



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

Wednesday, May 20, 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. **INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION**

A) **Correspondence to Receive and File**

a) DS 06-01-26 A letter from Mike Belan, President, Lambton Federation of Agriculture dated May 1, 2026 regarding support for Cargill Limited's operations as a key partner for Lambton and Ontario Farmers. The Lambton Federation of Agriculture ("LFA") encourages all parties to come together and reach a mutually acceptable agreement. They look forward to future collaboration with all municipal partners, key players in the agri-food sector such as Cargill Limited, and with the Ministry of Municipal Affairs and Housing. The Cargill Sarnia Grain Terminal gives LFA farmers and the farmers of Ontario a competitive edge. The LFA strongly supports its continued operation.

b) DS 06-02-26 A letter from Tony Bavota, Assistant Deputy Minister, Emergency Response Division with the Ministry of Emergency Preparedness and Response dated May 7, 2026 regarding the County of Lambton satisfying all thirteen (13) program elements required in the *Emergency Management and Civil Protection Act* (EMCPA) O. Reg. 380/04 for 2025.

B) **Information Reports**

a) Information Report dated May 20, 2026 Regarding 1st Quarter

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8 - 9

10 - 14

7. **CORPORATE SERVICES DIVISION**

A) **Correspondence to Receive and File**

- 65 - 68
- a) CORP 06-03-26 A copy of a letter from the Western Ontario Wardens' Caucus ("**WOWC**") to The Honourable Rob Flack, Minister of Municipal Affairs and Housing, dated April 20, 2026, providing its perspective on *Bill 100 – Better Regional Governance Act, 2006*. *Bill 100 – Better Regional Governance Act, 2006* signals a clear provincial direction toward governance reform as a tool to advance policy outcomes and raises important considerations for Counties and upper-tier municipalities across Western Ontario. WOWC members recognize the Province's objectives to streamline decision-making and improve alignment between municipal and provincial priorities; however, the proposed introduction of a provincially appointed Warden and Strong Warden powers, represent a significant shift away from locally determined governance models. WOWC is requesting that, as the Province continues to consider governance reforms, any future changes involving upper-tier municipalities:
- maintain locally elected leadership as a cornerstone of municipal governance;
 - recognize the distinct roles and structures of counties, regions, and cities;
 - reflect rural and regional realities, including geography and service delivery responsibilities; and
 - be developed in partnership with municipalities through meaningful consultation.

B) **Other Business**

8. **FINANCE, FACILITIES AND ACQUISITIONS DIVISION**

No agenda items.

A) **Other Business**

9. **SOCIAL SERVICES DIVISION**

A) **Information Reports**

- 69 - 73
- a) Information Report dated May 20, 2026 Regarding Ontario Works First Quarter Update Report.
- 74 - 99
- b) Information report dated May 20, 2026 Regarding Housing and Homelessness Plan Progress Report.
- 100 - 102
- c) Information report dated May 20, 2026 Regarding Service Manager Annual Information Return.
- 103 - 106
- d) Information report dated May 20, 2026 Regarding Housing

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Services Statistical Report 2026 Q1.

107 - 125

- e) Information Report dated May 20, 2026 Regarding LIP Community Plan.

B) Reports Requiring a Motion

126 - 133

- a) Report dated May 20, 2026 Regarding Cathcart Affordable Housing Project Funding Strategy.

C) Other Business

10. OFFICE OF THE CAO

No agenda items.

A) Other Business

11. IN-CAMERA

No In-Camera items.

12. ADJOURNMENT



DS 06-01-26

Farmers working for Farmers.

Website: <https://lambtonfederation.ca/>

Phone: 519-330-4365

Email: info@lambtonfederation.ca

May 1, 2026

Hon. Minister Rob Flack, Minister of Municipal Affairs and Housing

Ministry of Municipal Affairs and Housing (MMAH) Zoning Orders Team
Municipal Services Office - Central Ontario (Priority Projects)
12th floor, 777 Bay Street, Toronto, ON M7A 2J3

County of Lambton
Planning & Development Services
789 Broadway Street, Wyoming, ON N0N 1T0

City of Sarnia
255 Christina Street North, Sarnia, ON N7T 7N2

Village of Point Edward
135 Kendall Street, Point Edward, ON N7V 4G6

To the Hon. Minister Flack and the MMAH Zoning Orders Team, County of Lambton, City of Sarnia, and Village of Point Edward,

Re: Land Use Compatibility and the Cargill Sarnia Grain Terminal

On behalf of the Lambton Federation of Agriculture (LFA) and the undersigned commodity organizations, thank you for your attention on the important matter of the Cargill Sarnia Grain Terminal. We are writing to express our support for Cargill Limited's operations as a key partner for Lambton and Ontario farmers.

Our topline feedback is summarized below:

- Canada's exports and market diversification are key interests today;
- The Cargill Sarnia Grain Terminal is a vital asset that handles a substantial share of Ontario's export grain and should be protected;
- The LFA encourages municipalities and Cargill Limited to come to an agreement to protect the terminal through land use regulations;
- The LFA recommends that the Ministry of Municipal Affairs and Housing support the endeavour to protect this important infrastructure;



- Care should be taken to avoid negative impacts to the community and the economic contributions of the grain terminal.

The LFA represents 2,140 farm families and the agri-food sector in Lambton County where \$896 million in farm receipts support agricultural operations that primarily are engaged in grains and oilseeds, hogs, and poultry and egg farming. 2,875 Lambton County agri-food businesses employ over 7,445 people, demonstrating a strong local agricultural sector. The LFA is dedicated to ensuring that the agri-food sector and our rural communities are considered and consulted regarding matters that would impact the sustainability and growth of our farm businesses.

Recent events have led to renewed interest in inter-provincial trade and the diversification of Canada's export markets. The Cargill Sarnia Grain Terminal processes 35% of Ontario's export grain, and as such is a key asset for our province's agri-food sector. The LFA wishes its support for the grain terminal and Cargill Limited's operations to be recognized. It is the LFA's position that supporting grain terminals and other critical agri-food sector infrastructure is in Ontario's public interest. Diverting grain to other terminals and processing facilities would add significant costs to farm businesses at a time when market uncertainty and business costs continue to weigh on farmers.

Located at 101 Exmouth St., Sarnia, the terminal is just south of the Village of Point Edward's municipal boundary line. The terminal's immediate area features many uses associated with the St. Clair River. In the directions of Sarnia and Point Edward, sensitive residential, hospitality, and commercial uses predominate the landscape and have begun to encroach upon the grain terminal.

We understand that Cargill Limited has requested that the Minister of Municipal Affairs and Housing issue a *minister's zoning order* (MZO) to control for incompatible development.

The LFA shares in Cargill Limited's concern that continued encroachment by sensitive uses will result in land use conflicts with the grain terminal. The LFA recommends that Cargill Limited and the three municipalities work towards a multilateral agreement to impose incremental zoning to buffer and transition between sensitive land uses and the grain terminal, to shield both this critical infrastructure from land use conflicts and sensitive land uses from exposure to those nuisances (such as noise, dust, and vibration) associated with industrial land uses.

The LFA also observes that the *Environmental Land Use Planning Guides* (also known as the "D-Series") likely applies in addition to other zoning regulations and official plan policies. However, this planning tool was published in 1995 and may benefit from review by the Ministry of Municipal Affairs and Housing to bring it up to speed with contemporary technologies, planning norms and practices.



.....

The Ministry of Municipal Affairs and Housing (MMAH) might consider mediating discussions should there be a demonstrated need or request from the aforementioned parties. Ideally all parties will be able to reach a mutually acceptable arrangement on this matter. In the event that no local solution is reached, a *minister's zoning order* may be needed to protect both industrial activities and sensitive developments in the port area.

The LFA thanks you for your attention on this important matter. The LFA encourages all parties to come together and reach a mutually acceptable agreement. The LFA looks forward to future collaboration with all our municipal partners, key players in the agri-food sector such as Cargill Limited, and with the MMAH. The Cargill Sarnia Grain Terminal gives our farmers and the farmers of Ontario a competitive edge, and the LFA strongly supports its continued operation.

Sincerely,

Mike Belan
President, Lambton Federation of Agriculture

On behalf of:

- Essex County Federation of Agriculture
- Lambton Pork Producers' Association
- Hog-Wild Farms Ltd.
- Lambton Dairy Producers

cc: [Hon. Prabmeet Singh Sarkaria](#), Minister of Transportation
[Hon. Victor Fedeli](#), Chair of Cabinet and Minister of Economic Development, Job Creation and Trade
[Hon. Trevor Jones](#), Minister of Agriculture, Food and Agri-Business;
Bob Bailey, MPP – Sarnia Lambton
Marilyn Gladu, MP – Sarnia Lambton Bkejwanong
Kevin Marriott, Warden – County of Lambton
LFA Board of Directors

DS 06-02-26

**Ministry of Emergency
Preparedness and Response**

25 Morton Shulman Ave,
Toronto, ON M3M 0B1

**Ministre de la Protection civile et
de l'Intervention en cas d'urgence**

25, av. Morton Shulman,
Toronto, ON M3M 0B1



May 07, 2026

County of Lambton

Dear Jay vanKlinken - CEMC:

The Ministry of Emergency Preparedness and Response (MEPR) is pleased to advise that we have completed our review of the documentation submitted to the Ministry towards meeting the requirements in the *Emergency Management and Civil Protection Act* (EMCPA) O. Reg. 380/04 and our assessment indicates that your municipality has satisfied all thirteen (13) program elements for 2025. Congratulations and thank you for your continued dedication to a safe, practiced and prepared Ontario.

On December 3, 2025, the Government of Ontario passed Bill 25, the *Emergency Management Modernization Act, 2025* which amended the EMCPA to enable a more effective, coordinated and comprehensive approach to provincial and community emergency management.

Some amendments are now in effect, with no new requirements for partners. **All existing EMCPA municipal requirements remain the same for 2026.**

EMCPA amendments specific to municipalities are expected to come into force at a later date pending direction and future regulations, including

- Enabling flexibility regarding requirements for municipal emergency management programs and plans based on needs and capacity.
- Allowing two or more municipalities to voluntarily develop and implement joint emergency management programs and plans.
- Clarifying the process for and ensuring accountability of municipal emergency declarations under the EMCPA.

The [e-Laws link](#) to the EMCPA has now been updated and includes text with a grey background for the provisions not yet in force.

The ministry remains committed to working closely with municipal emergency management partners throughout the implementation of these amendments, including the development of supporting regulations pending direction.

If you have any questions on the amendments, please contact the Strategic Policy and Governance Branch in the Ministry of Emergency Preparedness and Response at EMOPolicy@ontario.ca.

For further information on our assessment or if you have any questions or concerns about this letter, please contact your Field Officer.

Name: Darin Dees


Email: krysta-leigh.johnston@ontario.ca; darin.dees@ontario.ca

Phone: 437-237-8024

Sincerely,

Tony Bavota
Assistant Deputy Minister, Emergency Response Division
Ministry of Emergency Preparedness and Response

cc: Warden Kevin Marriott

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Connor McEachen, Deputy Chief Building Official
REVIEWED BY:	Corrine Nauta, Manager, Development Services Jason Cole, P. Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	1st Quarter 2026 – Building, Plumbing, Septic, By-Law

BACKGROUND

The Development Services Department (the “**Department**”) provides building and planning services to 10 of the 11 member municipalities in the County of Lambton (the “**County**”). In addition, Department staff conduct plumbing and septic system inspections for all 11 member municipalities in the County. Property standards services are also supplied for nine member municipalities in the County, and the Department is also responsible for weed inspections. Additionally, the City of Sarnia and Walpole Island First Nations were contracted for inspection services for 2026, on an as-needed basis. The Department also assists the Housing Services Department with the Lambton Renovates program, as required.

DISCUSSION

In the first quarter of 2026, the Department provided effective and efficient services to the local and contracted municipalities. Communication lines continue to be maintained and strengthened. Good working relationships exist between the County and the City of Sarnia. Maintaining complete property files is a departmental priority and a key component of risk management, with staff continuing efforts to reinforce and sustain this initiative.

Year-over-year, the building activity in the first quarter of 2026 declined in comparison to the same quarter in 2025. The total number of building permits issued decreased by 32 from 136 to 104. The total number of building permit inspections decreased by 442 from 2546 to 2104. The total number of dwelling units decreased by 19. Property Standards inspections slightly decreased by 8. Plumbing permits issued increased by 30, and inspections increased by 8. Septic permits and inspections remained consistent.

The City of Sarnia’s statistics report is attached separately, as per their request.

FINANCIAL IMPLICATIONS

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

CONSULTATIONS

None.

