton County Archives	St. John in the Wood Church Book.	Duplicates of items already in collection.	Keith Johnston
Lambton Heritage Museum	Religious-themed needlepoints.	Duplicate of items already in collection. Referred to Moore Museum.	Elaine Walter
Lambton Heritage Museum	Village of Warwick archival material.	Referred to Lambton County Archives.	Name not given.
Lambton Heritage Museum	Life-sized doll with antique dress made by Joyce Sharp.	Already represented in collection. Referred to Sombra Museum.	Name not given.
Lambton Heritage Museum	1800s dress.	No local provenance. Referred to THEMUESUM in Kitchener.	Name not given.
Lambton Heritage Museum	Dorothy Bawden hat.	Duplicate of item already in collection. Referred to Moore or Sombra Museum.	Sheina Verstegen
Lambton Heritage Museum	Pump organ made in Woodstock.	No local provenance. Referred to Woodstock Museum.	Name not given.
Lambton Heritage Museum	Antique furniture from Hensall.	No local provenance. Referred to Huron County Museum.	Name not given.
Lambton Heritage Museum	Pictures of British military uniforms.	No local provenance. Referred to Royal Canadian Regiment Museum.	Peter Mansell
Lambton Heritage Museum	Royal Family prints.	Duplicate items already in collection.	Museum of Burlington
Lambton Heritage Museum	Carpenter's tools from London, Ontario.	No local provenance. Referred to Fanshawe Pioneer Village and Museum London.	Name not given.

Museums, Gallery and Archives Collection Management
October and November 2025 (page 4)

January 21, 2026

Institution	Details	Reason for Refusal	Offered By
Lambton Heritage Museum	Letters from Lambton County farmhouse.	Referred to Lambton County Archives.	Name not given.
Oil Museum of Canada	Victrola from Enniskillen Township.	Outside of collection mandate. Referred to Lambton Heritage Museum.	Brenda McLean

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.

STRATEGIC PLAN

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

CONCLUSION

Artifact donations to the Museums, Gallery and Archives demonstrate ongoing public support of the facilities and a keen interest in preserving the local and community history of Lambton County.

RECOMMENDATION

That the Museums, Gallery and Archives Collections Management October and November 2025 Report be accepted, and items recommended for acceptance be approved for inclusion in the respective permanent collections.

Museums, Gallery and Archives Donations October and November 2025

Institution	Council Report Information	Contact	City
Lambton County Archives	21 land documents relating to the Procter, Morris, McFadyn, Hardy, and Leggat/Leggot families in Sarnia Township ca. 1854-1928	Kathy Hardy	Sarnia
Lambton County Archives	Blood on the Water: Great Lakes during Civil War book, Mandaumin recipe book, Lambton County Association recipe book, and two war related newspapers.	Hank Poolman	Wyoming
Lambton County Archives	Charcoal photo of Jane (Elizabeth) Long Bailey and funeral plaque, postcards of Lambton County, Photos of Watford postmaster David Ross, Oil City SS7 Photos, Ribbon Cutting images of Enniskillen Township at corner of 9th side road.	Jane Young	Oil Springs
Lambton County Archives	Diaries, letters, and photographic materials of the Edwin Wallen Family.	Sandra Summers	Winnipeg
Lambton County Archives	Digitized photos of the building of the Bluewater Bridge Second Span, Military photos and history of Rene Lapointe.	Leona Lapointe	Sarnia
Lambton County Archives	Family history material collected and organized by the previous owners of Nemo Hall. Multiple family histories primarily of Enniskillen, Brooke, and Warwick Townships.	Karen Wood	Watford
Lambton County Archives	Photo of Staff at Inwood General Store, n.d by Hadden's Photo Studio.	Keith Johnston	London
Lambton County Archives	Photographs of Shiloh school, threshing activities, Symington/Syer family, and 50th anniversary event of Krall Park.	Terry Syer	Petrolia
Lambton County Archives	Photos and scrapbook of the Sarnia Lionettes, Oversized Bluewater Bridge photo (single span).	Jane DeMeester	Sarnia
Lambton County Archives	Sarnia and area photographs and histories on Highland games and multiple schools.	Barb Lethbridge	Point Edward

Institution	Council Report Information	Contact	City
Lambton County Archives	Sarnia related military research files and presentation material relating to WWI/WWII, Korean War, Boer War, and Afghanistan War.	Randy Evans	Sarnia
Lambton County Archives	Two graphite portraits. One of John Reynolds Sr. and one of John Reynolds Jr. plus associated biographical information.	Shirley Fraser	Brigden
Lambton County Archives	Two ink drawings of Blackwell United Church by M. Hislop, 1979.	Alix Delvaux	Sarnia
Lambton Heritage Museum	90 marine history reference volumes and one photograph.	Doug House	Point Edward
Lambton Heritage Museum	Cutter manufactured by J. Lowrie of Sarnia, originally purchased and used by Elizabeth (Forbes) Grant of Plympton Township.	Elizabeth Deakin	Barry's Bay
Lambton Heritage Museum	Signature quilt from Ravenswood, 1894.	Judy Henry	Kettle and Stoney Point
Lambton Heritage Museum	Tailgate from trailer used by The Volcanoes to travel and play shows in the late 1960s. It's colourfully painted with the band's logo.	Wayne Dennis	Plympton-Wyoming
Lambton Heritage Museum	Oak table from Lambton County Council Chambers.	County of Lambton	Wyoming
Oil Museum of Canada	Four oil industry-related books.	Terry Innes	Wyoming
Judith & Norman Alix Art Gallery	Jane Proud Hunter, b. 1939 painting Cottage Fare, 2003 watercolour on paper	Jane Hunter	Sarnia

**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:	January 21, 2026
SUBJECT:	Watford Library – Redevelopment Plan

BACKGROUND

In 2023, the Joint Library Facility Review (“JLFR”) study identified the need to address library guidelines for space requirements, general facility standards and accessibility challenges at local library branches. As part of its findings, the JLFR recommended that the County work with the Township of Warwick (the “Township”) with respect to the following at Watford Library (#33):

“Consistent with the Township of Warwick Parks, Recreation, Tourism & Culture Master Plan and Watford Library Building Condition Assessment, engage the Township in the preparation of a redevelopment plan and reinvestment strategy for the Watford Library to address capital repairs, funding and improvements that enhance use of the library. A portion of the basement should be optimized for programming and more efficient storage to support library operations.”

Watford Library is located at 5317 Nauvoo Road in the Township of Warwick. It remains Lambton’s last remaining Carnegie Library that continues to operate as a public library. The library was built with money donated by businessman and philanthropist Andrew Carnegie. A total of 125 Carnegie libraries were built in Canada. It is estimated that only 50 to 60 remain in operation due to the evolving needs of libraries and changing accessibility standards. To preserve its library, the Township of Warwick funded accessibility improvements in 2006 to create a small addition to the original Carnegie Library structure and allow for the installation of a lift / elevator, and the construction of a washroom on the main floor.

In 2018, the Township completed a building condition assessment, identifying a number of needed improvements to the building envelope and mechanical systems. Further, a structural assessment in 2020 identified the need for the Township to plan for substantial

Watford Library – Redevelopment Plan (page 2)

January 21, 2026

repairs to the foundation of the building to address structural damage and water penetration in the lower level.

To reinforce this commitment, the Township approved a Parks, Recreation, Tourism and Culture Master Plan in 2021 with a recommendation (#23) to “*prepare a redevelopment plan to establish a reinvestment strategy for the Watford Carnegie Library to address capital repairs, funding and improvements to enhance library usage.*” Since the adoption of this Plan, the Township has made significant investments in the building, replacing the roof, windows and furnace in recent years to demonstrate its commitment to ensuring that residents continue to have access to library resources and to maintain the Township’s connection with the past.

As a next step, subject to Township Council Capital budget approval, the Township is planning to undertake the necessary foundation repairs in 2026, as well as the replacement of inefficient fluorescent lighting, painted wall paneling and ceiling tiles on the upper floor, and worn and damaged carpet and flooring. This presents the opportunity for the partners to collaborate and undertake a renewal of the library interior that respects the original architectural character and improves functionality of the space.

DISCUSSION

Watford Library currently has approximately 638 library card holders who identify Watford Library as their home library branch. In 2024, Watford Library circulated 12,395 items, booked 337 computer workstation sessions and offered 229 programs with 1,175 people in attendance. During the 2025 annual survey week process required by the Province of Ontario, Watford Library recorded 83 visitors during the week-long period (35 public hours of operation over five days).

County staff has held discussions with the Township staff about how the partners may be able to work collaboratively on the next stage of redevelopment to prepare Watford Library to function as a modern library and serve the community more effectively for decades to come. Once the Township completes necessary work on the foundation of the building in early 2026, the next step in a redevelopment plan would be to address additional accessibility improvements and make interior changes and adjustments to library space to allow for an efficient use of space.

Presently, when evaluating Watford Library against the County of Lambton’s Facility Standards Policy, which is based upon the best practice guidelines developed by the Administrators of Rural and Urban Public Libraries of Ontario (“**ARUPL**”) a number of items require attention. These items are summarized below:

Required Guideline	Status
Required Square Footage	Meets Guideline
Barrier Free Entrance	Meets Guideline
Barrier Free Washroom	Does not meet Guideline*
Accessible Service Desk	Does not meet Guideline

Required Guideline	Status
Collection Size	Does not meet Guideline
Maker Space Availability	Does not meet Guideline
Program Room Availability and Size	Meets Guideline
Meeting Room Availability and Size	Meets Guideline
Study Room Availability and Size	Meets Guideline
Number of Public Seating	Meets Guideline
Number of Public Workstations	Does not meet Guideline

* Requires review to meet current accessibility requirements (ie. push button and door operator to be fully accessible).