STRATEGIC PLAN

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

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

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

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

CONCLUSION

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

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

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

**1st Quarter Building Statistics
Year-to-Date Comparison - 2026 vs 2025**

	Number of Permits		Value of Construction	
	2026	2025	2026	2025
Residential	55	89	\$10,126,713	\$25,941,739
Commercial	13	6	\$2,485,000	\$1,955,000
Industrial	3	13	\$1,984,200	\$9,184,350
Agricultural	23	17	\$23,450,000	\$5,704,999
Institutional	5	2	\$7,514,183	\$350,184
Other	5	9	\$129,000	\$148,000
TOTALS	104	136	\$45,689,096	\$43,284,272

New Dwelling Units in County of Lambton

Municipality	New Dwelling Units	
	2026	2025
Brooke-Alvinston	0	0
Dawn-Euphemia	0	0
Enniskillen	2	2
Oil Springs	0	0
Petrolia	7	1
Plympton-Wyoming	3	5
Point Edward	0	0
St. Clair	2	22
Warwick	1	2
Lambton Shores	7	9
TOTALS	22	41

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

St. Clair: 1 granny suite, 1 single-family dwelling

Warwick: 1 basement apartment created in existing semi-detached dwelling

**Building Services Department
1st Quarter Statistics Comparison 2026 vs. 2025**

Building	1st Quarter		Year-To-Date	
	2026	2025	2026 Totals	2025 Totals
Permits	104	136	104	136
Inspections	2104	2546	2104	2546
Property & Maintenance	544	552	544	552
Amount Invoiced	\$264,489	\$293,769	\$264,489	\$293,769
Building Permit Value	\$39,053,362	\$34,619,083	\$45,689,096	\$43,284,272

Plumbing	1st Quarter		Year-To-Date	
	2026	2025	2026 Totals	2025 Totals
Permits	122	92	122	92
Inspections	490	482	490	482
Permit Revenue	\$29,592	\$19,451	\$29,592	\$19,451

Septic	1st Quarter		Year-To-Date	
	2026	2025	2026 Totals	2025 Totals
Septic Permits	18	25	18	25
Septic Backfill Permits	7	6	7	6
Severences	4	0	4	0
Minor Variances	3	0	3	0
Amendments	0	0	0	0
Private Sewage Assessments	1	2	1	2
Enquiry Requests	7	2	7	2
Enforcement Inspections	10	0	10	0
Subdivisions	0	0	0	0
Septic Revenue	\$9,050	\$10,825	\$9,050	\$10,825



**Building Department
Monthly Permit Report**

Report Month: January - March 2026

Type of Building	Issued Permits	Residential Units Created	Construction Value
Single Detached Dwellings	3	3	\$2,525,000
Additional Dwelling Unit	3	3	\$195,000
Multi-Residential			
Semi-Detached / Duplex	0	0	\$0
Town House / Row House	0	0	\$0
Apartment Building / Multi-Residential	1	7	\$2,500,000
Total Multi-Residential	1	7	\$2,500,000
Residential Miscellaneous*	43	n/a	\$2,644,210
Commercial	14	n/a	\$5,649,288
Industrial	11	n/a	\$1,023,577
Institutional	4	0	\$10,528,000
Agricultural	1	n/a	\$55,000
Signs	9	n/a	\$0
Tents	1	n/a	\$9,000
Pools	9	n/a	\$512,595
TOTALS	99	13	\$25,641,670

*Residential Miscellaneous includes residential renovations, alterations, additions, or accessory structures (i.e., decks or sheds) that do not result in the creation of a new dwelling unit.

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Will Nywening, Senior Planning Official
REVIEWED BY:	Corrine Nauta, Manager Jason Cole, P. Eng., General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	1st Quarter Work in Progress, Statistics, and Approval Authority Activity

BACKGROUND

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

DISCUSSION

The following table sets out the number of applications the Department received and processed in the first quarter of 2026, compared with the first quarter of 2025, by category.

Applications	2026	2025
Committee of Adjustment	28	39
Site Plan Control	4	6
Zoning By-Law Amendments	14	9
Official Plan Amendments	1	2
Woodlot Applications	0	1
Woodlot Notice of Intent to Cut	32	25
Woodlot Reviews	5	2
Letters of Compliance (Zoning Confirmations)	14	12
Plan of Subdivision/Condominium Applications	0	1
Plan of Subdivision/Condominium Extensions	1	1
Part Lot Control	0	0
Final Plan of Subdivision/Condominium Approvals	1	0
Draft Plan of Subdivision/Condominium Approvals	1	1
Plan of Subdivision/Condominium Amendments	1	0
Official Plan and Official Plan Amendment Approvals	1	6
Totals	103	105

Application Volumes

Overall application volumes in the first quarter of 2026 were consistent with those in the first quarter of 2025. Zoning By-law Amendment applications were higher, whereas Committee of Adjustment applications were lower.

Although general inquiries and informal development proposal support are not easily quantified, there was a noted increase in workload in this area.

Official Plan Amendments

One Official Plan Amendment approval occurred in the Township of Enniskillen to make a site-specific amendment to the “Agricultural Area” policies to permit commercial storage on specific property.

Final Approval of Plan of Subdivision/Condominium

A Plan of Subdivision/Condominium was approved in the community of Brigden in the Township of St. Clair.

Draft Approval of Plans of Subdivision/Condominium

One Draft Plan of Subdivision or Condominium was approved in the Town of Petrolia. A minimum of two additional draft plan approvals for a Plan of Subdivision are expected this year – one each in the Town of Petrolia and the Township of Warwick.

Additional Work in Progress

Several local Official Plan and Zoning By-Law reviews are currently advancing, as follows:

- Several Zoning By-Law Reviews are being conducted through consultant assignments awarded to NPG Planning Solutions. Reviews in the Town of Plympton-Wyoming, the Village of Point Edward, and the Township of Warwick are finalizing red-line documents, mapping changes and preparing for public consultation. A background report is currently being prepared as part of the review for the Township of St. Clair.
- The Municipality of Lambton Shores’s Zoning By-law is being reviewed in-house. It is anticipated that a new Zoning By-law will be passed in two parts, starting with the definitions and general regulations. A red-line document is being finalized.
- JL Richards has been selected for a consultant assignment to assist in reviews of the Municipality of Brooke-Alvinston Zoning By-Law and the Township of Dawn-Euphemia Official Plan. Kick-off meetings have been held with the respective Councils, and work is being completed to produce background reports and draft amendments.

The County Official Plan Review is ongoing with the assistance of NPG Planning Solutions. With Council approval of the growth forecasts and land needs assessment at the May 6, 2026 meeting of Lambton County Council, the background report and draft amendments will be finalized, and public open houses are expected to be scheduled for dates early in the third quarter. Collaboration with local municipalities to identify potential settlement boundary revisions will continue.

There are ongoing appeals to the Ontario Land Tribunal respecting several County and local planning approvals with which the Department is assisting. A settlement has been reached recently with respect to an appeal of a minor variance in the Town of Plympton-Wyoming.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

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

STRATEGIC PLAN

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

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

CONCLUSION

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

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
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:	May 20, 2026
INFORMATION ITEM:	Correspondence Regarding Proposed Minister’s Zoning Order

BACKGROUND

The Ministry of Municipal Affairs and Housing (“**MMAH**”) is currently reviewing a request for a Minister’s Zoning Order (“**MZO**”) related to Cargill’s Sarnia grain handling facility. The review is considering Cargill’s request for restrictive zoning provisions in the City of Sarnia and Village of Point Edward in light of the facility’s role in Ontario’s agricultural export and agri-food network, and in the context of the Province’s broader objective of increasing housing supply. The MMAH has further indicated that it is exploring opportunities intended to advance both objectives through the ongoing review process.

As part of the review process, MMAH requested comments related to:

- Municipal feedback on the MZO request;
- Technical comments and concerns from a municipal implementation perspective;
- Suggested revisions to the form of zoning order, and
- Potential policy planning tools or approaches that municipalities may support to address land use compatibility matters in the vicinity of the Cargill facility, including Official Plan policies, zoning provisions, or development guidelines.

Subsequent to a meeting held on April 15, 2026 between representatives from MMAH, the Ministry of Agriculture, Food and Agribusiness, Cargill, the City of Sarnia, Village of Point Edward, and the County of Lambton, MMAH requested technical comments from the municipalities by May 8, 2026 for inclusion in their consideration.

DISCUSSION

In response to MMAH’s request, correspondence was submitted jointly by the Village of Point Edward and the County of Lambton outlining technical planning considerations, and related considerations. A copy of the submitted correspondence is attached. It clearly

notes that the submission is limited to a technical commentary on the MZO and nothing further.

The City of Sarnia did not submit any additional comments on the matter.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

The Manager of Planning & Development and the General Manager of Community Services for the City of Sarnia, the Chief Administrative Officer for the Village of Point Edward, and the Chief Administrative Officer, General Manager of Infrastructure & Development, and Senior Planning Official for the County of Lambton were consulted regarding the subject matter.

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:

- Engaging and informing residents, stakeholders, and municipal partners of the County's services, programs, opportunities, and challenges; and
- Advocating Lambton County's perspective on provincial and federal programs and legislative amendments.

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

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

CONCLUSION

The correspondence submitted by the County is purely technical in nature and does not express support for or opposition to the requested MZO. The comments were provided in response to MMAH's request for technical and planning-related comments. Consideration of the MZO rests solely with MMAH.



Development Services Department
789 Broadway Street, Box 3000
Wyoming, ON N0N 1T0

Telephone: 519-845-0801
Toll-free: 1-866-324-6912
Fax: 519-845-3817

May 8, 2026

Western Municipal Services Office
Municipal and Housing Operations Division
Ministry of Municipal Affairs and Housing
Ontario Public Service

Attention: Erick Boyd, RPP, MCIP

We acknowledge receipt of your email dated April 17, 2026 ("your email") seeking, by May 8th, the County of Lambton, City of Sarnia and Village of Point Edward staff's comments on the Minister's Zoning Order requests (the "MZOs") that was submitted to the Ministry of Municipal Affairs and Housing ("Ministry") by Cargill Limited ("Cargill").

We are providing a response that addresses only the technical matters identified through a preliminary review by staff of those documents shared with us to date, which are specifically listed below.

For greater certainty, nothing in this response should be interpreted or construed as Council or staff taking any position on the MZOs, including, without limitation, as support for or opposition to the requests in question. If the Ministry requires anything beyond the staff's preliminary technical planning comments, please submit the request in writing for consideration by our respective Councils.

To date, Cargill has not brought the MZOs before the County of Lambton or the Village of Point Edward Councils for consideration. Should the Ministry wish to obtain input from Council on this subject matter, please connect with the undersigned directly for the submission deadline and associated Council meeting date. In turn, if Council requests a staff report in response to the Ministry's request, additional time will likely be required to provide a formal response:

Submission Materials

To date, we have received the following records from the Ministry associated with Cargill's application for MZOs affecting lands surrounding the Sarnia Cargill Grain Terminal at 101 Exmouth St., Sarnia. The comments herein are based solely on our staff's preliminary review and input relating to these records.

www.lambtononline.ca



- Cargill's letter to your Ministry, dated December 17, 2025, formally requesting an MZO.
- The Ministry of Agriculture, Food, and Agribusiness's undated letter to your Ministry in support of an MZO.
- A Planning Justification Report by Dillon Consulting, dated December 2025, in support of the MZO.
- A Technical Memorandum by RWDI Air Inc., dated December 12, 2025, in support of the MZO.
- The MZO proposed by Cargill that would apply to the City.
- The MZO proposed by Cargill that would apply to the Village.

Ministry Questions

Your email to County, City, and Village staff indicates your interest in:

1. "technical comments and concerns from a municipal implementation perspective" and "any suggested revisions to the form of zoning order"; and
2. input on "what policy planning options (e.g., official plan policy, zoning, guidelines) your municipalities might support to address land use compatibility issues in the vicinity of Cargill".

Technical Questions

With respect to your first question, if the Ministry were to grant Cargill's request for MZOs, staff have concerns with the MZOs as drafted.

The MZOs for the City and the Village appear identical, with the exception of their respective Schedules, showing the geographical areas to which each MZO would apply. The comments given, therefore, apply equally to both MZOs.

It is our understanding from reviewing the submission materials that the proposed buffer areas are 300 and 650 metres, not 300 and 1000 metres as originally communicated. It is also our understanding that it will be the municipal staff's responsibility to determine whether development proposed through building permits and other planning applications complies with the MZOs.

Staff is concerned that the MZOs, as drafted, are not in keeping with the law and so cannot be implemented. Even if the MZOs are modified to cure the first defect identified below, staff are concerned that the MZOs would still be unworkable and/or too onerous to implement.

More specifically, our concerns include, but are not necessarily limited to the following:

(a) The Minister's power under s.47 of the *Planning Act* does not include the powers conferred on Councils to impose/lift holding provisions

1. The MZOs are premised on the use of holding provisions. Holding provisions are governed under Section 36 of the *Planning Act*. Section 47 of the *Planning Act* only empowers the Minister to exercise the powers conferred upon Councils by Section 34, 38, 39 and 50(4). We do not see that the Act provides authority to impose holding provisions as proposed by Section 4(1)2 or to lift them as proposed by Section 5(1) of the proposed MZOs.
2. Section 4(2)'s statement that the holding provisions do not apply until something prohibited by the holding provisions is proposed is confusing and lacks transparency for property owners and prospective purchasers.
3. It is our understanding that the MZOs would have to contain "conditions" in place of the proposed holding provisions. Should the Minister deem it appropriate to impose any such conditions, we would be pleased to provide further comments with respect to the proposed conditions.

(b) The MZOs, as drafted, lack clarity and would be difficult and/or too onerous to implement as intended

4. The proposed definition of "sensitive uses" is subjective and includes items that are not necessarily subject to municipal approvals, which would make the MZOs difficult to enforce. Physical components of development that may not be regulated by municipalities but might cause a development to become a "sensitive use" include "amenity areas" and "outdoor spaces". These, as well as the following terms in the definition, are unduly subjective: "part of the natural or built environment", "routine or normal activities", "reasonably expected", "would experience one or more adverse effects", and "includes, but is not limited to".
5. The exempted sensitive uses under Section 4(3) are also confusing, with loopholes Cargill likely does not intend. Loopholes, inconsistencies, and their exploitation will make it difficult for staff to effectively administer the intent of the MZOs and will create odd developments exploiting loopholes. The first exemption (a building with four or fewer dwelling units) is mostly redundant of the second (any building of three or fewer storeys if containing at least one dwelling). Allowing any building if it is less than 3 storeys and contains at least one dwelling unit nullifies the four-dwelling limit of the first exemption and permits any

sensitive use if it is in the form of a mixed-use building. The exemption includes no limits on the number of dwellings per property.

6. With respect to the items requiring review at Section 5(1) of the MZOs for a holding provision to be removed, even if this section were converted to a condition, it is noted that:
 - a. The term “land use compatibility study” and, therefore, also the person qualified to complete that study lacks definition. This presumably is referring to the D-Series guidelines. Is this requirement then redundant of the additional requirements in the list?
 - b. If the MZOs intend to prevent the establishment of uses that emissions from Cargill operations could impact, we fail to see the purpose of a mandatory traffic impact study in this respect.
 - c. There is no provision for a municipality to determine that a particular requirement in Section 5(1) is unnecessary in a given situation. This is onerous for both property owners and, from a municipal resource perspective, especially for minor expansions and alterations.
7. The requirement under Section 5(2), that all studies described in 5(1) be completed with the assumption that the facility at 101 Exmouth is operating at peak capacity using data from the facility, also presents practical limitations on the ability of proponents to satisfy the requirement. This work could only be undertaken if Cargill shares its data. There is no corresponding requirement for Cargill to share its data. This is a concern as it gives Cargill control over which development proposals can advance, especially given Cargill’s unwillingness to share baseline information with respect to a noise study done for an ongoing development proposal within the proposed MZO area.
8. After determining that a proposed sensitive use meets the criteria outlined in Section 5(1) of the MZO, we do not understand what authority a municipality would have to impose the proposed holding provision onto the property “as a condition of site plan approval and/or building permit” as required by Section 5(3) and 5(4) of the MZO.
9. Once a new use meeting the criteria in Section 5(1) is permitted, it is unclear from Sections 5(3) and 5(4) what the status of the new use would be and the extent to which further modifications would be permitted. With the requirements

to again review “any further or additional new sensitive land use”, “additional proposed new sensitive land uses”, and “further intensification of a previously permitted change of use”, the newly permitted use appears to have the status of what are normally considered legal non-conforming uses. This will be onerous in many situations.

10. When Section 6(2) of the MZO permits existing uses, the language of Section 6 suggests the use has a status similar to what is normally termed a “legal non-conforming use”. It is unclear the extent to which a building containing an existing sensitive use could be altered, what constitutes a change of use, and whether property owners could potentially be in violation of the MZO without doing anything requiring municipal approvals. The requirement to satisfy the review requirements under Section 5(1) of the MZO will be onerous in many situations.
11. The outright prohibition of new sensitive uses within the 300-metre buffer is a concern, given the lack of any mechanism to permit any kind of exemption in combination with the various areas lacking clarity: in the definition of sensitive use, around exempted sensitive uses, around the status of existing uses, and around the degree of alteration and change existing uses are permitted.
12. The proposed buffers do not consider existing features and the distribution of established land uses. The buffers extend beyond major roadways (i.e., Christina St and Highway 402) and harbour areas where those features would presumably render any influence from Cargill inconsequential. The buffers encroach on areas (e.g., the City’s Mixed Use Corridor area immediately north of the Downtown) where the number and concentration of existing sensitive uses draw into question the reasonableness of imposing restrictions or review requirements on new uses, changes of use, or alteration of existing uses within those concentrations.

Should the Ministry deem it appropriate to issue the requested MZOs, or some modified version of them, notwithstanding the above comments, staff would be grateful for commentary back from the Ministry on how it proposes that the above concerns and challenges be addressed.

ERO Posting

Should the Ministry decide to post the MZOs to the Environmental Registry of Ontario (the “ERO”) for public comment, we ask that the commenting period be a minimum of 90 (ninety) days to provide sufficient time for staff to obtain direction from the respective Councils and provide any required staff reports. Alternatively, we ask that the Ministry

provide the County, City, and Village with sufficient opportunity and time to comment outside of the ERO posting.

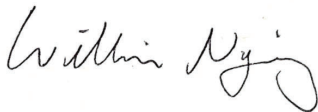
Thank you for the opportunity to provide this input.

Sincerely,

Respectfully,



Corrine Nauta
Manager, Chief Building Official
E-mail: corrine.nauta@county-lambton.on.ca



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Senior Planning Official
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 <p style="text-align: center;">PUBLIC HEALTH SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	EMERGENCY MEDICAL SERVICES
PREPARED BY:	Lynn McCreary, Deputy Chief Stephen Turner, Chief
REVIEWED BY:	Kevin Churchill, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	Paramedic Services Week – May 17-23, 2026

BACKGROUND

In Canada, Paramedic Services Week is celebrated annually during the third week of May to recognize the important work of paramedics and the Emergency Medical Services (“EMS”) profession. It’s a time to appreciate the dedication of paramedics, highlight the services they provide, and educate the public about their role in healthcare. The Paramedic Chiefs of Canada have set the theme for this year’s observance as “*Better Care Starts Here*”, which positions paramedics as highly trusted healthcare professionals delivering expert, compassionate, and evidence-informed care across the full continuum of practice to protect Ontarians. The campaign emphasizes clinical excellence, public engagement, workforce resilience, and integrated healthcare collaboration.

DISCUSSION

The Lambton EMS team is made up of over 180 professional staff, including front-line paramedics, Community Paramedics, Community Health Integrated Care paramedics, Substance Use Navigators, an epidemiologist, management, supervisory staff and program support personnel. This team provides primary and advanced life-support service to the Lambton community seven (7) days-a-week, 24 hours-a-day, 365 days-a-year. Lambton EMS paramedics respond to 911 emergencies, work with allied community health resources to provide care in homes and help to provide innovative care to those experiencing mental health and addictions challenges.

Paramedic services play an important role in the transformation of our health care system through enhanced integrations with our hospitals and community-based health partners such as primary care, mental health, social services, home and community care support services and Ontario health teams. These efforts have been very effective in helping to ensure that patients have access *to the right care, in the right place, at the right time.*

During Paramedic Services Week, Lambton EMS will recognize and celebrate the dedication, resilience, and exceptional clinical care provided by its paramedics every day within our community. This year, Lambton EMS is proud to honour:

- 22 paramedics for their roles in the successful resuscitation of patients experiencing out-of-hospital cardiac arrest events.
- 18 paramedics for their role in an out-of-hospital birth,
- 19 paramedics who will receive the Medical Director’s Commendation Award.

The Medical Director’s Commendation Award is awarded to paramedics who demonstrate exceptional clinical care in the pre-hospital setting during a specific patient encounter. This award recognizes performance that exceeds standard expectations and reflects a high level of clinical competence, professionalism, and patient-centred care.

Lambton EMS will also recognize several paramedics for their volunteer commitment and public engagement activities throughout the year. These awards reflect this year’s “*Better Care Starts Here*” theme by recognizing the skill, compassion, teamwork, and commitment Lambton EMS paramedics demonstrate every day while providing exceptional care to patients during some of the community’s most critical moments.

FINANCIAL IMPLICATIONS

Funding for the provision of Emergency Medical Services is provided on a 50:50, cost-shared basis between the Ontario Ministry of Health and the County of Lambton. However, there are no financial implications associated with this report.

CONSULTATIONS

None.

STRATEGIC PLAN

Lambton EMS delivers high quality emergency medical services contributing to The County of Lambton’s 2024-2027 Strategic Plan’s Areas of Effort #2 in providing *Responsive Services and Programs*, and #3 by strengthening the *Community’s Health and Wellness*.


CONCLUSION

Lambton EMS is proud of its professional team and their important contributions to the community. Lambton County has continued to provide reliable, professional and

Paramedic Services Week – May 17-23, 2026 (page 3)

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innovative paramedic services to its residents and invites all to help Lambton EMS in celebrating Paramedic Services Week 2026.

	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:	May 20, 2026
INFORMATION ITEM:	Libraries First Quarter 2026 Statistics

BACKGROUND

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

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

Statistics on the usage of various programs and services are maintained throughout the year and reported to Lambton County Council quarterly. Detailed first quarter 2026 statistics for the Libraries Department are attached.

DISCUSSION

The first glimpse of the County of Lambton Libraries Department’s activities for 2026 reveal that the library is on track to circulate an equal number of items as it did in 2025. Presently, and following last year’s trend, 55% of the circulation in the first quarter of the year is attributed to digital items, with 45% of the circulation attributed to physical items.

The Department reports an increase of 372 valid library card holders, and Internet / computer use, electronic databases, early literacy stations and inter-library loans continue to see comparable usage rates to last year.

The Department has delivered 2,051 programs so far this calendar year, welcoming 14,113 people to those programs. The use of free community meeting spaces, along with rented meeting and theatre space remains strong. At the end of the first quarter of this year, many locations have nearly exceeded the total number of bookings they experienced in the full 2025 calendar year.

Memory Care Kits were added to Lambton County Library's Library of Things collection in January. These kits support people living with dementia and their caregivers by providing meaningful, engaging activities.

The Sarnia Library and Judith and Norman Alix Art Gallery once again hosted Family Literacy Day on a cold, January morning. Approximate 460 people stopped by the library to take part in a range of family-friendly activities.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

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

STRATEGIC PLAN

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

CONCLUSION

With library circulation of 287,628, and staff delivering 2,051 programs to 14,113 people in the first three months of the year, the County of Lambton Libraries Department continues to meet its mandate to provide free, universal access to information, literacy and lifelong learning resources to the community.

Libraries First Quarter 2026 Statistics

	Number of Valid Library Card Holders			
	Q1-2026	Q2-2026	Q3-2026	Q4-2026
General	0	0	0	0
Alvinston	382	0	0	0
Arkona	163	0	0	0
Brigden	352	0	0	0
Bright's Grove	1,602	0	0	0
Camlachie	251	0	0	0
Clearwater	4,421	0	0	0
Corunna	1,643	0	0	0
Courtright	106	0	0	0
Florence	144	0	0	0
Forest	1,883	0	0	0
Grand Bend	1,736	0	0	0
Headquarters	27	0	0	0
Inwood	84	0	0	0
Library By Mail	20	0	0	0
Mobile Library	151	0	0	0
Mooretown	91	0	0	0
Oil Springs	144	0	0	0
Petrolia	2,277	0	0	0
Pt. Edward	615	0	0	0
Pt. Franks	255	0	0	0
Pt. Lambton	224	0	0	0
Samia	8,701	0	0	0
Shetland	0	0	0	0
Sombra	156	0	0	0
Theford	172	0	0	0
Watford	631	0	0	0
Wilkesport	56	0	0	0
Wyoming	933	0	0	0
TOTALS	27,220	0	0	0

	Circulation						
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	1,804	0	0	0	1,804	6,814	26%
Arkona	1,298	0	0	0	1,298	5,486	24%
Brigden	3,554	0	0	0	3,554	13,800	26%
Bright's Grove	10,041	0	0	0	10,041	37,287	27%
Camlachie	1,544	0	0	0	1,544	6,144	25%
Clearwater	22,283	0	0	0	22,283	85,397	26%
Corunna	6,350	0	0	0	6,350	25,579	25%
Courtright	496	0	0	0	496	1,870	27%
Florence	835	0	0	0	835	2,965	28%
Forest	9,139	0	0	0	9,139	38,277	24%
Grand Bend	6,347	0	0	0	6,347	26,342	24%
Headquarters	1,434	0	0	0	1,434	8,829	16%
Inwood	516	0	0	0	516	2,241	23%
Library By Mail	30	0	0	0	30	114	26%
Mobile Library	1,554	0	0	0	1,554	7,595	20%
Mooretown	620	0	0	0	620	2,114	29%
Oil Springs	1,036	0	0	0	1,036	4,045	26%
Petrolia	12,059	0	0	0	12,059	47,096	26%
Pt. Edward	6,229	0	0	0	6,229	25,931	24%
Pt. Franks	1,187	0	0	0	1,187	5,756	21%
Pt. Lambton	812	0	0	0	812	3,165	26%
Samia	28,943	0	0	0	28,943	116,979	25%
Shetland	0	0	0	0	0	871	0%
Sombra	892	0	0	0	892	3,241	28%
Theford	807	0	0	0	807	2,568	31%
Watford	2,995	0	0	0	2,995	12,455	24%
Wilkesport	647	0	0	0	647	3,032	21%
Wyoming	7,130	0	0	0	7,130	25,300	28%
TOTALS	130,582	0	0	0	130,582	521,293	25%

e-circulation*						
Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
157,046	0	0	0	157,046	607,692	26%

Inter-library Loans							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
Items Borrowed	371	0	0	0	371	1,208	31%
Items Loaned	613	0	0	0	613	1,388	44%

Reference Queries							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	53	0	0	0	53	152	35%
Arkona	68	0	0	0	68	398	17%
Brigden	492	0	0	0	492	813	61%
Bright's Grove	274	0	0	0	274	994	28%
Camlachie	101	0	0	0	101	193	52%
Clearwater	653	0	0	0	653	2,358	28%
Corunna	760	0	0	0	760	3,359	23%
Courtright	51	0	0	0	51	131	39%
Florence	43	0	0	0	43	71	61%
Forest	420	0	0	0	420	2,742	15%
Grand Bend	338	0	0	0	338	1,632	21%
Headquarters	54	0	0	0	54	198	0%
Inwood	30	0	0	0	30	138	22%
Library By Mail	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	23	0	0	0	23	158	15%
Oil Springs	49	0	0	0	49	175	28%
Petrolia	450	0	0	0	450	1,578	29%
Pt. Edward	235	0	0	0	235	745	32%
Pt. Franks	64	0	0	0	64	355	18%
Pt. Lambton	65	0	0	0	65	391	17%
Sarnia	488	0	0	0	488	2,293	21%
Shetland	0	0	0	0	0	18	0%
Sombra	51	0	0	0	51	215	24%
Theford	26	0	0	0	26	158	16%
Watford	115	0	0	0	115	562	20%
Wilkesport	70	0	0	0	70	396	18%
Wyoming	295	0	0	0	295	816	36%
TOTALS	5,268	0	0	0	5,268	21,039	25%