In an effort to continue to implement the recommendations of the JLFR, and to modernize the library to ensure its suitability for the delivery of a modern library service for the future, the following changes are proposed at Watford Library (as outlined in the attached floor plans) to form the basis of a redevelopment plan:

- Support the Township with its plans to undertake repairs to the building foundation, including renovation of two existing storage spaces on the lower level to improve storage to support library operations.
- Request the Township continue in its plans to pursue improvements to interior finishes, including the removal of wall panels and tiles on ceilings, painting, new / refinished flooring and replacement of light fixtures to complement the heritage of the building.
- County to install a new, accessible service desk in a relocated area which will improve sightlines for customer service, accessibility, and will create an open space that will allow for mobile shelving to create an increased collection, and flexible program space.
- County to install a new change table in the public washroom and relocate the existing electrical panel to the adjacent mechanical storage room.
- County to install new shelving for library materials to enhance the collection size and purchase required furnishings and equipment.
- County to improve the lower level community program space and adjacent private meeting room to make them suitable for their intended use.
- County to address exposed IT cabling infrastructure and relocate the server cabinet.
- County to install video surveillance equipment throughout the interior and exterior of the building to enhance visibility / sightlines so that the lower level can be fully utilized.

Watford Library – Redevelopment Plan (page 4)

January 21, 2026

- County to add electrical and data outlets to accommodate the new layout and to meet the needs of visiting library patrons and the use of devices.
- County to work with the Township to ensure the history of the local Carnegie Library is celebrated within the facility.

FINANCIAL IMPLICATIONS

The Township has set aside \$25,000 in its draft 2026 capital budget to address the ceiling tile and lighting in the upper level of the library and \$10,000 to address interior improvements, that would be bundled with \$10,000 previously budgeted in 2025 for interior improvements. Interior improvements may include the elimination of the tiles on the walls, and the refinishing of the floor or the replacement of damaged flooring. The Township is also in the process of awarding a tender to address the required repairs needed for the interior foundation of the building, which was initially estimated at \$100,000 to \$200,000.

In 2024, the County contributed \$10,000 from Social Services Division funding to install blinds and purchase some furnishings which would make the lower level more suitable for use as a meeting space for people seeking employment or social services. The County's draft 2026 capital budget contains a request for \$100,000 toward project improvements recommended from the Joint Libraries Facility Review, as noted above. There is also the potential of an additional \$65,000 in funding for these improvements from the Social Services Division, to enhance its employment and income support outreach activities at the library as well as early literacy initiatives.

CONSULTATIONS

A number of people were consulted in the creation of this report including the Parks and Recreation Manager for the Township, the Libraries Department's Facilities Supervisor and Library Operations Supervisor, and the Deputy CAO / General Manager, Cultural Services.

STRATEGIC PLAN

The evaluation of library service delivery within the Township aligns with the County'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."

Further, the objective of the proposed redevelopment plan is a recommendation of the JLFR, a key component of the County's Cultural Services Division Strategic Plan. This plan calls for the library to deliver great experiences, develop partnerships that increase participation in culture, maximize the value of our spaces and manage resources

Watford Library – Redevelopment Plan (page 5)

January 21, 2026

efficiently and effectively. A renovation to improve the community's library also supports the County's principles and values of a healthy community and a shared community of interest.

CONCLUSION

In an effort to continue to advance the recommendations of the County's Joint Library Facilities Review and the Township's Parks, Recreation, Tourism and Culture Master Plan, and in an effort to equip Lambton's library system to deliver its service in an accessible and suitable environment, it is important to plan for the preservation and redevelopment of this important heritage asset in the Township. The redevelopment would require coordination between both parties and alignment with each municipality's annual budget and this positive partnership and collaboration between the Township and the County will result in an improvement to a heritage asset and cultural service that is important to the residents of Warwick Township. By both the Township and the County collaborating on the redevelopment, a more complete redevelopment of the building can occur which will benefit residents and library patrons for years to come.

RECOMMENDATION

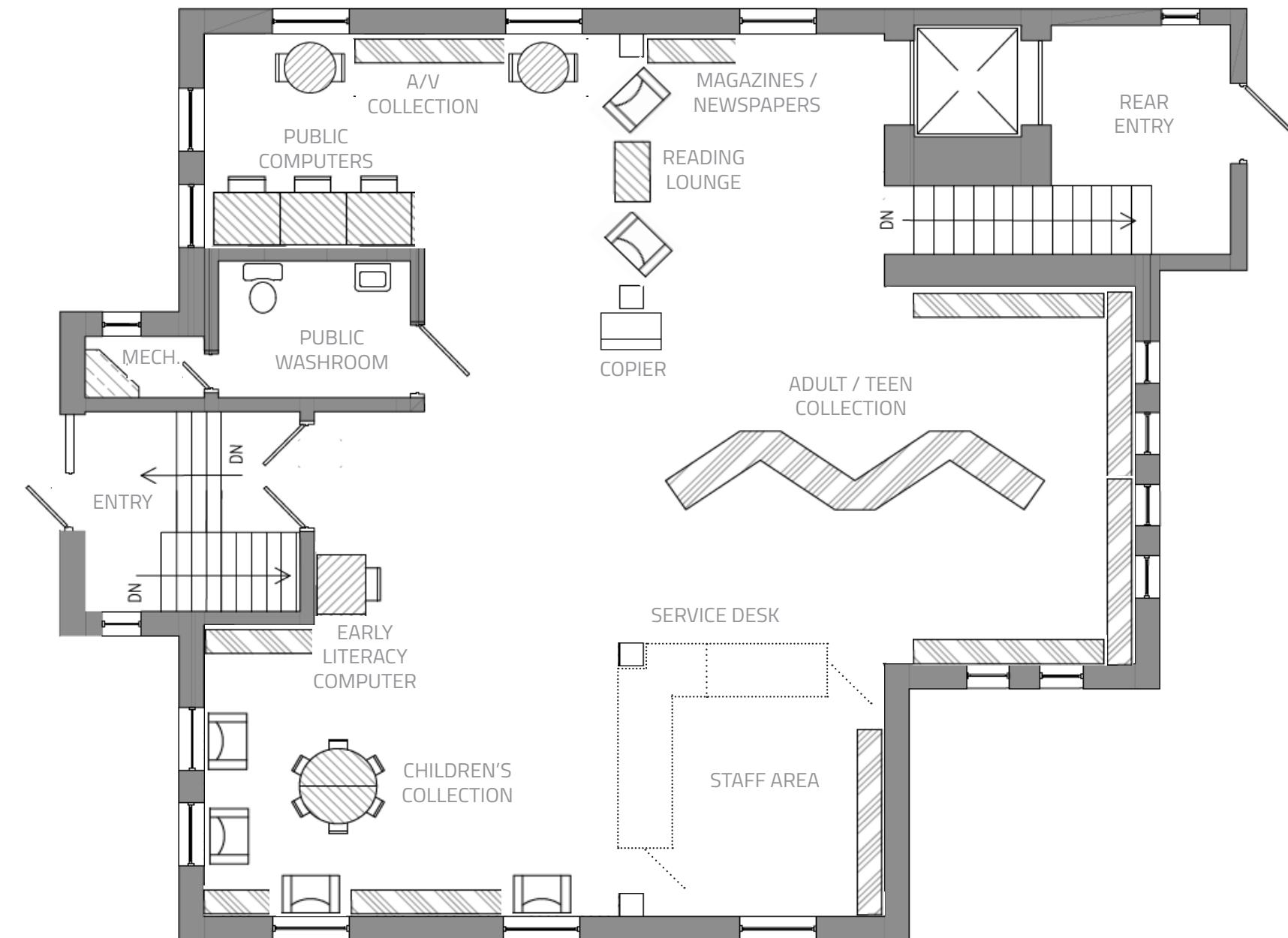
That if the Township of Warwick consents to the redevelopment plan including the renovation and repair work that falls within its area of responsibility, such as the foundation, ceiling, walls, flooring and lighting, that the County proceed in redeveloping both levels of the library within its areas of responsibility, including the service desk, shelving, furnishings and general improvements to the space to ensure the library's offerings better align with policy and best practice guidelines, and enhance the use of the library.