Internet / Computer Use							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	152	0	0	0	152	856	18%
Arkona	3	0	0	0	3	34	9%
Brigden	25	0	0	0	25	102	25%
Bright's Grove	213	0	0	0	213	834	26%
Camlachie	7	0	0	0	7	81	9%
Clearwater	1,065	0	0	0	1,065	3,872	28%
Corunna	395	0	0	0	395	1,591	25%
Courtright	19	0	0	0	19	124	15%
Florence	123	0	0	0	123	213	58%
Forest	677	0	0	0	677	2,389	28%
Grand Bend	312	0	0	0	312	1,270	25%
Headquarters	0	0	0	0	0	0	0%
Inwood	55	0	0	0	55	245	22%
Library By Mail	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	30	0	0	0	30	81	37%
Oil Springs	34	0	0	0	34	155	22%
Petrolia	588	0	0	0	588	2,282	26%
Pt. Edward	101	0	0	0	101	431	23%
Pt. Franks	16	0	0	0	16	59	27%
Pt. Lambton	11	0	0	0	11	43	26%
Sarnia	1,987	0	0	0	1,987	10,168	20%
Shetland	0	0	0	0	0	14	0%
Sombra	45	0	0	0	45	224	20%
Theford	20	0	0	0	20	76	26%
Watford	161	0	0	0	161	502	32%
Wilkesport	9	0	0	0	9	120	8%
Wyoming	174	0	0	0	174	399	44%
TOTALS	6,222	0	0	0	6,222	26,165	24%

Internet Wireless Usage*					
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD
Total Clients	10,052	0	0	0	10,052
Total Sessions	28,021	0	0	0	28,021

**This data has become less reliable with many devices resisting the ability to track.*

Electronic Information Sources							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
Electronic Databases	7,589	0	0	0	7,589	29,472	26%
Early Literacy Stations	3,285	0	0	0	3,285	15,131	22%
TOTAL	10,874	0	0	0	10,874	44,603	24%

Website Visits							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
Library	128,251	0	0	0	128,251	469,799	27%
Theatre	1,358	0	0	0	1,358	4,044	34%
TOTAL	129,609	0	0	0	129,609	473,843	27%
	Q1-2026	Q2-2026	Q3-2026	Q4-2026			
Facebook Friends	4,397	0	0	0			

Email Marketing Statistics			
	Q1 Email Recipients	Q1 Emails Read	Q1 Links Clicked
Monthly Emails	156,113	49,718	3,098
Campaign Emails	7,329	2,926	1,030
Reading Recommendations	856	457	95
Notices	4,937	1,867	174

	Library Programs (#)						
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	72	0	0	0	72	193	37%
Arkona	26	0	0	0	26	117	22%
Brigden	83	0	0	0	83	280	30%
Bright's Grove	63	0	0	0	63	257	25%
Camlachie	27	0	0	0	27	122	22%
Clearwater	115	0	0	0	115	605	19%
Corunna	143	0	0	0	143	480	30%
Courtright	30	0	0	0	30	122	25%
EarlyON Centres	136	0	0	0	136	379	36%
Florence	46	0	0	0	46	81	57%
Forest	109	0	0	0	109	379	29%
Grand Bend	47	0	0	0	47	173	27%
Headquarters	13	0	0	0	13	48	27%
Inwood	45	0	0	0	45	147	31%
Makerspace (Independent)	131	0	0	0	131	620	21%
Mobile Library	57	0	0	0	57	224	25%
Mooretown	15	0	0	0	15	65	25%
Oil Springs	32	0	0	0	32	141	23%
Petrolia	159	0	0	0	159	697	23%
Pt. Edward	26	0	0	0	26	102	23%
Pt. Franks	20	0	0	0	20	93	25%
Pt. Lambton	32	0	0	0	32	100	22%
Samia	396	0	0	0	396	1408	32%
Shetland	0	0	0	0	0	53	28%
Sombra	31	0	0	0	31	91	0%
Theford	33	0	0	0	33	130	34%
Watford	47	0	0	0	47	199	25%
Wilkesport	22	0	0	0	22	65	24%
Wyoming	95	0	0	0	95	346	27%
TOTALS	2,051	0	0	0	2,051	7,717	27%

Library Programs (attendance)							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	342	0	0	0	342	1,790	19%
Arkona	105	0	0	0	105	667	16%
Brigden	2,098	0	0	0	2,098	9,139	23%
Bright's Grove	362	0	0	0	362	1,421	25%
Camlachie	62	0	0	0	62	324	19%
Clearwater	982	0	0	0	982	2,764	36%
Corunna	1393	0	0	0	1,393	3,566	39%
Courtright	131	0	0	0	131	560	23%
EarlyON Centres	1,157	0	0	0	1,157	4,268	27%
Florence	50	0	0	0	50	97	52%
Forest	508	0	0	0	508	3,326	15%
Grand Bend	151	0	0	0	151	608	25%
Headquarters	944	0	0	0	944	2,188	43%
Inwood	130	0	0	0	130	455	29%
Makerspace (Independent)	145	0	0	0	145	695	21%
Mobile Library	742	0	0	0	742	2,324	32%
Mooretown	74	0	0	0	74	626	12%
Oil Springs	31	0	0	0	31	442	7%
Petrolia	838	0	0	0	838	5,367	16%
Pt. Edward	140	0	0	0	140	520	27%
Pt. Franks	107	0	0	0	107	638	17%
Pt. Lambton	170	0	0	0	170	471	36%
Sarnia	2,572	0	0	0	2,572	10,074	26%
Shetland	0	0	0	0	0	49	0%
Sombra	93	0	0	0	93	183	51%
Thedford	104	0	0	0	104	364	29%
Watford	252	0	0	0	252	1,256	20%
Wilkesport	74	0	0	0	74	343	22%
Wyoming	356	0	0	0	356	2,086	17%
TOTALS	14,113	0	0	0	14,113	56,611	25%

Community Meeting Space - Lambton County Library

	Alvinston	Clearwater	Corunna	Forest	Sarnia Connection Cube	Sombra	Thedford	Watford	Wyoming	Total	2025 Total	YTD %
Q1 - 2026 Bookings	19	2	27	33	77	3	10	22	26	219	228	96%
Q1 - 2026 Hours	83.5	2.5	136.5	134.5	107	12	21.5	72	114	684	656	104%
Q1 - 2026 Attendance	22	12	57	99	98	6	22	24	60	400	506	79%
Q2 - 2026 Bookings	0	0	0	0	0	0	0	0	0		210	0%
Q2 - 2026 Hours	0	0	0	0	0	0	0	0	0		648	0%
Q2 - 2026 Attendance	0	0	0	0	0	0	0	0	0		395	0%
Q3 - 2026 Bookings	0	0	0	0	0	0	0	0	0		230	0%
Q3 - 2026 Hours	0	0	0	0	0	0	0	0	0		577.5	0%
Q3 - 2026 Attendance	0	0	0	0	0	0	0	0	0		314	0%
Q4 - 2026 Bookings	0	0	0	0	0	0	0	0	0		205	0%
Q4 - 2026 Hours	0	0	0	0	0	0	0	0	0		537.5	0%
Q4 - 2026 Attendance	0	0	0	0	0	0	0	0	0		370	0%
YTD Bookings	19	2	27	33	77	3	10	22	26	219		
YTD Hours	83.5	2.5	136.5	134.5	107	12	21.5	72	114	569.5		
YTD Attendance	22	12	57	99	98	6	22	24	60	340		

Sarnia Library Theatre & Meeting Room Rentals							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
Internal Bookings							
Bookings	3	0	0	0	3	6	50%
Hours	3	0	0	0	3	30	10%
Attendance	8	0	0	0	8	232	3%
External Bookings							
Bookings	131	0	0	0	131	361	36%
Hours	405.75	0	0	0	405.75	1,273.5	32%
Attendance	4,890	0	0	0	4,890	19,401	25%
Total Bookings	134	0	0	134	268		
Total Hours	408.75	0	0	408.75	817.5		
Total Attendance	4,898	0	0	4,898	9,796		

Total Number of Volunteers						
Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
8	0	0	0	8	13	0%

	CULTURAL SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY & ARCHIVES
PREPARED BY:	Laurie Webb, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	Museums, Gallery and Archives First Quarter 2026 Statistics

BACKGROUND

Lambton Heritage Museum (“LHM”) and Oil Museum of Canada National Historic Site (“OMC”) manage collections that total over 35,000 artifacts that serve to interpret the settlement and development of the area and celebrate Lambton's oil heritage. Lambton County Archives (“LCA”) preserves family genealogical records, local newspapers, land records, historic images, maps, and community histories. Judith & Norman Alix Art Gallery (“JNAAG”) collection contains over 1,200 Canadian paintings, drawings, and sculptures that represent significant Canadian art history with many considered national treasures, including over 43 works by the Group of Seven.

The [Cultural Services Division Strategic Plan 2022-2026](#) adopted by County Council outlines the Strategic Direction for Cultural Services which identifies the actions to be taken, criteria it must meet, or performance indicators it must strive to reach to achieve success with plan implementation. As an outcome of extensive consultation, six areas of focus are relevant in setting directions and evaluating the progress of the Division. The discussion section of this report outlines the progress made in these six areas of strategic priority in relation to activity in the first quarter of 2026.

DISCUSSION

Enhancing Access, Inclusion and Community Engagement

In the first quarter of 2026, the Museums, Gallery, and Archives continued to prioritize access, inclusion, and community engagement through a mix of on-site, outreach, and digital experiences. Across all sites, total in-person participation reached 3,798 visits, an increase from 3,630 in Q1 2025, demonstrating steady engagement during a typically slower winter season.

Digital initiatives further enhanced accessibility by providing alternative ways to engage with collections and exhibitions. Website traffic remained strong, with over 21,000 visits to the Judith & Norman Alix Art Gallery site alone, while the shared Museums and Archives website saw nearly 36,000 visits. These online touchpoints help reduce barriers related to geography, mobility, and seasonality.

Creating and Delivering Great Experiences

Exhibitions and programs drive attendance to the Museums, Gallery and Archives sites and create meaningful cultural experiences. The chart below summarizes visitation to each site including general attendance, in person educational offerings, and participation in special events in the first quarter.

	JNAAG		LCA		LHM		OMC	
	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026
Visitors	682	728	93	116	414	370	174	173
Tour Participants	138	117	0	0	41	68	89	30
Special Event Participants	13	235	0	3	0	44	2	0
On-Site Program Participants	667	611	60	36	20	23	22	81
Facility Rental Users	12	0	0	0	203	152	0	11
First Quarter Total	1,512	1,691	153	155	678	657	287	295

**OMC uses an app for the Oil Field Driving Tour. In the first quarter, 17 users engaged in the app. Previously, the Driving Tour was unavailable during the winter months. The app now allows visitors to access the content and participate year-round.*

The following table outlines the exhibitions at each site available to the community during the first quarter of 2026:

First Quarter Exhibits:

<p>JNAAG Making Space: Recent Acquisitions November 7, 2025 to July 12, 2026. Debwewe Giizhik (sound in the distance) from the sky September 5, 2025 to May 31, 2026.</p>	<p>LCA Petrolia 150th Anniversary on display until 2026.</p>
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<u>Larry Towell Boundaries</u> October 3, 2025 to March 21, 2026.	
LHM <u>Lambton Gallery</u> Permanent Exhibit. <i>Collections Centre</i> Permanent Exhibit.	OMC <u>Main Gallery</u> Permanent Exhibit. <i>100 Years as a National Historic Site</i> Temporary display at Sarnia Library until late 2026.

Developing Partnerships That Increase Participation in Culture

In the first quarter of 2026, partnerships continued to play a key role in expanding participation in cultural programming across Lambton County. Collaboration with schools, libraries, and community organizations supported both on-site and off-site engagement opportunities.

This is reflected in significant growth with outreach participation, which increased exponentially across all sites showcasing the impact of delivering programming directly within community spaces.

Partnerships also contributed to program delivery and audience development, supporting educational tours, special events, and collaborative initiatives that broaden access to cultural experiences. By leveraging shared resources and expertise, Cultural Services continues to strengthen relationships within the community while reaching new and diverse audiences.

Maximizing the Value of Collections and Spaces

The Museums, Gallery and Archives all use online resources to further the reach of their collections. Purposeful and targeted social media usage, engaging websites that showcase collections, educational offerings and visitor information and an online collections database provide access to Lambton’s history and art collections for those who are unable to visit, eliminate a barrier to accessing Lambton’s history while also raising Lambton’s profile. The chart below outlines ways the public accessed Lambton’s history and collections materials, along with their social media engagement this quarter.

	JNAAG		LCA		LHM		OMC	
	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026	Q1 2025	Q1 2026
Website Visits	15,277	21,681	49,812	35,992	49,812	35,992	49,812	35,992

Social Media Reach (Collections Content only)	1,760	0	100,422	196,678	10,948	14,294	9,181	38,092
Social Media Engagement (Collections Content only)	420	0	13,373	28,085	1,863	1,121	2,270	2,276
Collections Database* (Past Perfect)	n/a	n/a	3,116	4,142	3,116	4,142	3,116	4,142
Virtual Tour Engagement	30	18	n/a	n/a	28	34	20	43

*LHM, OMC and LCA share a single [website](#) and online [database](#). Work is currently underway at the JNAAG to make the collection available online.

Building Cultural Capacity and Raising Lambton’s Profile

Museums, Gallery and Archives continuously explore ways to engage with the community and raise Lambton’s profile on a larger scale. Off-site outreach participation increased notably at several sites, demonstrating the value of working collaboratively to bring cultural experiences directly into the community. Below are the Q1 numbers for 2026.