WATFORD LIBRARY - PROPOSED RENOVATION PLAN

5317 Nauvoo Rd, Watford, ON

UPPER LEVEL



NOTES

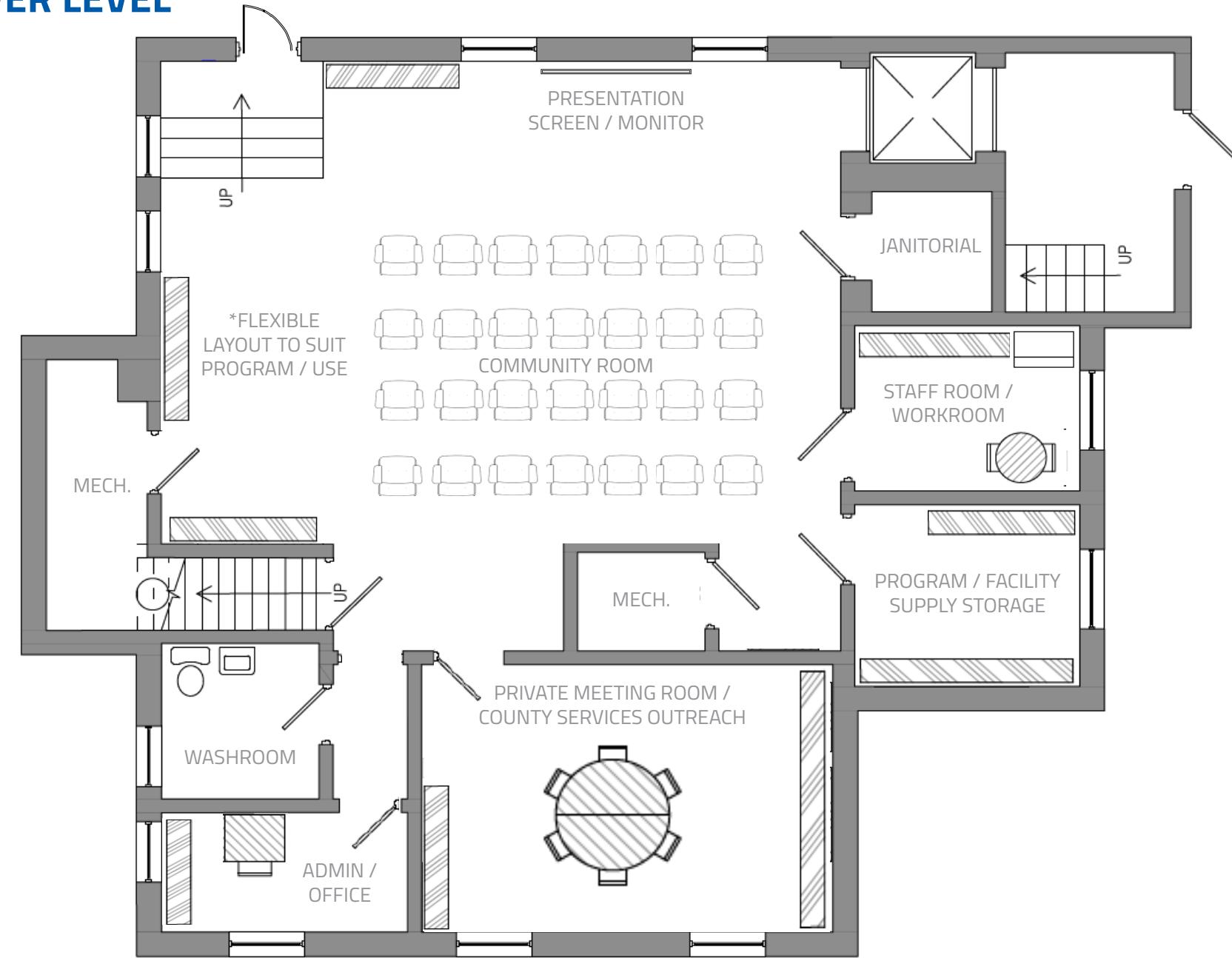
- WORK WITH TOWNSHIP TO PURSUE IMPROVEMENTS TO INTERIOR FINISHES, INCLUDING CEILING TREATMENT, WALL REPAIRS, PAINTING, CARPETING, LIGHTING, ETC. IN A MANNER THAT PRESERVES AND COMPLEMENTS THE HERITAGE OF THE BUILDING
- INSTALL NEW ACCESSIBLE SERVICE DESK UNDER EXISTING COLUMNS IN NORTH-WEST CORNER
- INSTALL NEW CHANGE TABLE IN PUBLIC WASHROOM / RELOCATE EXISTING ELECTRICAL PANEL TO ADJACENT MECHANICAL STORAGE
- INSTALL NEW BOOK SHELVING, FURNISHINGS AND EQUIPMENT FOR SECOND FLOOR OF LIBRARY
- ADDRESS EXPOSED IT CABLING INFRASTRUCTURE AND SERVER CABINET (RELOCATE)
- INSTALL VIDEO SURVEILLANCE THROUGHOUT INTERIOR AND EXTERIOR OF FACILITY TO ENHANCE VISIBILITY / SIGHTLINES FOR STAFF AND IMPROVE SAFETY AND SECURITY
- ADD ELECTRICAL/DATA OUTLETS TO SUIT NEW LAYOUT
- ESTABLISH LOCATION FOR INTERPRETATION OF THE HISTORY OF THE CARNEGIE LIBRARY



WATFORD LIBRARY - PROPOSED RENOVATION PLAN

5317 Nauvoo Rd, Watford, ON

LOWER LEVEL



NOTES

- WORK WITH TOWNSHIP TO PURSUE IMPROVEMENTS TO INTERIOR FINISHES, INCLUDING CEILING TREATMENT, WALL REPAIRS, PAINTING, CARPETING, LIGHTING, ETC. IN A MANNER THAT PRESERVES AND COMPLEMENTS THE HERITAGE OF THE BUILDING
- CREATE EFFICIENT STORAGE TO SUPPORT LIBRARY OPERATIONS. REMOVE ALL STORAGE FROM MECHANICAL AREAS. RELOCATE GENERAL FACILITY EQUIPMENT AND MATERIALS TO APPROPRIATE STORAGE AREAS WHEN AVAILABLE
- CHANGE CURRENT SWING OF EXIT DOOR TO SWING OUTWARD TO STREET AS AN EMERGENCY EGRESS (HEALTH AND SAFETY CONCERN)
- REMOVE EXISTING LAUNDRY TUB AND CABINETRY IN COMMUNITY ROOM TO CREATE MORE OPEN SPACE
- INSTALL PROPER DOOR ON PRIVATE MEETING ROOM, PAINT AND IMPROVE GENERAL PRESENTATION OF ROOMS AND ADDRESS OPEN HOLES IN WALLS FROM FORMER HVAC SYSTEM TO ENSURE SPACE IS SUITABLE FOR USE
- ADD ELECTRICAL/DATA OUTLETS TO SUIT NEW LAYOUT
- INSTALL VIDEO SURVEILLANCE EQUIPMENT TO ENHANCE SECURITY AND SUPPORT MONITORING BY STAFF

**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:	January 21, 2026
INFORMATION ITEM:	Long-Term Care Occupancy – January to December 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 December of 2025 compared to the same period in

Long-Term Care Occupancy – January to December 2025 (page 2)

January 21, 2026

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.

Long-Term Care Occupancy – January to December 2025 (page 3)

January 21, 2026

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.

COUNTY OF LAMBTON - LONG TERM CARE DIVISION
2025 OCCUPANCY REPORT

Period: Jan to Dec						
YTD Days = 365	Lambton Meadowview Villa		Marshall Gowland Manor		North Lambton Lodge	
Approved Beds	125		127		89	
Total Occupancy (Based on Beds)	2025 # %	2024 # %	2025 # %	2024 # %	2025 # %	2024 # %
Long Term Care	123 99%	122 98%	126 99%	125 98%	88 99%	88 99%
Year-to-Date						
Total Available Elder Days	45,625	45,750	46,355	46,482	32,485	32,574
*Ministry Funding Target (97%)	44,256	44,378	44,964	45,088	31,510	31,597
Actual YTD	44,984 98.6%	44,828 98.0%	45,821 98.8%	45,698 98.3%	32,071 98.7%	32,143 98.7%
Bed Breakdown						
Private Beds	57 46%	59 49%	47 38%	48 38%	33 38%	33 38%
Semi-Private Beds	11 9%	12 10%	24 19%	25 20%	17 20%	18 20%
Ward Beds	55 45%	51 42%	54 43%	52 41%	37 42%	37 42%

*Based on Long Term Care beds

Item# 9.4**The United Counties of Leeds and Grenville**

CS 02-04-26

Resolution No. CC- 179 - 2025**Date:** December 18, 2025

Moved by

Tony Deschamps

Seconded by

Nancy Peckford

WHEREAS on May 1, 2025, Bill 9, Municipal Accountability Act, 2025, re-introduced legislation originally proposed under Bill 241; and

WHEREAS Bill 9, if passed, would enable the creation of a new, standardized municipal code of conduct, an integrity commissioner inquiry process that would be consistent throughout the province and mandatory code of conduct training for members of council and certain local boards; and

WHEREAS Bill 9, Municipal Accountability Act, 2025, was ordered for a third reading on October 20, 2025; and

WHEREAS the Council of the Corporation of the United Counties of Leeds and Grenville deems it advisable for Bill 9 to be passed promptly.

NOW THEREFORE BE IT RESOLVED THAT the Council of the Corporation of the United Counties of Leeds and Grenville calls for Bill 9 to proceed to its third reading forthwith; and

THAT a copy of this resolution be forwarded to The Honourable Doug Ford, Premier of Ontario, The Honourable Rob Flack, Minister of Municipal Affairs and Housing, The Honourable Steve Clark, MPP, the Association of Municipalities of Ontario (AMO), and all Ontario municipalities.

Carried Defeated Deferred A handwritten signature in blue ink, appearing to read "Smith-Gatcke".
Corinna Smith-Gatcke, Warden

**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:	January 21, 2026
SUBJECT:	2026 Services and Fees Schedule

BACKGROUND

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

DISCUSSION

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

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

The County's services fees and charges schedule for 2025 was adopted by County Council on February 5, 2025, pursuant to By-Law No. 4 of 2025.

Attached as Schedule "A" is the County's updated services fees and charges schedule for 2026, for County Council's review and approval. The proposed additions are identified in red font, while the proposed deletions are identified with strikethroughs. This revised services fees and charges schedule is proposed to be implemented effective February 4, 2026.

2026 Services and Fees Schedule (page 2)

January 21, 2026

FINANCIAL IMPLICATIONS

Implementation of the proposed services fees and charges schedule for 2026 will allow the County to recoup the costs it incurs in providing the identified services.

CONSULTATIONS

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

STRATEGIC PLAN

Not applicable.

CONCLUSION

Not applicable.

RECOMMENDATIONS

- (a) That the revised services fees and charges schedule set out in Schedule "A" attached hereto be approved and implemented effective February 4, 2026.**
- (b) That an appropriate By-Law be presented to County Council to implement the revised services fees and charges.**

Services & Fees Schedule 2026



Sarnia Library Theatre





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

CORPORATE SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Human Resources			
File Reproduction and/or File Search	Per Hour	\$30.00	
	Per Page	\$0.50	
Professional Services	Per Hour	\$95.00	
<i>(Provided pursuant to local tier municipalities and related organizations services agreement.)</i>			
Information Technology			
Orthophotography Data			
Colour Orthophotography Tiles—1 km x 1km geotiffs	Per Tile	\$50.00	
Administration Fee (if requesting 5 tiles or less)	Per Request	\$50.00	
Digital Media Charge	Per Request	\$2.00	
Shipping & Handling	(if required)		
Parcel Fabric			
Administration Fee	Per Parcel	\$0.30	
Media Charge	Per Request	\$50.00	
Shipping & Handling	Per Request	\$2.00	
(if required)			
IT Support Related Services	Per Hour + Expenses (full cost recovery)	\$95.00	
Legal Services/Clerk's			
Prosecutorial Services of Municipal By-Laws	Per Hour	\$95.00	
Professional Legal Services	Per Hour (provided pursuant to service agreement)	\$150.00	
Freedom of Information (FOI) Requests	Fee as Per Provincial Legislation	\$5.00	
FOI Photocopies and Printouts	Per Page	\$0.20	
FOI CD-ROMs	Per Disc	\$10.00	
FOI Manual Record Searches	For each 15 minutes spent by any person	\$7.50	
FOI Record Preparation/Severance	For each 15 minutes spent by any person	\$7.50	
FOI Record Production (Machine-Readable Only)	For each 15 minutes spent by any person	\$15.00	

CORPORATE SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Court Services Department			
Access Card Replacement	Each	\$30.00	
Tax Rolling of Fine/Civil Enforcement Fee/Delinquent Fine Collection	Each	\$30.00	
NSF Fees*	Per cheque	\$30.00	
Credit Card Chargeback Fee	Each	\$15.00	
<p style="text-align: center;"><i>*Unless otherwise noted, all cheques returned to The Corporation of the County of Lambton (to all Divisions and Departments) on account of insufficient funds shall be subject to an NSF charge of \$30.00.</i></p>			
Digital Records on CD			
Single Day Recording	Per Case	\$22.00	
Multiple Day Recordings	Per Case (1st Day) Each Additional Day (Same Case)	\$22.00 \$10.50	
Transcript Fees – Paper Format			
Transcription of First Copy	Per Page for a Certified Original	\$7.10	
Expedite (Within 5 Business Days)	Per Page for a Certified Original	\$9.60	
Daily (Within 24 Hours)	Per Page for a Certified Original	\$12.55	
<p style="text-align: center;"><i>Electronic copy provided at no extra charge if requested at the same time as the hardcopy original</i></p>			
Reproduction - Electronic	Per Transcript, subsequent to the original	\$25.00	
Reproduction - Paper	Per Page for a Certified Original, subsequent to the original	\$0.80	
Minimum Fee	Per Transcript	\$25.00	
Transcript Fees – Electronic Format			
Transcription of First Copy	Per Page for a Certified Original	\$6.30	
Expedite (Within 5 Business Days)	Per Page for a Certified Original	\$8.80	
Daily (Within 24 Hours)	Per Page for a Certified Original	\$11.75	
Reproduction - Electronic	Per Transcript, subsequent to the original	\$25.00	
Reproduction - Electronic	Per Transcript, at the same time as the original		No Charge

CORPORATE SERVICES	Detail	Proposed	Approved
		Fees 2026	Fees 2025
Collection Fees on Delinquent, Defaulted and/or Unpaid Fine(s) As per Schedule "A" of By-Law 21 of 2011 (amended by By-Law 31 of 2024)			
	CONSUMER 1st Placement	COMMERCIAL 1st Placement	CONSUMER 2nd Placement
Name:	CONSUMER 1st Placement	COMMERCIAL 1st Placement	COMMERCIAL 2nd Placement
Credit Bureau Services Canada (a division of St. Catharines Credit Corporation Limited)	11.15%	11.15%	16.50%
CBV Collection Services Ltd.	13.85%	14.05%	19.75%
A-1 Credit Recovery & Collection Services Inc.	12.17%	12.17%	19.46%
Commercial Credit Adjusters Ltd.	13.00%	10.00%	20.00%
Partners in Credit Inc	11.50%	10.00%	18.00%
			CONSUMER 3rd Placement
			COMMERCIAL 3rd Placement
			25.50%
			35.00%
			38.94%
			28.00%
			24.00%

CULTURAL SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Lambton Heritage Museum & Oil Museum of Canada			
Admission			
Adults	Per Person, Includes HST	\$5.00	
Seniors & Students	Per Person, Includes HST	\$4.00	
Children	Per Person, Includes HST	\$3.00	
Family	Per Family, Includes HST	\$15.00	
Organized Tour through Company or Guide - 10% discount			
Memberships			
Individual	Per Year, Includes HST	\$20.00	
Family	Per Year, Includes HST	\$30.00	
Employees of the County of Lambton	Per Year, Includes HST	\$15.00	
Copy Fees			
Photocopies (Black & White)	Per Copy, Includes HST	\$0.50	
Photocopies (Colour)	Per Copy, Includes HST	\$0.75	
Digital Copies	Per Image, Includes HST	\$5.00	
Publication Fee for Image Use			
For Profit	Per Image	\$200.00	
Not For Profit	Per Image	\$10.00	
Education Programs			
School Program, on-site	Admission Fee Per Child, Includes HST		Admission & Cost Recovery*
General Public, on site	Per Participant, Includes HST		Admission & Cost Recovery*
Cancellation Fee, Education Programs	Per Booking		50% of Cost
Chaperone Fee	Per Chaperone		\$30.00

CULTURAL SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Education Outreach			
In-Person Outreach	Within Lambton County (no HST on School Materials)	Cost Recovery	
Travelling Trunk		\$15.00	
Rentals - Lambton Heritage Museum - During Regular Business Hours			
Cameron Church	Per Event	\$250.00	
Lambton Gallery	Per Event	\$250.00	
Meeting Room	Per Event	\$40.00	
Kitchen	Per Event	\$40.00	
Multi-use Space (half)	Per Event	\$100.00	
Multi-use Space (full)	Per Event	\$250.00	
Picnic Shelter	Per Event	\$40.00	
After Hours Staff Facilitation Fee	Per Staff Member, per hour	\$45.00	
In House Refreshments		Cost Recovery	
Photo Shoot Fee	Per Sitting	\$100.00	
Rentals - Oil Museum of Canada - During Regular Business Hours			
Theatre	Per Event	\$40.00	
Pavillion Rental	Per Event	\$40.00	
Meeting Room	Per Event	\$40.00	
After Hours Staff Facilitation Fee	Per Staff Member, per hour	Cost Recovery	
In House Refreshments		Cost Recovery	
Photo Shoot Fee	Per Sitting	\$100.00	
Lambton Heritage Museum Craft Sale Booth Fees			
Outdoor Space	Per Event	\$175.00	
Indoor Space	Per Event	\$225.00	
Table Rental Fee	Per Table	\$10.00	
Hydro Access Fees	Per Booth	\$10.00	
NSF Fee	Per Cheque	\$30.00	

CULTURAL SERVICES		Detail	Proposed Fees 2026	Approved Fees 2025
Lambton County Archives				
Memberships				
Individual		Per Year		\$25.00
Family		Per Year		\$40.00
Group/Society		Per Year, plus \$5.00 per member		\$25.00
Employees of the County of Lambton		Per Year		\$15.00
Member Fees				
Photocopies (Black & White)		Per Copy, Includes HST		\$0.15
Photocopies (Colour)		Per Copy, Includes HST		\$0.25
Microfilm Paper Copies		Per Copy, Includes HST		\$0.25
Microfilm Digital Copies		Per Copy, Includes HST		\$0.15
Research		First Hour Free		\$0.00
		Additional Hours, Per Hour		\$20.00
Digital Copies		Per Image		\$5.00
Obituary Look Up		Per Lookup		\$5.00
Land Instrument Lookup		Per Lookup		\$5.00
Non-Member Fees				
Admission		Per Day, Includes HST		\$5.00
Photocopies (Black & White)		Per Copy, Includes HST		\$0.50
Photocopies (Colour)		Per Copy, Includes HST		\$0.75
Microfilm Paper Copies (Self-Serve)		Per Copy, Includes HST		\$0.50
Microfilm Digital Copies		Per Copy, Includes HST		\$0.25
Research		Per Hour		\$20.00
Photo Scans		Per Image		\$5.00
Obituary Look Up		Per Lookup		\$5.00
Land Instrument Lookup		Per Lookup		\$5.00
Publication Fee for Image Use				
For Profit		Per Image		\$200.00
Not For Profit		Per Image		\$10.00
Miscellaneous Fees				
NSF Fee		Per Cheque		\$30.00
USB Purchase		Each		\$7.00