	JNAAG		LCA		LHM		OMC	
	Q1 2025	Q2 2026	Q1 2025	Q2 2026	Q1 2025	Q2 2026	Q1 2025	Q1 2026
Offsite Outreach Participants	0	114	390	1,036	185	321	319	1,656

Managing Resources Efficiently and Effectively

This quarter’s results highlight the department’s continued success in fostering community engagement during a typically slower season, while also preparing for broader programming in the spring and summer. By taking a strategic approach to winter activities, the department is able to use resources efficiently while still maintaining consistent and meaningful connections with the community year-round.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

None.


STRATEGIC PLAN

The exhibitions, programs and outreach of the Museums, Gallery and Archives supports the strategic directions and actions outlined in the Cultural Services Strategic Plan as follows:

1. Enhancing access, inclusion & community engagement,
2. Creating & delivering great experiences,
3. Developing partnerships that increase participation in culture,
4. Maximizing the value of collections & spaces,
5. Building cultural capacity & raising Lambton's profile, and
6. Managing resources efficiently & effectively.

CONCLUSION

In the first quarter of 2026, the Museums, Gallery, and Archives demonstrated continued progress across all six strategic priority areas. Total attendance remained strong, with meaningful year-over-year growth at JNAAG and Lambton County Archives, and stable figures at Oil Museum of Canada and Lambton Heritage Museum. Off-site outreach expanded substantially across all sites, collections engagement online grew, and new tools such as Oil Museum of Canada's Driving Tour app broadened access to heritage content year-round. These results reflect the Division's commitment to delivering quality cultural experiences, building inclusive community connections, and maximizing the value of Lambton County's cultural assets as the department prepares for expanded spring and summer programming.

	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:	May 20, 2026
SUBJECT:	Libraries Donations January 1 to March 31, 2026

BACKGROUND

Lambton County Library receives occasional donations from patrons, individuals, community organizations and local businesses.

DISCUSSION

The following donations were received for the period January 1 to March 31, 2026:

- \$100 from an anonymous donor for the purchase of toys / games at Clearwater Library.
- \$40 from an anonymous donor for the purchase of adult books.
- \$163.62 from donation boxes.
- A book, "Growing up in Alvinston", by Dougald William Reader, compiled and edited by Jean and Neil Armstrong.
- Five multi-colour knitted seat cushions for use at Florence Library by the Florence Village Stitchers.

FINANCIAL IMPLICATIONS

Financial donations are recorded as revenue in the Department's budget each year, and any unspent dollars at year-end are placed in a donations reserve to fund special projects or equipment, not funded through the levy.

CONSULTATIONS

The Executive Assistant / Administrative Services Supervisor assisted in the completion of the report.

Libraries Donations January 1 to March 31, 2026 (page 2)

May 20, 2026

STRATEGIC PLAN

Any monetary donations contribute to the operation of Lambton's library service which support the strategic plan's principles and values including: services and communications, community development, health and wellness and partnerships.

CONCLUSION

Lambton County Library is fortunate to receive occasional support from individuals and community organizations.

RECOMMENDATION

That the Libraries Donations, January 1 to March 31, 2026 Report be accepted.

	CULTURAL SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LIBRARY SERVICES
PREPARED BY:	Darlene Coke, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
SUBJECT:	Bequest – Estate of Otto & Kathleen (Cunningham) Schuldt

BACKGROUND

In 2019, the County of Lambton Libraries Department received its first payment from the Estate of Otto & Kathleen (Cunningham) Schuldt in the amount of \$300,000 for use of Lambton County Library for the benefit of the Children’s Department of the Petrolia Public Library.

On September 18, 2019, the County of Lambton’s Committee A.M. considered how the Libraries Department might use these funds, taking into account the Division of Responsibilities Agreement between the County and its member municipalities which sees the County providing the library service and the member municipality owning and maintaining the physical library space. The following recommendation from September 18, 2019 was approved at the October 2, 2019 meeting of Lambton County Council:

#9: Loosley/Stark:

- a) That Council approve the establishment of a dedicated reserve fund for the bequest of Otto & Kathleen (Cunningham) Schult, to support the Robert M. Nicol Library, Petrolia.
- b) That Council authorize the use of the Otto & Kathleen (Cunningham) Schuldt Reserve Fund to support expenses related to the Robert M. Nicol Library, Petrolia, including youth materials, and equipment (\$100,000), youth programming and outreach (\$50,000), a youth bursary program (\$50,000) and building enhancements to the children’s area of the branch (\$100,000).
- c) That Council direct County staff to work in collaboration with the staff of the Town of Petrolia to administer the Otto & Kathleen (Cunningham) Schuldt Reserve Fund and implement the authorized projects.

Following this direction, an additional sum of \$140,577.15 was received from the estate of Mr. and Mrs. Schuldt, for a total sum of \$440,577.15. As a result of recent discussions with representatives from the Town of Petrolia concerning current building needs, it was determined that the use and distribution of these funds should be re-examined with Council, particularly given that the majority of these funds have not been utilized for a number of years.

DISCUSSION

Since the reserve fund's inception, the funds expensed to date (\$94,394.33) have allowed for the cosmetic renovation of the library and some maintenance repairs in the years 2020 and 2022 which included upgrades such as an accessible service desk, some new furnishings and equipment, the refinishing of floors and new flooring, fresh paint along with repairs to broken windows, roof repairs, some new lighting, electrical upgrades and improvements to the heating and ventilation system.

In 2019, the Joint Library Facilities Review (“**JLFR**”) studied Lambton County Library's branches including their size, condition, location and suitability to deliver a modern library service. While Petrolia Library was acknowledged for its unique character residing in a designated heritage building and recognized as a valued part of the Town's creative infrastructure, it was noted that the Town's library space provision rate of 0.4 square feet per capita is the lowest in Lambton County and the Town's projected population growth will compound per capital space pressures in Petrolia.

Of the four categories of expenses to date, funds have only been expensed for the 'building enhancements' and 'youth materials and equipment' categories. There is currently no plans to establish a 'youth bursary', and given the age of Petrolia Library, and its undersized physical footprint, it would be beneficial to re-direct the funds earmarked for a 'youth bursary' and instead apply them to the 'building enhancements' category. This would be especially helpful for the Town of Petrolia as it replaced the fire suppression system compressor earlier this year as an unplanned capital expense at a cost of \$11,456.11, including the non-rebateable HST, and is planning for the replacement of an air conditioning system which has reached the end of its lifecycle. It would also be beneficial for the County to propose to work with the Town, to have an architect lead a consultation process to determine how Petrolia Library might increase its footprint to better position the library to meet the needs of existing and future residents.

It is proposed to re-allocate the 'youth bursary' value of \$73,429.53 to the 'building enhancements' category, along with \$23,429.53 from the 'youth programming and outreach' category. Doing so will result in the following revised balances:

- i. building enhancements: \$174,475.73;
- ii. youth programming and outreach: \$50,000; and
- iii. youth materials and equipment: \$121,707.09.

If Council approves to support the Town's expense for the fire compression system, the Town of Petrolia's unplanned capital expenses of \$11,456.11 will reduce the 'building enhancements' portion of the reserve fund, leaving a balance of \$163,019.62.

Notwithstanding that the *Division of Responsibilities Between Municipalities and Lambton County Library*(1989) outlines this expense being the responsibility of a member municipality, providing support for building enhancements to the Petrolia Library from the Otto & Kathleen (Cunningham) Schuldt Reserve Fund is consistent with previous Council direction regarding this fund given its intended use.

FINANCIAL IMPLICATIONS

The current balance of the Schuldt Reserve Fund is \$346,182.82. Adjusting the categories will not impact the remaining balance of the total fund.

CONSULTATIONS

The Town of Petrolia's Chief Administrative Officer, the Director of Parks, Recreation and Facilities, and the Director of Marketing, Arts and Communications were consulted in the creation of this report.

STRATEGIC PLAN

Ongoing investment in public libraries reflects the County of Lambton's commitment to provide responsive services and programs to its residents, through partnerships. Investment in public libraries also supports the Cultural Services Division's strategic priorities of creating and delivering great experiences and maximizing the value of collections and spaces.

CONCLUSION

The Libraries Department is grateful for the generosity of Mr. and Mrs. Schuldt, and this re-alignment of the fund will help advance expenses related to the physical library space that are needed presently, and in the future.

RECOMMENDATIONS

- a) **That Council authorize staff to reallocate the following funds held in the Otto & Kathleen (Cunningham) Schuldt Reserve Fund ("Reserve Fund") to support expenses related to the Robert M. Nicol Library, Petrolia such that both the Youth Bursary Category value of funds at \$73,429.53 and the Youth Programming and Outreach Category value of funds of \$23,429.53 be reallocated to the Building Enhancements Category so that the reallocation of funds held in the Reserve Fund are as follows:**

Bequest – Estate of Otto and Kathleen (Cunningham) Schuldt (page 4)

May 20, 2026

- i. Building Enhancements Category: \$174,475.73;**
- ii. Youth Programming and Outreach Category: \$50,000; and**
- iii. Youth Materials and Equipment Category: \$121,707.09.**

- b) That Council authorize staff to approve the Town's expense of \$11,456.11 for the fire compression system and that such expense be drawn upon from the Reserve Fund.**
- c) That Council authorize staff to discuss with the Town of Petrolia options for growing Petrolia Library's physical footprint to ensure suitable space for the current and future population base.**

 <p style="text-align: center;">CULTURAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY & ARCHIVES
PREPARED BY:	Laurie Webb, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
SUBJECT:	Museums, Gallery and Archives Collections Management February and March 2026

BACKGROUND

The Manager, Museums, Gallery & 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 February and March 2026.

DISCUSSION

Recommended for Acceptance

Attached are items recommended for acceptance that have been offered for donation to LHM, OMC, JNAAG, and LCA in the months of February and March 2026.

Attachment A – Museums, Gallery and Archives Donations February and March 2026

Recommended for Refusal

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

The list below outlines objects that were offered for donation in the months of February and March 2026 and are recommended for refusal.

Institution	Details	Reason for Refusal	Offered By
Lambton County Archives	Multiple scrapbooks detailing world events, royals, and non-local events.	Does not meet collection mandate.	Duncan MacTavish
Lambton County Archives	Six local history books and Newspapers from Alvinston.	Duplicates of items in collection.	Jean Armstrong
Lambton County Archives	Yearbooks.	Duplicates of items in collection.	Shauna Carr
Lambton Heritage Museum	Peace pipe – Indigenous artifact with potential spiritual significance.	Referred to Museum of Ontario Archaeology.	Name not given.
Lambton Heritage Museum	Box of antique linens and lace.	No local provenance. Referred to Sombra Museum or Moore Museum.	Name not given.
Lambton Heritage Museum	Bell organ.	Duplicate of items already in collection. Referred to Moore Museum.	Glen Crawford
Lambton Heritage Museum	Variety of antiques.	No local provenance. Referred to Moore Museum.	Bev McLaughlin
Lambton Heritage Museum	WWII uniform of Lily Hayward from Exeter.	No local provenance. Referred to Huron County Museum.	Eileen Armstrong
Oil Museum of Canada	Scrapbooks pertaining to Lambton County.	Does not meet collection mandate.	Duncan MacTavish

Recommended for Deaccession

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

Institution	Accession Number	Object	Rationale
Oil Museum of Canada	n/a	Remington Rand Adding Machine.	Outside collections mandate.
Oil Museum of Canada	n/a	Burroughs Portable Adding Machine.	Outside collections mandate.
Oil Museum of Canada	n/a	Remington Rand Typewriter.	Outside collections mandate.
Oil Museum of Canada	n/a	52 issues of Imperial Oil Magazine, various dates from 1963 to 1997.	Duplicates of items in the collection.
Oil Museum of Canada	1997.019.084	84 issues of Imperial Oil Magazine, various dates from 1961-1979	Duplicates of items in the collection.
Oil Museum of Canada	1996.006.017	Gasket Paper and Holder.	Poor condition.

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.

Museums, Gallery and Archives Collections Management February
and March 2026 (page 4)

May 20, 2026

RECOMMENDATION

That the Museums, Gallery and Archives Collections Management February and March 2026 Report be accepted, and items recommended for acceptance be approved for inclusion in the respective permanent collections and items recommended for deaccession be removed from the respective collections.

Museum, Gallery and Archives Donation February and March 2026

Institution	Council Report Information	Contact	City
Lambton County Archives	14 rolled blueprints of Forest United Church. Blueprints date back to the original building of the church in 1927 and include subsequent additions.	Glenn Stott	Arkona
Lambton County Archives	A small book given to Howard Taylor from Norm Eastwood when he travelled to Antarctica, Sarnia traffic tokens, Five photo postcards with messages related to the Martin and Clark families.	Tali McGovern	Sarnia
Lambton County Archives	Growing up in Alvinston by Jean Armstrong. Photos, clippings, and documents pertaining to Alvinston Churches (primarily Guthrie), and local businesses/historical events. Three 1920s Alvinston newspapers.	Neil Armstrong	Petrolia
Lambton County Archives	Photos and funeral cards of the Syer family.	Terry Syer	Petrolia
Lambton County Archives	Lake Huron Beach Directory from 1940.	Paul Miller	Grand Bend
Lambton County Archives	Legal record of Haskett vs. McAlpine with verdict ca. 1871 and 1890 cabinet card building the St. Clair Tunnel.	Philippa Campsie	Toronto
Lambton County Archives	O.B.A Pee Wee B Champions photo, 1951	Laurie Goodrow	Sarnia
Lambton County Archives	Plan 2 Warwick Township map; Lambton County crest.	Art Herbert	Wyoming
Lambton County Archives	Record titled My School Album, Our Children Sing by the Petrolia Public Schools - 1968.	Heather Sharpe	Theford
Lambton County Archives	Scrapbooks on Lambton history as compiled by Margaret McTaggart.	Duncan McTavish	Petrolia
Lambton County Archives	Seven Valhalla Yearbooks (Northern Collegiate) spanning from 1989-2006.	Shauna Carr	Sarnia
Lambton County Archives	Stewart James talent handbill with envelope.	Kip Cuthbert	Sarnia

Institution	Council Report Information	Contact	City
Lambton County Archives	Three Binders (1) postal/rail cancellation marks (2) Leys/ McLean letters. ca. 1830s- early 1900s (3) Mueller history through stationary plus additional contextual research on all items.	Randy Evans	Sarnia
Lambton County Archives	Two Inwood Fire Department albums plus one Fire Department photograph, two Inwood 125 VHS tapes.	Wayne Deans	Inwood
Lambton County Archives	Visitor's Book for Sarnia General Hospital 1896-1944.	City of Sarnia, Sarnia City Hall	Sarnia
Lambton Heritage Museum	Pair of goggles and case owned by Albimy Sylvester of Watford.	Marie Gilroy	Lambton Shores
Lambton Heritage Museum	Picture of dredging equipment that was used on the Ausable Cut in 1923 and 1924.	Tom Laird	Theford
Lambton Heritage Museum	Pictures and newspaper clippings about Captain Nathan Smith. Painting of the ship Imperial Sarnia, which was given to Captain Smith when he retired.	Velma Smith	London
Lambton Heritage Museum	Research notes of Clare Gilbert for his St. Clair Tunnel book, copies of original tunnel blueprints, and a commemorative armband for the Centennial Committee.	Clare Gilbert	Parkhill
Lambton Heritage Museum	Signed photograph of the 1960s Sarnia band The Classics.	Marcia MacDonald	Orleans
Lambton Heritage Museum	World War I uniform belonging to George Leggett of Arkona. Includes helmet, soft cap, jacket, badging, medal, duffel bag, and more.		Arkona
Oil Museum of Canada	Two Oil-Themed Lapel Pins, from Petrolia and Leduc.	Donna Barnes	Oil Springs
Oil Museum of Canada	Barrel cart.	Jim Preece	Brigden
Oil Museum of Canada	Rawlings Drilling Company baseball cap.	John Heron	Petrolia
Oil Museum of Canada	Two McColl-Frontenac farm manuals.	Paul Miller	Grand Bend

Institution	Council Report Information	Contact	City
Judith & Norman Alix Art Gallery	Mildred Valley Thornton, 1890 - 1967 painting Chief Crowfoot's Granddaughter Margaret, Blackfoot Siksika Nation, Alberta, 1941 oil on board 24 x 18 in.	Linda Burns	Croton
Judith & Norman Alix Art Gallery	Mildred Valley Thornton, 1890 - 1967 painting Chief Dan Kennedy, Assiniboine Tribe, Saskatchewan, 1943 oil on canvas 24 x 18 in.	Linda Burns	Croton

 <p style="text-align: center;">LONG-TERM CARE DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Michael Gorgey, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	Small House Project Construction Update

BACKGROUND

Lambton County Council, at its meeting on October 2, 2024, directed staff to provide ongoing updates through the Committee of the Whole on the status of the Small House Addition Project (“**Project**”) at Lambton Meadowview Villa (the “**Villa**”). Council passed the following motion:

#12: Ferguson/Loosley:

- a) *That the Small House Addition Project for Lambton Meadowview Villa (the “Project”) at a revised estimated cost of \$12.22M be approved and authorized.*
- b) *That the Project be funded as follows:*
 - *\$2.5M from LTC Reserves;*
 - *\$8.72M from debt (recoverable);*
 - *\$0.6M from provincial grants; and*
 - *that Staff be authorized to draw and/or commit the Corporation to the stated debt, as noted above.*
- c) *That Staff continue to update Council, through the Committee of the Whole on the status of this project.*

Carried.

The Small House model represents an innovative approach to long-term care, designed to create a more home-like, person-centered environment for Elders. The addition will support enhanced quality of life through smaller living spaces, consistent staffing, and a focus on individualized care.

DISCUSSION**Construction Update**

The Project is well underway, marking an important milestone in the transformation of long-term care at the Villa. Significant progress has been achieved across multiple areas of the build, with construction advancing in a coordinated manner.

Structural Progress

Construction of the Small House has progressed substantially, with the exterior structure, including the roof, now complete. Key building systems are also in place, including the completion of the sprinkler tie-in, attic ductwork, and underground plumbing. The interior slab has been completed, and interior wall construction is currently underway.

Site development is advancing in parallel, with surrounding grounds taking shape and parking lot modifications now in progress. These works support both the ongoing construction activities and future site functionality.

Furnishings, Fixtures and Equipment (“FFE”) Progress

Planning and procurement of FFE is well advanced. The majority of the required furniture, medical equipment, kitchen equipment, and essential supplies have been ordered, with many items already delivered to site. This progress supports readiness for the final stages of construction and occupancy.

Next Phase

Work over the coming months will focus on achieving full enclosure of the building, including the installation of windows and exterior doors. Masonry and siding will progress, along with interior work such as drywall installation. Exterior site work will continue, including parking areas and laneways.

Overall, the project continues to advance toward the targeted completion and occupancy date of December 2026. Staff will continue to monitor progress closely and work in collaboration with contractors to maintain alignment with project timelines.

FINANCIAL IMPLICATIONS

The financial impacts associated with the construction of the Project are being managed within the approved project budget. Ongoing monitoring and coordination with project partners will ensure that any emerging pressures are identified and addressed as part of regular project oversight and reporting.

CONSULTATIONS

The Coordinator, Facilities and Capital Services and project consultants have been engaged throughout the construction process to support project oversight, procurement, and implementation.

STRATEGIC PLAN

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

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

CONCLUSION

The Project continues to make strong progress, with key structural elements complete and interior and site work advancing steadily. The coordinated efforts of staff, consultants, and contractors have positioned the project well as it moves into the next phase of construction.

As work continues toward full enclosure and interior completion, the Project remains on track for its targeted opening in December 2026. This addition will play a critical role in advancing a more modern, home-like model of care at the Villa and supporting improved outcomes for Elders.

 <p style="text-align: center;">LONG-TERM CARE DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LAMBTON MEADOWVIEW VILLA
PREPARED BY:	Jennifer Beaubien, Administrator Tara Pounds, Revenue Officer
REVIEWED BY:	Michael Gorgey, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	Small House Project Fundraising Campaign

BACKGROUND

Lambton County Council, at its meeting October 2, 2024, endorsed the following motion regarding the Small House financial estimate update:

#12: Ferguson/Loosley:

- a) *That the Small House Addition Project for Lambton Meadowview Villa (the “Project”) at a revised estimated cost of \$12.22M be approved and authorized.*
- b) *That the Project be funded as follows:*
 - *\$2.5M from LTC Reserves;*
 - *\$8.72M from debt (recoverable);*
 - *\$0.6M from provincial grants; and*
 - *that Staff be authorized to draw and/or commit the Corporation to the stated debt, as noted above.*
- c) *That Staff continue to update Council, through the Committee of the Whole on the status of this project.*

Carried.

The Small House Project represents a significant advancement in dementia care. The model introduces a purpose-built, 12-person household designed to support a more personal, relationship-based approach focused on dignity, autonomy, and quality of life.

To enhance the model beyond core construction and provincially funded components, a community fundraising initiative has been established. This report provides an overview of

early campaign development and the groundwork now in place to support fundraising for the Small House Project.

DISCUSSION

A fundraising Committee has been formed and fundraising efforts are in the early stages. At this time, the focus is on building awareness, relationships, and a strong foundation for future giving. The fundraising goal is to deliver dementia focused enhancements beyond standard long-term care environments and support program evaluation into this first-in Ontario model of long-term care.

Fundraising is directed toward elements that are above core care, including therapeutic spaces, furnishings, and features that enhance daily life for Elders living with dementia. During project planning, select high-impact elements were removed from the base scope to manage costs. The campaign will support the realization of these enhancements.

Foundational work has been completed to support campaign development, including the creation of campaign messaging and materials, establishment of a Small House presence on LambtonCares.ca with online and e-transfer donation options, and enhancement of communications through video production and digital strategy.

The campaign is being advanced through a structured approach that includes development of a case for support, prospect identification, ongoing community outreach, and early-stage solicitation.

Community engagement remains a key focus. Presentations have been delivered to the Town of Plympton-Wyoming, Township of Enniskillen, and Town of Petrolia, with additional outreach to local service clubs and community organizations ongoing. Further opportunities continue to be identified.

At this stage, efforts are focused on building relationships and developing a pipeline of opportunities. Progress will be monitored through regular reporting on outreach, engagement, and funds committed.

FINANCIAL IMPLICATIONS

Funds raised will be directed toward value-added elements above core care, including therapeutic spaces, furnishings, and features that enhance the daily experience of Elders.

By securing external funding for these enhancements, the County avoids the need to fund these elements through municipal sources, thereby reducing financial pressure and helping to mitigate potential impacts to the levy.

Fundraising efforts also support the County's approach to leveraging external funding, including grant opportunities and community investment, to enhance capital projects.

This approach reflects prudent financial management while maximizing community investment.

There are no immediate financial implications associated with this report.

CONSULTATIONS

The Small House Fundraising Committee continues to meet regularly and includes representation from County staff and community members.

The Long-Term Care Committee, including the General Manager of the Long-Term Care Division, the Consulting Gerontologist, Long-Term Care Administration, and the Lambton Meadowview Villa leadership team have been actively engaged in the development of the Small House Project and its associated fundraising efforts.

Ongoing consultation and engagement continue with municipal partners, community organizations, service clubs, and prospective donors.

STRATEGIC PLAN

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

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

CONCLUSION

The Small House fundraising campaign is in its early stages, with important groundwork now in place. Initial efforts have focused on awareness, relationship building, and campaign development, with growing engagement across community partners and prospective donors.

The fundraising campaign offers the opportunity to deliver meaningful enhancements that will improve daily life for Elders and support a new standard of dementia care in Lambton County.

Staff will continue to advance outreach, build momentum, and report back to Committee as the campaign progresses.



CORP 06-03-26

April 20, 2026

The Honourable Rob Flack
Minister of Municipal Affairs and Housing
College Park, 17th Floor
777 Bay Street
Toronto, ON M7A 2J3

Delivered via email: minister.mah@ontario.ca

RE: Bill 100 – Better Regional Governance Act, 2026

Dear Minister Flack,

We recognize the Province's focus on municipal governance and the shared urgency to accelerate, infrastructure, and economic development across Ontario. Municipal governments are committed partners in achieving these priorities, and across Western Ontario, counties continue to deliver results through collaboration, fiscal responsibility, and strong local leadership.

On behalf of the Western Ontario Wardens' Caucus (WOWC), we are writing to provide a respectful and principled perspective on Bill 100, the *Better Regional Governance Act, 2026*. While the legislation only affects one of our WOWC member counties, it signals a clear provincial direction toward governance reform as a tool to advance policy outcomes, including housing and infrastructure delivery. As such, it raises important considerations for Counties and upper-tier municipalities across Western Ontario.

WOWC members recognize the Province's objectives to streamline decision-making and improve alignment between municipal and provincial priorities. However, the proposed introduction of a provincially appointed Warden and strong Warden powers, represent a significant shift away from locally determined governance models. These changes increase provincial influence in municipal leadership structures and risk undermining the democratic accountability that is foundational to municipal government.

Municipal governments are, by design, local, democratic, and transparent. Elected officials are directly accessible and accountable to their communities, bringing local-based knowledge and relationships that are essential to effective decision-making. This is particularly important in rural and County contexts, where geography, service delivery responsibilities, and community diversity differ significantly from large urban centres.

We also wish to highlight the important distinction between governance models. Counties are not regions, and they are not cities. County governments in Western Ontario operate through collaborative, two-tier systems that rely on representation from locally elected lower-tier municipalities. This structure reflects rural realities, ensures balanced regional representation, and supports effective and coordinated service delivery across large geographic areas. Applying a one-size-fits-all governance approach risks overlooking these differences and may lead to unintended consequences.

Feedback from our municipal partners, including those directly impacted by the legislation, reinforces these concerns. While there is support for measures such as council size adjustments in certain contexts, there is significant apprehension regarding provincially appointed Wardens and expanded executive authorities. Key issues raised include the potential lack of local knowledge in appointments, reduced accountability to elected councils, and challenges to maintaining cohesive and collaborative governance structures.

Counties across Western Ontario are already delivering on the Province's priorities. From enabling housing development through infrastructure investment to supporting economic growth and workforce development, municipal governments are essential partners in building strong, resilient communities. Between 2016 and 2021, Western Ontario experienced population growth of 7.8%—outpacing the provincial average—and welcomed over 121,000 new residents, nearly double the growth of the City of Toronto during the same period. This growth has been matched by strong housing development, with a 28.3% increase in new housing units, and significant investment, including \$8.9 billion in building permits, of which \$6.4 billion was for residential construction.

WOWC supports a united, respectful, and principled approach to this discussion. We believe there is an opportunity to work collaboratively with the Province to explore governance improvements that maintain democratic integrity while supporting shared priorities. In particular, we would welcome engagement on how Counties can continue to play a leadership role in advancing housing and infrastructure outcomes without compromising local representation and accountability.

As the Province continues to consider governance reforms, we respectfully request that any future changes involving upper-tier municipalities:

- Maintain locally elected leadership as a cornerstone of municipal governance
- Recognize the distinct roles and structures of counties, regions, and cities
- Reflect rural and regional realities, including geography and service delivery responsibilities; and
- Be developed in partnership with municipalities through meaningful consultation.