CULTURAL SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Judith & Norman Alix Art Gallery (JNAAG)			
Memberships			
Individual	One Year	\$20.00	
	Two Years	\$35.00	
Seniors/Students	One Year	\$15.00	
	Two Years	\$25.00	
Couple	One Year	\$25.00	
	Two Years	\$45.00	
Family	One Year	\$30.00	
	Two Years	\$55.00	
Employees of the County of Lambton	One Year	\$15.00	
	Two Years	\$25.00	
Enhanced Level Membership			
AJ Casson	Tax Excluded	\$100.00	
Emily Carr	Tax Excluded	\$250.00	
Tom Thomson	Tax Excluded	\$500.00	
Contributors Circle	Tax Excluded	\$1,000.00	
Educational Tour Groups			
School Group	On Site, Per Participant	Cost Recovery	
General Public	On Site, Per Participant	Cost Recovery	
Cancellation Fee, Education Programs	Per Booking	50% of Cost	
Chaperone Fee	Per Chaperone	\$30.00	
Education Outreach			
In-Person Outreach	Within Lambton County	Cost Recovery	

CULTURAL SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Rentals Regular Business Hours			
Norm Gurd Room	Per Event	\$250.00	
Lecture Theatre	Per Event	\$250.00	
After Hours Staff Facilitation Fee	Per Staff	\$45.00	
In House Refreshments	Per Event		Cost Recovery
Photo Shoot	Per Sitting + Applicable Artist Fees	\$100.00	
Adult Art Classes	Each		Cost Recovery
Image Reproduction Fee	Each	\$175.00	
Administration Fee - Art Loans Other Galleries	Each	\$150.00	
Lambton County Library			
Room Rental			
Sarnia Library Theatre Rental	Per Hour	\$20.00	
Piano Practice Rental Rate	Per Hour	\$10.00	
Sarnia Library Meeting Room - East Room	Per Hour	\$10.00	
Sarnia Library Meeting Room - West Room	Per Hour	\$10.00	
Other Fees			
After Hours Staff Facilitation Fee	Per Hour	\$45.00	
Technician Fee	Per Hour	\$45.00	
Facility Damage and/or Cleaning Fee	Based on Actual Repair/Service Costs		
Laundry Fee	Each, Plus HST		\$8.00
Piano Tuning Fee	Billed on Actual Tuning Costs		
Promotional Materials			
Library Bags	Each	\$6.00	
Mugs	Each	\$10.00	
Other Products & Services			
Replacement/Duplicate Library Card	Each	\$2.00	
Non-Resident Library Card	Bi-annually	\$50.00	
Thumb Drives	Each	\$5.00	
Ear Buds	Per Pair	\$2.00	

CULTURAL SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Other Products & Services (continued)			
Exam Proctoring Service	Per Exam		\$100.00
Copying (Copier/Computer) - Black & White	Per Sheet		\$0.25
Copying (Copier/Computer) - Colour	Per Sheet		\$0.25
Copying (from Microfilm)	Per Sheet		\$0.25
Interlibrary Loan Fine or Fee	Based on Lending Library's Requirements		
Interlibrary Loan Non-Pickup Fee	Per Item		\$10.00
Program/Activities Fee	Based on Cost Recovery Plus Disbursement		
Processing Charge (For Material Repairs)	Each		\$5.00
NSF Fee	Per Cheque		\$30.00
Collection Agency Referral Fee	Per Referral		\$25.00
Makerspace			
3D Printing	\$1.00 plus \$0.25 per gram		\$1.00
Book Binding	Per Book		\$1.00
Button Maker	Per Button		\$0.25
Photo Printing	Per Print		\$1.00
CDs and DVDs	Each		\$1.00
Lost or Damaged Materials			
Adult Book (Incl. Hardcover, Trade Paper Soft Cover & Graphic Novels)	Each		\$40.00
Young Adult (YA) Book (Incl. YA Graphic Novels)	Each		\$25.00
Children's Book	Each		\$12.00
Mass-Market Paperback Book	Each		\$10.00
VOX Book	Each		\$50.00
Wonderbook	Each		\$50.00
Audio Book	Each		\$50.00
Chromebook	Each		\$300.00
CD/DVD/Blu-Ray Disc	Each		\$30.00
Magazine/Periodical	Each		\$10.00
Playaways/Theme Kits/Launch Pads	Each		\$100.00

CULTURAL SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Lost or Damaged Materials (continued)			
Book Club Kits	Per Kit	\$300.00	
For Each Single Missing Book	Per Book	\$40.00	
Video Games	Each	\$60.00	
E-Readers/Tablets	Each, varying from \$100-\$300		Cost Recovery
Snowshoes	Per Set	\$100.00	
Ontario Parks Day-Use Lending Permit	Each	\$120.00	
GPS Units	Each	\$100.00	
Daisy Readers	Each	\$455.00	
Walking Poles	Per Set	\$40.00	
Walking Pole Accessories (Rubber Tips and Baskets)	Per Set	\$10.00	
Binoculars	Per Set	\$100.00	
Fishing Kit	Per Kit	\$60.00	
Fishing Rod	Per Rod	\$40.00	
Tackle Box	Per Box	\$20.00	
Tool Kit	Per Kit	\$200.00	
Individual Tools	Per Tool	\$20.00	
Sports Kit	Per Kit	\$100.00	
Telescope Kit	Per Kit	\$200.00	
Telescope	Each	\$150.00	
Individual Telescope Parts	Each	\$20.00	
Projector	Each	\$500.00	
Cord / Block	Per Kit	\$10.00	
Radon Kit	Per Kit	\$200.00	
WIFI Hotspot		\$175.00	
Yoto Player		\$150.00	
Yoto Audio Card	Per Card	\$15.00	
Memory Care Kit	Per Kit	\$100.00	
Single Items from Memory Care Kits	Each	\$12.00	
Lost or Damaged Materials (continued)			
Nintendo Switch 2 Kit	Per Kit	\$800.00	\$500.00
Joy Cons	Each	\$100.00	
Ukelele Kit	Each Kit	\$200.00	
Ukelele	Each	\$150.00	
Auto Tuner	Each	\$20.00	

FINANCE, FACILITIES & ACQUISITIONS	Detail	Proposed Fees 2026	Approved Fees 2025
Procurement & Project Management			
Electric Vehicle Charging			
Electric Vehicle Charging Stations	Per Hour	\$1.91	
County Administration Building Station*	Per Hour (flat rate)	\$2.00	
<i>* A charge of \$1.91 per hour (billed by the second) at all charging stations except that located at the County Administration Building in Wyoming, where a flat rate charge of \$2.00 per hour applies.</i>			
Lambton Shared Services Centre Room Rentals			
Computer Lab	Per Day	\$215.00	
	Per Hour	\$77.00	
Meeting Room (Small)	Per Day	\$115.00	
	Per Hour	\$21.00	
Meeting Room (Large)	Per Day	\$165.00	
	Per Hour	\$36.00	
Boardroom	Per Day	\$115.00	
	Per Hour	\$21.00	
After Hours Additional Fee	Per Hour	\$75.00	

INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Development Services Department			
Building Inspection and By-Law Enforcement			
Lambton County Member Municipalities	Chargable Rate Per hour, plus mileage rate*	\$70.00	
Municipalities Outside Lambton County	Chargable Rate Per hour, plus mileage rate*	\$90.00	
	Plus Stand-by Fee, per week	\$500.00	
Special and Extra Inspections	Chargable Rate Per hour, plus mileage rate*		
Due to faulty or defective work, or because of the work not being ready for inspection. This rate is applicable for each inspection after the second scheduled inspection. Rate is applicable for the administration and the enforcement of all building, septic, plumbing, and By-Law matters.			
*Chargeable rates in effect are subject to change at any time upon Council adopting a By-Law approving new rates. Rates are generally reviewed and revised in July of each year. Mileage rate as set by County Council, as amended from time to time.			
Permits for Private Sewage Systems under <i>Ontario Building Code 2006 Part 8:</i>			
Class 2: Leaching Pit System		\$150.00	
Class 3: Cesspool System		\$150.00	
Class 4: Leaching Bed System (Entire System)		\$500.00	
Septic Tank Replacement Only		\$250.00	
Leaching Bed Replacement Only		\$250.00	
Class 5: A Holding Tank System		\$500.00	
Septic Administration			
File Searches	Each	\$100.00	
	24 Hours or Less Rush Fee	\$25.00	
Sewage System Assessment	Each (To evaluate proposals to re-use existing septic systems in connection with new connection)	\$100.00	
Septic Reviews for Applications Made Under the <i>Land Use Planning & Protection Act:</i>			
Severances	Per Lot	\$100.00	
Subdivisions and Multi-lot Severances	More than three	\$400.00	
Minor Variances	Per Application	\$100.00	
Official Plan Amendments & Rezoning	Per Application	\$100.00	

INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Plumbing Permit			
Basic Fee	Each	\$70.00	
Number of Dwelling Units	Each	\$35.00	
Fixtures	Each	\$8.00	
Soil vent stacks	Each	\$35.00	
Catch Basins	Each	\$19.00	
R.W.L.	Each	\$7.00	
Sanitary Lateral	Each	\$35.00	
Rate in excess of 90 metres	Per linear metre	\$1.50	
Storm Lateral	Each	\$35.00	
Rate in excess of 90 metres	Per linear metre	\$1.50	
Water lines	Each	\$35.00	
Rate in excess of 90 metres	Per linear metre	\$1.50	
Fire Service Main	Per metre	\$1.50	
Oil Interceptor	Each	\$35.00	
Backflow Preventor	Each	\$35.00	

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

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

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

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

INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Official Plan			
Official Plan Amendment	County	\$4,000.00	
	Local Municipality Official Plan	\$700.00	
<i>(For greater clarity, any and all costs associated with peer review and/or consulting reports required by the County of Lambton in relation to the subject matter of an official plan amendment application processed pursuant to s. 22 of the Planning Act, R.S.O. 1990, c. P.13 shall be the sole and exclusive responsibility of the applicant.)</i>			
Zoning			
Zoning By-Law Amendment	Each	\$525.00	
Zoning Compliance Letter (With or Without Survey)	Each	\$100.00	
	24 hours or less Rush Fee	\$25.00	
Woodland			
Application for Exemption to Clear Woodlands	Per Application	\$1,250.00	
Extension for Approved Exemption Permit	Per Extension	\$175.00	
Notice of Intents/Goods Forestry Practice Cuts	Per Notice	\$75.00	
Exemptions and Changes			
Application for Minor Exemption Requests (Under Section 3)	Per Application	\$275.00	
Changes to a Provisional Consent and Reactivation of a Lapsed Plan of Subdivision	Per Application	\$250.00	
Plan of Subdivision/Condominium			
Plan of Subdivision/Condominium Application	0-20 lots	\$3,500.00	
	21-50 lots	\$4,500.00	
	50 + lots	\$6,500.00	
Plan of Condominium Conversion Applications	Per Application	\$2,000.00	
Exemption request for Condominium/ Condominium Conversion	Per Application	\$750.00	
Plan of Subdivision Part Lot Control	Per Application	\$750.00	

INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Plan of Subdivision/Condominium (continued)			
Plan of Subdivision/Condominium Extension to	Per Application		\$250.00
Draft Plan Approval			
Plan of Subdivision/Condominium Re-Submission	Per Re-Submission		50% of Application Fee
of Lapsed Draft Plan Approval			
Peer Review Study			
Where a planning application for either the County or a lower-tier municipality receiving planning services from the County, requires a peer review of a study, the cost of that peer review will be borne by the applicant.			Cost Recovery
Signs			
Road Sign - 8" x 28"	Each		\$39.25
Street Sign - 6" x 22"	Each		\$25.25
Street Sign - 6" x 16"	Each		\$21.25
9-1-1 Sign - 5" x 13"	Each		\$16.50
9-1-1 Sign - 5" x 15"	Each		\$18.50
Sign Post	Each		\$15.00
Public Works Department			
Services			
Pipeline Crossings (Private)	See Schedule "A" By-Law 13 of 2008		
Tipping Fees	Per Metric Tonne		\$50.00
	Per Cubic Yard		\$18.00
Tires (Passenger Car, Pickup)	Per Tire (Rim Off)		\$2.50
	Per Tire (Rim On)		\$5.00
Sign Permit	Each		\$100.00
Entrance Permit	Each		\$25.00
Damages to Public Property Caused During Collision	Actual Cost		Cost Recovery

INFRASTRUCTURE & DEVELOPMENT SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Moving Permits			
Oversize loads under 3.75 meters wide	Each	\$75.00	
Oversize loads over 3.75 meters wide	Each	\$300.00	
Overweight loads under 3.75 meters wide	Each	\$150.00	
Overweight loads over 3.75 meters wide	Each	\$750.00	
Annual Oversize Loads	Annual Fee Plus Each Additional Permit to the Same Company	\$400.00 \$40.00	

LONG-TERM CARE	Detail	Proposed Fees 2026	Approved Fees 2025
Room Rentals - All Homes			
Small Meeting Room & Staff Training Room	Per Rental		\$25.00
Auditorium, Basement Library & Education Room	Per Rental		\$50.00
Funeral Homes (Auditorium, Chapel, Lobby, Labour)	Per Funeral		\$150.00
Kitchen Off Auditorium/Dishes and Clean Up	Per Rental		\$25.00
Tablecloth Rental	Per Unit		\$2.00
Meals on Wheels			
Packaged Complete Meal	Each	\$10.00	\$9.50
Packaged Entree	Each	\$8.00	\$7.50
Packaged Soup/Salad/Dessert	Each		\$2.00
Staff Meal	Per Soup		\$2.00
	Per Entree		\$4.00
Volunteer Meal	Each		\$4.00
Visitor Meal (With Resident)	Each	\$9.50	\$9.00
Sunday Supper & Holidays (Easter, Thanksgiving, Christmas, Mother's Day, etc.)	Each		\$12.00
<i>Special Occasions (by invitation) may vary. For groups of 3 or more, please contact the Nutrition Supervisor for meal pricing.</i>			
Meetings/Conferences			
Morning Meeting	Per Person		\$6.50
<i>Muffin/Pastry, Fruit or Cheese, Juices, Water, Coffee & Tea</i>			
Luncheon	Per Person		\$8.50
<i>Entrée Beverage, Dessert, Coffee & Tea</i>			
Afternoon Meeting	Per Person		\$6.50
<i>Squares/Cookies, Fruit, or Cheese & Crackers & Fruit, and Beverages</i>			
Full Day - Morning, Lunch, Afternoon	Per Person		\$16.00
Diners Club	Per Meal	\$15.00	\$12.00

OFFICE OF THE CAO	Detail	Proposed Fees 2026	Approved Fees 2025
Souvenirs			
Lapel Pins (Crest)	Each	\$0.38	
Lapel Pins (Logo)	Each	\$0.33	
County of Lambton Flag	Each	\$52.41	

PUBLIC HEALTH SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Emergency Medical Services Department			
Special Events Coverage (Agreements)	Four Hour Minimum		
One (1) Ambulance, Two (2) Paramedics	Per Hour	\$180.00	
One (1) Supervisor	Per Hour	\$95.00	
Provision of Ambulance Call Report Record with Signed Authorization	Each	\$150.00	
Lambton Public Health			
Property File Search	Each	\$80.00	
Other: File Reproduction and/or Search	Per Hour	\$30.00	
	Per Page	\$0.50	
Food Handler Certification Course	Classroom/Home Study, Includes HST	\$40.00	
Public Pool Operators Course	Exam Only, Includes HST	\$10.00	
	Per Course, Includes HST	\$20.00	
Immunization Clinic—Vaccine Administration Fee (excludes publicly funded vaccines)	Fee, Plus Vaccine Cost		\$20.00
Prenatal Classes** <i>(**Prenatal Class Fees may be reduced or waived upon request.)</i>	Per Session		\$75.00
Birth Control Patch (EVRA)	Per Package		\$15.00
Contraceptive Foam	Per Package		\$7.00
I.U.D.	Each	\$60.00	\$60.00-\$85.00
Nuva Ring	Per Package		\$12.00
Oral Contraceptives	Per Pack		\$10.00
Plan B (E.C.P.)	Per Occasion		\$10.00
Sexual Health—Comprehensive Elementary Education Course	Per Course		\$300.00

SOCIAL SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Housing Services			
File Reproduction and/or File Search	Per Hour	\$30.00	
	Per Page	\$0.50	
Fees			
Dollar amount or method by which they are calculated.			
Rent			
30% of gross monthly income up to full market rent or per Social Assistance Scales established by the Ministry of Municipal Affairs and Housing.			
Utility Charge			
When the utilities for rental units are paid by the Service Manager the tenant's rent is increased by charges established by the Ministry of Municipal Affairs and Housing. Utility charges vary by the size and type of unit.			
Maintenance Charges			
Full Cost Recovery			
NSF Fee			
Full Cost Recovery			
Fire and Water Damage			
Full cost recovery of all costs incurred for fire or water damage up to the full amount of the deductible may be charged back to the tenant.			
Television Antenna Charge			
Where a television antenna is supplied, the tenant's rent is increased by \$1.00 per month.			
Air Conditioning Charge			
Where the cost of hydro is paid by the Service Manager, the tenant is charged \$5.00 per month for each air-conditioning unit.			
Legal Fees			
Full Cost Recovery			
Parking Fees			
Each tenant receives one parking space based on availability. \$10.00 per month is charged for each additional non-designated parking space.			
Laundry			
Based on 3rd party vendor rates.			

SOCIAL SERVICES	Detail	Proposed Fees 2026	Approved Fees 2025
Children's Services			
File Reproduction and/or File Search	Per Hour	\$30.00	
	Per Page	\$0.50	
Circles Licensing			
Annual Licence	Per Year (Plus Data System Fee)	\$2,500.00	
	Data System Fee	\$2,400.00	
	Annual Data System User Fee—\$3 per survey	\$3.00	
Homelessness Prevention & Social Planning			
File Reproduction and/or File Search	Per Hour	\$30.00	
	Per Page	\$0.50	
Ontario Works			
File Reproduction and/or File Search	Per Hour	\$30.00	
	Per Page	\$0.50	

**FINANCE, FACILITIES AND ACQUISITIONS DIVISION**

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	FINANCIAL ADMINISTRATION SERVICES
PREPARED BY:	Lori Titus, CPA, Manager
REVIEWED BY:	Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	January 21, 2026
SUBJECT:	Annual Year-End Report on Reserves and Reserve Funds

BACKGROUND

The County's annual budget sets out expected contributions and dispositions for Reserves and Reserve Funds proposed for the current year. Financial Administration Services staff monitor these transactions throughout the year.

This report serves to provide Council with an update on the County's Reserves and Reserve Funds together with an overview of the following activity:

- deposits and withdrawals in fiscal 2025;
- requested allocations of funds; and
- a forecast of deposits and withdrawals for fiscal 2026.

DISCUSSION**2025 Transactions**

For Council's information, the attached Summary & Continuity schedule provides an overview of all currently known transactions in and out of the County's Reserves and Reserve Funds in fiscal 2025 and those projected in the 2026 budget.

Prior to presentation to the Council, the County's General Managers and Managers were provided an opportunity to review and confirm the information contained in the schedule for any potential errors, omissions or additions.

Notable 2025 Transactions

Of note, as the schedule identifies, the following notable anticipated transactions occurred in 2025:

Annual Year-End Report on Reserves and Reserve Funds (page 2)

January 21, 2026

- \$8.5 million added to funded amortization reserves and utilized for the replacement or rehabilitation of existing tangible capital assets.
- \$3.6 million addition to the Affordable Housing reserve to support initiatives to address homelessness issues.
- \$11.5 million withdrawn to fund numerous capital projects to meet Asset Management objectives for existing infrastructure.
- \$14.9 million withdrawn to support new capital investments in Affordable Housing, Child Care, EMS and Long-Term Care.

In addition to the above, \$2.4 million was contributed to the WSIB reserve on account of the County's receipt of additional Workplace Safety and Insurance Board surplus rebates in 2025.

FINANCIAL IMPLICATIONS

2025

At the beginning of fiscal 2025, Reserves and Reserve Funds had a balance of \$85.6 million. That balance is projected to be approximately \$86.1 million when transactions forecasted to December 31, 2025 are taken into account. Moreover, some reserves are already committed to fund ongoing capital projects and other initiatives. Taking those commitments into account, the revised balance of available reserves is projected at \$68.4 million.

2026

As set out in the draft 2026 budget, further deposits to and withdrawals from Reserves and Reserve Funds are anticipated in 2026. Taking into account 2026 budgeted transfers, it is currently forecasted that the County's Reserves and Reserve Funds will have a balance of \$68.6 million at year-end 2026.

CONSULTATIONS

General Managers and Managers were consulted in the preparation of this report.

STRATEGIC PLAN

The ability of the County to both arrange financing and minimize its borrowing costs is dependent on how its financial health is rated. Any degradation of the County's credit worthiness will increase its cost of borrowing and therefore take away from the funds available to Council to provide services.

Annual Year-End Report on Reserves and Reserve Funds (page 3)

January 21, 2026

CONCLUSION

Reserves and Reserve Funds are primarily used to provide a sustainable source of funding for capital reinvestment requirements, as well as support the attainment of the County's broader strategic objectives. They also provide Council with the means to moderate the impact of large or unexpected costs on its tax base.

It has been the long-term policy of Council to build and maintain the County's Reserves and Reserve Funds at levels comparable to its peers and acceptable to its credit rater and the province. The 2024 Municipal Financial Profile indicates that although Reserve balances have increased recently, the County's Reserves and Reserve Funds are comparatively lower than its peers and the rest of the province. Additional contributions to Reserves will be necessary in the future to meet the County's long-term financial goals and objectives.

RECOMMENDATION

That the attached Summary Report on Reserves and Reserve Funds and its recommendations be accepted as presented.

COUNTY OF LAMBTON
SUMMARY & CONTINUITY OF RESERVES & RESERVE FUNDS

Reserves	Name	Dec.31, 2024 Actual Balance	2025 Forecasted Activity		Dec.31, 2025 Estimated Balance	Prior Year Commitments	Dec.31, 2025 Projected Balance	2026 Budget		Dec.31, 2026 Projected Balance
			Dispositions	Additions				Dispositions	Additions	
Working Funds		3,506,048	175,332	476,334	3,807,050	0	3,807,050	510,000	510,000	3,807,050
Contingencies & Opportunities		4,147,167	498,612	1,900,000	5,548,555	959,397	4,589,158	55,000	2,030,000	6,564,158
Stabilization		6,344,133	1,875,664	1,863,436	6,331,905	1,094,934	5,236,971	1,932,859	0	3,304,112
HR Operating		585,318	0	0	585,318	0	585,318	0	0	585,318
IT Capital		1,475,132	529,298	399,176	1,345,010	471,288	873,722	181,500	54,000	746,222
Lambton Public Health		1,122,770	0	0	1,122,770	7,014	1,115,756	74,000	0	1,041,756
Children Services		3,624,847	554,196	974,730	4,045,381	1,453,247	2,592,134	174,853	40,000	2,457,281
LTC Capital		3,066,705	1,160,781	2,070,200	3,976,124	320,000	3,656,124	2,070,000	2,070,200	3,656,324
Housing Capital		914,059	4,009,734	4,711,285	1,615,610	0	1,615,610	4,000,000	3,614,000	1,229,610
Housing Restructuring		66,454	0	0	66,454	0	66,454	0	0	66,454
Housing Development		1,171,794	100,000	0	1,071,794	0	1,071,794	0	0	1,071,794
EMS Operating		707,410	707,410	448,000	448,000	0	448,000	0	0	448,000
EMS Capital		2,781,908	1,052,747	1,308,157	3,037,318	1,079,508	1,957,810	1,475,000	903,500	1,386,310
Library Capital		333,294	108,000	220,000	445,294	0	445,294	15,000	46,000	476,294
Museum Capital		287,949	218,783	248,000	317,166	116,294	200,872	0	0	200,872
Roads Equipment		1,911,221	1,353,920	950,000	1,507,301	1,084,105	423,196	945,000	955,000	433,196
Roads Capital		5,164,031	1,131,267	1,137,500	5,170,263	3,386,037	1,784,226	30,000	0	1,754,226
Facility Services		238,677	282,786	128,730	84,621	0	84,621	45,000	66,144	105,765
Subtotal General Reserves		37,448,918	13,758,530	16,835,548	40,525,936	9,971,825	30,554,111	11,508,212	10,288,844	29,334,743
Amortization		7,960,656	4,251,240	5,000,000	8,709,416	592,861	8,116,555	5,026,056	5,622,000	8,712,499
Economic Development		900,000	0	0	900,000	900,000	0	0	0	0
Environmental Initiative		450,711	0	10,001	460,712	0	460,712	0	60,000	520,712
SWIFT		252,000	0	0	252,000	0	252,000	0	0	252,000
Energy Efficiency		100,000	0	0	100,000	0	100,000	0	0	100,000
WSIB		515,592	0	2,430,225	2,945,817	0	2,945,817	0	0	2,945,817
S.S. LSSC		1,213,301	816,572	1,209,617	1,606,346	100,000	1,506,346	870,000	1,009,802	1,646,148
National Child Care Benefit		3,368,773	1,035,000	494,000	2,827,773	0	2,827,773	524,000	494,000	2,797,773
Ontario Works		594,590	0	0	594,590	0	594,590	54,400	54,400	594,590
Social Planning		226,557	60,343	0	166,214	0	166,214	92,938	0	73,276
Circles		284,808	0	9,957	294,765	0	294,765	0	0	294,765
Affordable Housing		9,388,398	13,002,552	6,997,851	3,383,697	2,610,000	773,697	3,000,000	3,000,000	773,697
AEC (Adult Enrichment Centre)		191,977	0	0	191,977	0	191,977	0	0	191,977
LTC Operating		962,268	0	1,708,593	2,670,861	1,708,593	962,268	0	0	962,268
Library Special Projects		367,627	20,250	0	347,377	0	347,377	0	0	347,377
Library Operating		615,126	30,386	30,000	614,740	64,614	550,125	0	0	550,125
Library Donations		310,939	3,025	2,246	310,160	75,000	235,160	0	4,830	239,990
Library Schuldt Donation		346,183	0	0	346,183	0	346,183	0	0	346,183
Creative County		37,971	0	0	37,971	0	37,971	0	0	37,971
Lambton Room		142,869	0	2,334	145,203	0	145,203	0	1,600	146,803
Art Gallery		412,757	54,416	50,000	408,341	57,715	350,626	0	0	350,626
Roads Expansions		317,642	0	0	317,642	0	317,642	0	0	317,642
Philip Waste Reduce/Educate		801,120	686,762	95,642	210,000	210,000	0	0	0	0
Part VIII EAP (Bldg Services)		9,858	1,044	0	8,814	0	8,814	0	0	8,814
P&D		23,316	0	110,144	133,460	0	133,460	108,144	7,000	32,316
Emergency Rescue		798	267	0	531	0	531	267	0	264
Land Management		37,885	30,300	8,647	16,232	0	16,232	15,300	5,000	5,932