WOWC will continue to monitor Bill 100 and any associated regulatory developments, including potential expansion of governance tools, and we remain committed to constructive engagement with your Ministry on this important file.

www.wowc.ca

Thank you for your leadership and for the opportunity to provide input. We look forward to continuing to work together to support strong, accountable, and effective municipal governance and critical services across Ontario.

Sincerely,

The Western Ontario Wardens' Caucus



Mayor David Bailey
Brant County



Warden Luke Charbonneau
Bruce County



Mayor Darrin Canniff
Chatham Kent



Warden Lisa Post
Dufferin County



Warden Dominique Giguère
Elgin County



Warden Hilda MacDonald
Essex County



Warden Andrea Matrosovs
Grey County



Warden Jamie Heffer
Huron County



Warden Kevin Marriott
Lambton County



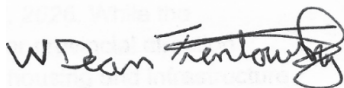
Warden Sue Clarke
Middlesex County



Deputy Mayor Adam Veri
Norfolk County



Warden Marcus Ryan
Oxford County



Warden Dean Trentowsky
Perth County



Warden Basil Clarke
Simcoe County



Warden Chris White
Wellington County

www.wowc.ca

cc.

Hon. Doug Ford, Premier of Ontario
Association of Municipalities of Ontario
Eastern Ontario Wardens' Caucus
Western Ontario Municipalities

www.wowc.ca

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ONTARIO WORKS
PREPARED BY:	Stacey Mullen, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	Ontario Works First Quarter Update

BACKGROUND

Ontario Works (“OW”) is a mandatory program that provides legislated income and person-centred support ensuring people have access to the financial, stability, and employment supports they need to build their independence and an enhanced quality of life.

There is collaboration between internal staff and community partners across service sectors such as housing, homelessness prevention, health, and education to support people's needs and to assist them in achieving their goals.

This report seeks to provide Council with an update of a few key initiatives and outcomes within the Ontario Works Department, including the Employment Ontario (“EO”) program, during quarter one of 2026.

DISCUSSION

Caseload Statistics

The OW average caseload from January 1 to March 31, 2026, was 3,088 households per month, including Temporary Care Assistance cases. This compares to an average of 3,044 households during the same period in 2025, representing an approximate 1.7 percent increase.

The caseload increase is consistent with the provincial experience and is primarily due to continued high cost of living, inflation, and increasingly complex client needs.

Applications

OW application volumes remained stable in the first quarter of 2026 compared to the same period in 2025, with a total of 645 applications received compared to 648 in 2025. Applications for Emergency Assistance averaged 41 per month in the first quarter of 2026, compared to an average of 52 during the same period in 2025, representing a decrease.

Outcomes

In 2024, aligning with Employment Services Transformation, the performance outcome measures were updated to reflect service delivery expectations. At the end of 2025, the Ministry of Children, Community and Social Services introduced quarterly reporting requirements to strengthen the timeliness and consistency of outcome monitoring across programs. These outcomes are measured cumulatively throughout the year across four areas: percentage of Action Plans completed, referrals to EO, exits to employment, and the percentage of clients not returning to OW. Cumulative annual totals will be reported in the Quarter Four report.

For the first reporting period of 2026, Lambton's outcomes remain stable, with performance indicating that the Department is on track to meet established annual targets. Overall, Lambton's results are generally aligned with, and in some areas exceed, provincial performance levels, demonstrating continued progress toward service delivery expectations and positive program outcomes.

Person-Centred Stability Supports

OW staff provide direct, person-centred supports to people with a wide range of needs, including those experiencing trauma, homelessness, mental health concerns, and substance use challenges. People need longer term, more intense support to reach their goals, and to increase their independence and quality of life.

Family Counselling Centre Brief Counselling Program

OW continues its partnership with the Family Counselling Centre to offer brief, short-term counselling for clients seeking stability and support in achieving their goals, including employment. In 2026, 77 clients participated in the program, compared to 44 clients in 2025, reflecting a significant increase in program participation. Participants continue to report improved mental health, greater hopefulness, and a stronger commitment to personal goals, demonstrating the ongoing effectiveness of the program.

Income Tax Clinics

OW partnered with the Inn of the Good Shepherd to deliver on-site income tax clinics for clients, supporting the completion and filing of income tax returns and ensuring access to available government benefits and tax credits. Accessing these entitlements contributes to improved financial stability, which is a foundational factor in supporting progress toward

employment, housing stability, and overall well-being outcomes.

Employment Services

Employment services and supports provided by OW staff are intended to meet the unique needs of individuals receiving assistance and support progress towards employment goals. During the first quarter of 2026, employment outcome measures remained generally consistent with 2025 results, demonstrating continued client engagement in employment-related activities and stable employment outcomes across the caseload.

Employment Outcome	Lambton 2025 Outcome	Quarter 1 2026
% of Caseload with Earnings	9.76%	8.65%
Average Monthly Earnings per Case	\$867	\$830
% of Terminations Exiting to Employment	28.36%	28.84%
% of Caseload Exiting to Employment	1.30%	1.18%

The Lambton Works Centre (“**LWC**”) continues to provide comprehensive supports to job seekers and members of the community. LWC staff enhance employment readiness, deliver job search strategies, and connect individuals to a broad range of community resources and services. Through strong collaborative partnerships, staff contribute to building community capacity and supporting positive client outcomes, ensuring individuals have access to the resources and services required to progress toward their employment and personal goals.

Lambton Works Employment Services (“**LWES**”)

This quarter, the LWES team continued to strengthen local marketing initiatives and enhance service delivery. Programs and services remain responsive to local labour market demands, employing strategies that support both job seekers and employers.

Community presence continues to be strengthened through ongoing partnerships and participation in local initiatives. This includes activities such as partnering with the Municipality of Lambton Shores on a job fair earlier this year and participating in the Lambton Shores Agricultural Forum. These initiatives demonstrate a continued commitment to community engagement and support local workforce development priorities.

LWES Outcomes (January 2026 to March 2026)	
Number of Intakes Completed	144
Number of Job Starts	60
Average Weekly Work Hours	27.20
Average Hourly Wage	22.35
Percentage Employed at One-month Checkpoint	68%
Percentage Employed at Three-month Checkpoint	46%
Percentage Employed at Six-month Checkpoint	26%
Performance Based Funding Earned*	\$6,593

By combining best practice strategies with personalized support, we continue to drive positive outcomes for individuals, employers, and the broader community. Our commitment to innovation has led to transformative approaches that enhance client outcomes, foster meaningful relationships, and address local labour market needs. By continuously evolving our services based on client feedback, data analysis, and emerging trends, we ensure our programs remain relevant, inclusive, and effective.

FINANCIAL IMPLICATIONS

There are no anticipated financial impacts to the OW budget as a result of this report.

CONSULTATIONS

Not Applicable.

STRATEGIC PLAN

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

- Strengthening the County's advocacy and lobbying efforts with other levels of government to raise the profile of the County and its needs to secure improved senior government supports, funding, grants, and other resources to meet emerging infrastructure and service needs;
- Consulting with the community and stakeholders on ways to increase housing options and affordability, and innovative programs and initiatives that focus on poverty reduction and promote social belonging;
- Supporting the development of a variety of affordable housing to meet demand;
- Implementing, monitoring and updating community health and wellness-related plans and priorities, including, but not limited to, the Housing and Homelessness Plan, Community Safety & Well-Being Plan, the Long-Term Care division's mission, vision, and values, Age Friendly Community Planning framework,

Lambton Public Health's strategic priorities, Lambton Drug & Alcohol Strategy, Lambton EMS Master Plan, and Child Care and Early Years 5-Year Service System Plan; and

- Advocating for, and supporting access to, mental health and addiction services.

CONCLUSION

As the demand for social assistance support within the community grows, staff remain dedicated to delivering integrated, person-centred services. They focus on building meaningful relationships with the individuals they support, while collaborating with community partners to create connections and pathways for accessing stability services. These services cover essential areas like food security, housing, income sources, mental health, addiction support, and primary care.

Stability needs vary, as does each person's readiness for employment services. Employment Services and Ontario Works staff work together to assist individuals in achieving greater stability and employment readiness, with the goal of fostering independence, allowing individuals to succeed in reaching their goals.

	SOCIAL SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOMELESSNESS PREVENTION AND SOCIAL PLANNING
PREPARED BY:	Ian Hanney, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	Housing and Homelessness Plan Progress Report

BACKGROUND

Under the *Housing Services Act, 2011*, Service System Managers are required to provide an annual report to the public on the progress towards their housing and homelessness plans. The attached Progress Report highlights the work completed over the past year under the County of Lambton's Housing and Homelessness Plan 2020-2024.

A new local Housing and Homelessness Plan has been developed, as directed by the Ministry of Municipal Affairs and Housing and will be presented to County Council in June 2026.

DISCUSSION

The County of Lambton's Housing and Homelessness Plan 2020-2024 (the "Plan") framed the planning and delivery of housing and homelessness supports within the community. Each year, the County works towards the four strategic goals outlined by the Plan to achieve the vision that "Every person has an affordable, suitable and adequate home".

As a reminder, the following are the four strategic goals under the Plan:

1. Increase and sustain supply and appropriate mix of affordable housing;
2. Increase access to affordable housing and supports that meet people's needs to achieve housing;
3. Coordinated housing and homelessness service systems; and,
4. Ending homelessness.

In 2025, the local social services system continued to face overwhelming demand, particularly in homelessness prevention and housing stability services, as the national housing and opioid crises worsened. Through 2025, the number of individuals and families

accessing homelessness services was consistently high. Across several months, the inflow onto the local By-Name List (“**BNL**”) was greater than 60 individuals, thereby placing tremendous pressure on already overwhelmed housing supports. Despite these challenges, through strong partnerships and strategic investments, the County continues to make significant advances towards the goals of the Plan while serving an extraordinary number of households who experience housing insecurity.

Some key accomplishments during year 2025 include the following:

- Over 200 unique individuals progressed into more permanent housing from an experience of homelessness, including 41 families with children, and 33 adults directly from unsheltered settings.
- County Council contributed \$3.6 million to the affordable housing reserve. Supported through these funds, the Affordable Housing Seed Funding program was leveraged to complete pre-development work for two additional proposed affordable housing projects.
- Completed construction of the 24-unit addition to Maxwell Park Place.
- In partnership with the lead agency of Canadian Mental Health Association Lambton Kent, The County of Lambton, The North Lambton Community Health Centre, the Sarnia-Lambton Ontario Health Team, and Bluewater Health launched the Lambton HART Hub.

FINANCIAL IMPLICATIONS

There are no financial implications as a result of this report.

CONSULTATIONS

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

STRATEGIC PLAN

Delivering housing and homelessness services 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's Housing and Homelessness Plan 2020 - 2024 framed the planning and delivery of housing and homelessness supports within our community. The development and distribution of an annual report through the County website fulfills the legislative requirement under the *Housing Services Act, 2011* to report annually on the progress of implementation efforts. A new local Housing and Homelessness Plan will be presented to County Council in June 2026.

Housing and Homelessness

2025 Annual Report



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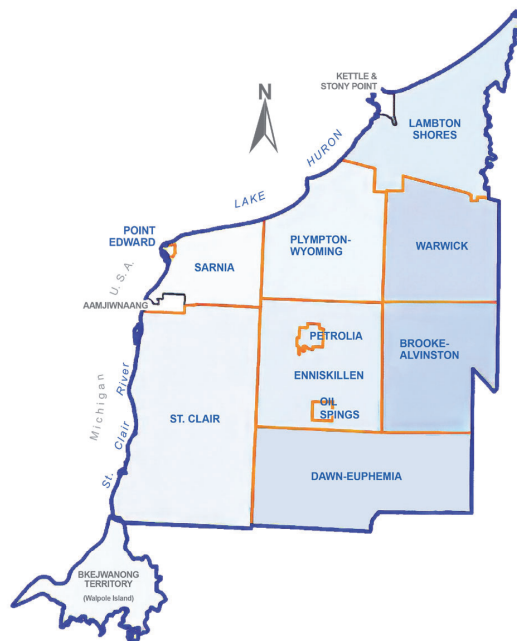
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Land Acknowledgment

We acknowledge that the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg, inhabited these lands at the time of transfer to the Crown by treaty. Lambton County was part of the Huron Tract Purchase, which was transferred under Treaty #29 in 1827, and also includes lands associated with the Sombra Township Purchase transferred under Treaty #7 in 1796, and Long Woods Purchase transferred under Treaty #21 in 1819. We also acknowledge the earlier Indigenous people who travelled these lands in the time of the Wampum treaties.

We acknowledge that we are all treaty people, with our own set of rights and responsibilities. Treaties are a foundational part of our society, and the settlement of Lambton County within a treaty area was made possible through the treaty process. The existence of treaties is proof that the first settlers of what is now Canada acknowledged First Nations as sovereign people and negotiated Nation to Nation. By understanding the colonial history of Canada we can renew our relationships with each other and move towards meaningful reconciliation.

Further, it is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Today, we are part of this same land that sustains all life, and it is the sacred responsibility of all people to ensure that the environment remains protected. Finally, we acknowledge that the inherent languages of the Anishinaabeg preclude any English/French meaning.



Message from the General Manager

I am pleased to present the 2025 Progress Report on the County of Lambton's Housing and Homelessness Plan. Over the past year, the community continued to experience high demand for housing and homelessness supports. As seen across Ontario and Canada, persistent housing precarity, rising cost of living, and the ongoing impacts of poverty and the opioid crisis placed notable pressure on local systems and resources.