COUNTY OF LAMBTON
SUMMARY & CONTINUITY OF RESERVES & RESERVE FUNDS

Name	Dec.31, 2024 Actual Balance	2025 Forecasted Activity		Dec.31, 2025 Estimated Balance	Prior Year Commitments	Dec.31, 2025 Projected Balance	2026 Budget		Dec.31, 2026 Projected Balance
		Dispositions	Additions				Dispositions	Additions	
Lambton Tree Legacy	128,868	0	6,000	134,868	0	134,868	100,000	0	34,868
Woodlands In-lieu Fees	101,315	26,206	4,000	79,109	0	79,109	0	0	79,109
Subtotal Specific Reserves	30,063,904	20,018,363	18,169,257	28,214,798	6,318,784	21,896,015	9,791,105	10,258,632	22,363,542
Subtotal Reserves	67,512,822	33,776,893	35,004,805	68,740,734	16,290,609	52,450,126	21,299,317	20,547,476	51,698,285

Reserve Funds Name	Dec.31, 2024 Actual Balance	2025 Forecasted Activity		Dec.31, 2025 Estimated Balance	Prior Year Commitments	Dec.31, 2025 Projected Balance	2026 Budget		Dec.31, 2026 Projected Balance
		Dispositions	Additions				Dispositions	Additions	
Capital Reserve Fund	8,737,673	85,308	793,000	9,445,365	350,000	9,095,365	0	510,000	9,605,365
Housing Reserve Fund	483,556	0	17,000	500,556	0	500,556	0	0	500,556
Senior Services Reserve Fund	6,479,582	2,544,749	1,076,647	5,011,479	407,089	4,604,391	415,801	975,250	5,163,840
LHM Capital Reserve Fund	168,338	1,000	37,336	204,674	10,000	194,674	1,000	21,740	215,414
OM Capital Reserve Fund	108,938	0	10,408	119,346	0	119,346	0	5,300	124,646
Gallery Lambton Reserve Fund	228,448	0	15,130	243,578	0	243,578	0	10,000	253,578
R.T.Bradley Award Reserve Fund	13,874	0	495	14,369	0	14,369	0	0	14,369
Waste Management Reserve Fund	1,888,702	110,246	67,000	1,845,456	590,638	1,254,818	187,685	0	1,067,133
Subtotal Reserve Funds	18,109,112	2,741,303	2,017,016	17,384,824	1,357,727	16,027,098	604,486	1,522,290	16,944,902
Total Reserves & Reserve Funds	85,621,934	36,518,196	37,021,821	86,125,559	17,648,335	68,477,224	21,903,803	22,069,766	68,643,187

Net to/(from) 165,963

**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:	January 21, 2026
INFORMATION ITEM:	Affordable Housing Update

BACKGROUND

Lambton County Council, at its meeting on November 19, 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.

New Construction – Ontario Aboriginal Housing Services

The 40-unit apartment building located at 940 Confederation Street in Sarnia was constructed by Ontario Aboriginal Housing Services (“**OAHS**”). Construction on this project wrapped up in 2025, and tenants are expected to move in February 2026. This project was made possible by the transfer of the land from the County of Lambton to the OAHS, in exchange for OAHS’ commitment to construct and operate affordable housing thereof. To build on this partnership, 10 units in the newly constructed project will be offered a rent supplement and will be filled from the County’s centralized waiting list.

New Construction – Maxwell Park Place

Construction on site at Maxwell Park Place is now complete. The 24 units, including six March of Dimes supported units, received occupancy in late 2025. Staff are working to get the project ready for the first tenants to move in, which is expected to occur in March 2026.

Affordable Housing Update (page 2)

January 21, 2026

A detailed report regarding the project, including final costing, will be prepared once all invoices have been accounted for.

New Construction – Kathleen Avenue

Construction on this project is advancing on schedule. Structural framing is expected to be complete this month. This 50-unit project is still on track for a fall 2026 occupancy.

Pre-Development – Cathcart Boulevard

The former St. Bartholomew's Church property, currently vacant land, is in the pre-development stage. The goal is to develop a shovel-ready project to ensure the County is well-positioned to seek upper-level government funding when such funding becomes available. Staff are expecting upper-level government funding to become available sometime in 2026.

Glos Associates Inc. ("Glos") has been selected as the architect for this project through a Request for Proposal process. Staff have been working with Glos to develop a preliminary project concept for the site.

Rezoning and site plan approval will be required for this site. Staff are anticipating submitting a rezoning application in the first half of 2026, followed by site plan approval. To inform the project design and advance the preliminary project concept, community consultation is planned for February 10, 2026, facilitated by Bryan Boyle, a third-party facilitator. The community consultation is intended to collect feedback on this project, including project size and type of housing.

Staff will report back on the results of the community consultation.

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. Ongoing advocacy efforts are underway to secure necessary investments from other levels of government.

FINANCIAL IMPLICATIONS

There is no impact to the levy arising from this report.

Affordable Housing Update (page 3)

January 21, 2026

CONSULTATIONS

Consultations have taken place with the Chief Administrative Officer; General Manager, Social Services Division; 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. 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 HOMELESSNESS PREVENTION & SOCIAL PLANNING
PREPARED BY:	Melisa Johnson, Manager Ian Hanney, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	January 21, 2026
INFORMATION ITEM:	Housing and Homelessness Plan & Housing Needs Assessment

BACKGROUND

A Housing Needs Assessment (“HNA”) is a comprehensive report using data and research (both quantitative and qualitative) to understand a community's current and future housing requirements, identifying gaps in supply, affordability, suitability, and adequacy to guide policy, planning, and investment for appropriate housing solutions. The HNA is required to access capital funding from upper levels of government.

A Housing and Homelessness Plan (“HHP”) supports local strategic planning and establishes outcome-based goals to address critical housing and homelessness needs. The *Housing Services Act, 2011* requires Service Managers to prepare local housing and homelessness plans that address matters of provincial interest and that are consistent with policy statements issued under the Act.

Lambton County Council, at its meeting on May 20, 2020, endorsed the Housing and Homelessness Plan 2020 – 2024:

#7: Broad/Stark:

- a) *That the County of Lambton Housing and Homelessness Plan 2020 – 2024 be approved.*
- b) *That staff be provided with the authority to implement the recommendations contained within the County of Lambton Housing and Homelessness Plan 2020 – 2024.*

Carried.

Housing and Homelessness Plan & Housing Needs Assessment (page 2)

January 21, 2026

Direction has been provided by the Ministry of Municipal Affairs and Housing (“**MMAH**”) that the existing HHP must be updated.

This report provides Council with an update regarding the updating of the HNA as well as the HHP.

DISCUSSION

Housing Needs Assessment

To access capital funding from upper levels of government, a Housing Needs Assessment is required to support the need for the construction of housing.

To date, the “Increasing Supply and Mix of Affordable Housing: Meeting Affordable Housing Need” report prepared by J Consulting Group and Vink Consulting in 2021 has been used to support funding applications. However, given the age of this report, an updated report is required to ensure Lambton is able to continue accessing funding.

Tim Welsh Consulting (“**TWC**”) was selected to complete an updated HNA for the County of Lambton. TWC has previously prepared HNAs for a number of local municipalities in Lambton and is knowledgeable about local needs. As part of the HNA, community consultation was completed in November and December 2025 through the community survey.

The HNA will be presented to Council by TWC once completed. This HNA will support multiple applications for upper-level government funding, including future County applications as well as other Non-Profit and potential private developer applications.

Housing and Homelessness Plan

The *Housing Services Act, 2011* requires Service Managers to prepare local Housing and Homelessness Plans that address matters of provincial interest and that are consistent with policy statements issued under the Act. An HPP supports local strategic planning and establishes outcome-based goals to address critical housing and homelessness needs. Beyond extensive communications, dashboards, and reports, [fulsome annual updates](#) are offered to County Council regarding the existing HHP and its underlying activities.

The County of Lambton underwent a refresh of the local HHP in 2019 that resulted in adopting a revised plan beginning in 2020. Direction has been received from the Ministry of Municipal Affairs and Housing (MMAH) for Service Managers to proceed with completing the review of local 10-year HHPs. Revised plans are to be submitted to MMAH by May 29, 2026.

In keeping with County procurement practices and policies, OrgCode Consulting Inc. (“**OrgCode**”) has been hired to co-develop an HHP for Lambton County. OrgCode is an

Housing and Homelessness Plan & Housing Needs Assessment (page 3)

January 21, 2026

industry-leading agency that has completed dozens of similar planning projects for all orders of government, as well as national and local not-for-profit organizations. The HHP development will take place in early 2026 and will involve broad consultation and engagement with groups, including but not limited to health and human service experts, community partners, lived experts, and community members. Ultimately, the plan will be presented to County Council by OrgCode ahead of the May 29, 2026, deadline to MMAH.

FINANCIAL IMPLICATIONS

The preparation of the HNA and HHP will have no additional financial impact on the County budget. Funding was included in the 2025 operating budget to update these plans.

CONSULTATIONS

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

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.

Housing and Homelessness Plan & Housing Needs Assessment (page 4)

January 21, 2026

CONCLUSION

To ensure compliance with legislation and to enable the County to access funding from upper levels of government, an updated HNA and HHP are being developed. These reports will help guide the strategic direction of the County of Lambton and its partners in efforts related to housing and homelessness. The development of both the HNA and HHP involves extensive engagement and consultation with our community, partners, and lived experts. Final reports will be presented to County council upon completion.