In 2025, meaningful progress was made toward increasing and sustaining affordable housing in Lambton County. The Housing Services Department provided \$306,000 in seed funding to two community partners to advance new affordable housing proposals toward shovel ready status. Construction also began on the 50 unit housing development at 471 Kathleen Avenue, including 14 barrier free units supported by March of Dimes. The 24 unit addition at Maxwell Park Place was completed, with seniors moving into these new units early 2026, and the 40 unit Ontario Aboriginal Housing Services project on Confederation Street finished construction. These developments reflect a strong, community-driven effort to expand housing options across Lambton County.

At the same time, Lambton strengthened access to affordability supports and coordinated services for individuals experiencing homelessness. The Canada Ontario Housing Benefit supported 89 households in maintaining stable tenancies, and the Rental Assistance Program approved 211 applications to help residents secure and maintain housing. These programs were administered by Community Support Workers and dedicated Housing Case Managers, who offer intensive case management to individuals experiencing homelessness. Through these efforts, Lambton has maintained a stable by-name list, rapidly resolving homelessness among families and helping individuals stabilize. Additionally, 2025 marked the launch of Lambton HART Hub, a multi-agency initiative providing mental health support, substance use treatment, and housing solutions. This significant step forward for our community is vital in addressing homelessness.

This report highlights the progress made and the collective commitment that continues to guide our work. While challenges remain, the achievements of 2025 underscore the resilience of our community and our shared dedication to strengthening housing stability for all.

Melissa Fitzpatrick

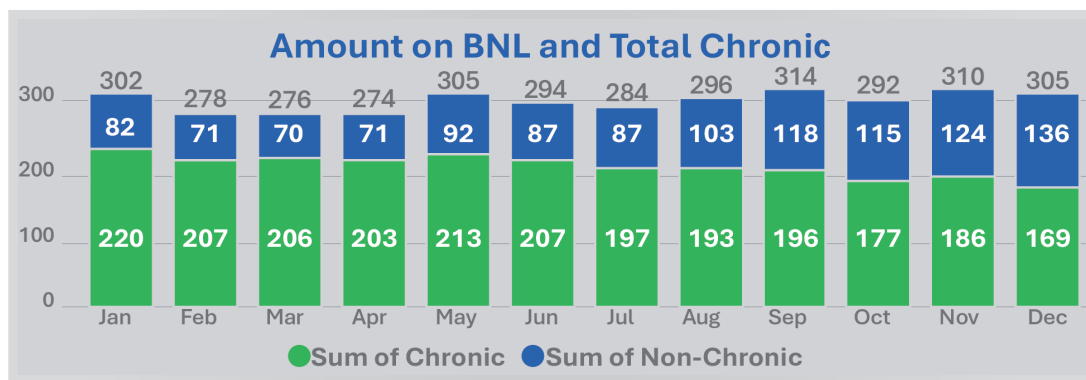
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Housing & Homelessness in Lambton County

Lambton County, located in southwestern Ontario along Lake Huron and the St. Clair River, is home to over 128,000 residents. Within and surrounding Lambton, there are three diverse First Nations communities.

The County of Lambton Social Services Division is the Consolidated Municipal Service Manager (CMSM) for Lambton County, receiving funding from upper levels of government to deliver social services including Ontario Works, Housing Services, Homelessness Prevention and Social Planning, and Children’s Services. This report provides an update on the activities of the Housing Services and Homelessness Prevention departments in 2025, in line with Lambton’s 2020–2024 Housing and Homelessness Plan.

The community continued to face high demand for housing and homelessness supports in 2025, with 24,844 shelter bed-nights utilized. Despite these demands, progress was made by expanding affordable housing options, maintaining existing high-demand services, and strengthening community partnerships to deliver homelessness prevention services effectively and equitably.



At month-end in December of 2025 there were 305 individuals on the County’s By-Name List (BNL). The relative stability of the local BNL is a positive sign in contrast to the reported provincial increase of 7.8%.¹

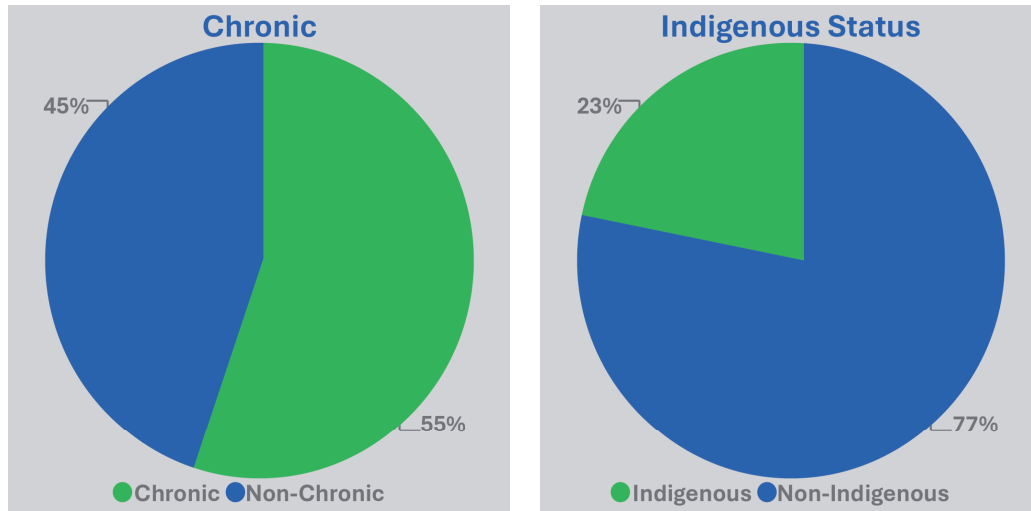
¹ Donaldson, J., Kandyba, L., Wang, D. (2026). Municipalities Under Pressure One Year Later: An Update on the Human and Financial Cost of Ontario’s Homelessness Crisis. HelpSeeker.

In 2024 on average, 63% of Lambton’s By-Name List were individuals experiencing chronic homelessness. The average chronicity rate increased to 67% in 2025 which is slightly higher than the provincial rate of 63%.¹ Chronic homelessness refers to individuals who experience homelessness for 180+ days in the past year or 546+ days in the last three years.

Indigenous peoples were over-represented on the By-Name List in 2025 representing 23% of individuals experiencing homelessness, despite only representing 5% of Lambton County’s overall population. This data points to the need for additional culturally relevant, targeted services. Lambton is working to leverage new and existing relationships with local First Nations, and fund additional culturally safe, community-oriented homelessness programming for Indigenous peoples in 2026.

In 2025, demand for subsidized housing continued to increase, placing additional pressure on the centralized waiting list (CWL) for community housing. Housing Services reported continued growth in the CWL in 2025. Locally, the average wait time for subsidized housing is 48 months for bachelor and one-bedroom units, and 36 months for two, three, and four-bedroom units.

Encampments continue to exist in Lambton; however, they are small, with no more than four individuals residing at a given site. This encampment size is consistent with the data reported by 42 of the 47 CMSMs across Ontario.¹ Consistent responsive service facilitated by Lambton’s Community Outreach Team has significantly contributed to the stabilization of unsheltered homelessness.



2025 Centralized Waiting List (CWL)	Ontario	Lambton
Number on Waitlist	301,340	974
Average Number of Months on CWL	65	36-48

¹ Donaldson, J., Kandyba, L., Wang, D. (2026). Municipalities Under Pressure One Year Later: An Update on the Human and Financial Cost of Ontario’s Homelessness Crisis. HelpSeeker.

Increasing and Sustaining Affordable Housing

In 2025 the County of Lambton made significant progress toward increasing and sustaining the affordable housing stock in our community. This work is highlighted below.

Affordable Housing Seed Funding Program

In 2025, the Housing Services Department provided a total of \$306, 000.00 in seed funding to affordable housing projects. Since the programs inception, \$1.3 M in seed funding has been provided to seven projects. Community agencies who have identified a need for housing to serve their populations received the seed funding to get their projects “shovel ready” in preparation to apply for funding that may come available to support seeing these projects to completion.

The following chart illustrates the organizations and proposed projects.

PROJECT LEAD	ESTIMATED UNITS	FUNDING AMOUNT	PROJECT UPDATES
Alexander Mackenzie Housing Co-operative	20	\$200,000	<ul style="list-style-type: none"> • Planning approvals obtained • Design in final stages • Pending response to project funding applications
Arkona Lions Non-Profit Housing	12-15	\$200,000	<ul style="list-style-type: none"> • Pre-development work recently commenced
Habitat for Humanity Sarnia-Lambton	5	\$100,000	<ul style="list-style-type: none"> • Construction is expected to begin in the spring of 2026
The Inn of the Good Shepherd	62	\$200,000	<ul style="list-style-type: none"> • Planning approvals are in progress
Saint Demetrios Greek Orthodox Church	45	\$200,000	<ul style="list-style-type: none"> • Planning approvals obtained • Capital funding is required to advance the project
Vision '74 Inc.	85	\$200,000	<ul style="list-style-type: none"> • Planning approvals obtained • Pre-development work underway
Women’s Interval Home	20	\$200,000	<ul style="list-style-type: none"> • Securing a location in progress



Maxwell Park Place, Sarnia

Construction of the **24-unit** addition at Maxwell Park Place was completed late 2025, with residents beginning to move into these units in early March 2026. March of Dimes Canada is providing on-site support services to tenants living in the six new barrier-free units.

The remaining 18 units were filled through an expression of interest process open to seniors who were residing in other County-owned housing.



Kathleen Avenue, Sarnia

Work on a new affordable and supportive housing build at 471 Kathleen Avenue Sarnia, commenced in the fall of 2025. Upon completion, an additional **50 units, 14 of which are designated as barrier-free**, will be added to the affordable housing stock in Lambton. The barrier-free units will be supported by March of Dimes Canada.

Occupancy is expected in the fall of 2026.

Ontario Aboriginal Housing Services Build - Confederation Street

A **40-unit** apartment building at 940 Confederation street was constructed throughout 2024-2025 by Ontario Aboriginal Housing Services. One, two and three-bedroom units are available to people who identify as First Nations, Inuit and Metis. Applications for the units opened in late 2025 with occupancy expected to commence in early 2026.



The County of Lambton partnered with this project by donating land for the build and offering rent supplements for ten units, which will be filled from the Housing Services centralized waiting list.

Increasing Access to Affordable Housing and Supports

The Portable Housing Benefit (PHB)

The Portable Housing Benefit (PHB) helps market rents become more affordable for low-income households. The benefit is calculated using the household's income and Average Market Rents (AMR) that are determined by the Canadian Mortgage and Housing Corporation (CMHC).



- 70 individuals supported
- total amount issued **\$425,179.95**

Canada-Ontario Housing Benefit (COHB)

The Canada-Ontario Housing Benefit (COHB) is another benefit administered by the Government of Ontario's Ministry of Finance, and disbursed locally by Lambton's Housing Services Department. It provides portable, monthly financial assistance to low-income renters. This benefit covers the difference between 30% of income and average market rent.



- 89 new households supported in 2025
- total planned allocation **\$430,100.00**

Local Homelessness Priority

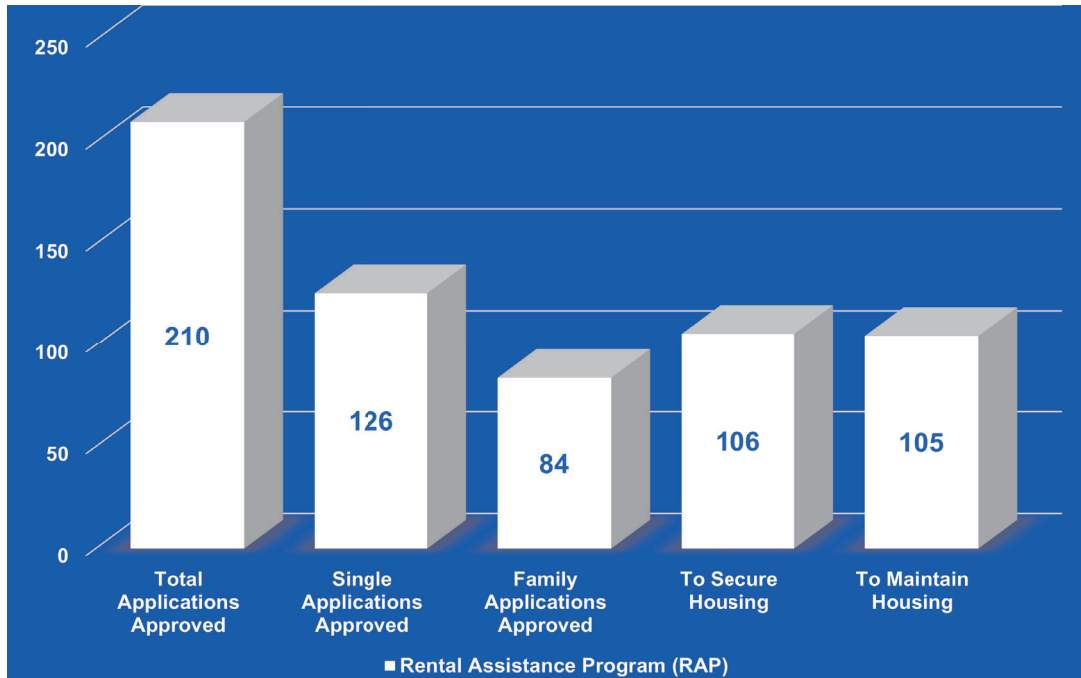
The County of Lambton has adopted a policy to prioritize housing for individuals experiencing homelessness who are on the Centralized Waiting List and By Name List. One out of every ten county-owned units from Community Housing will be offered to an individual who is experiencing homelessness.



- 5 housed in 2025
- 14 ongoing tenancies

Rental Assistance Program

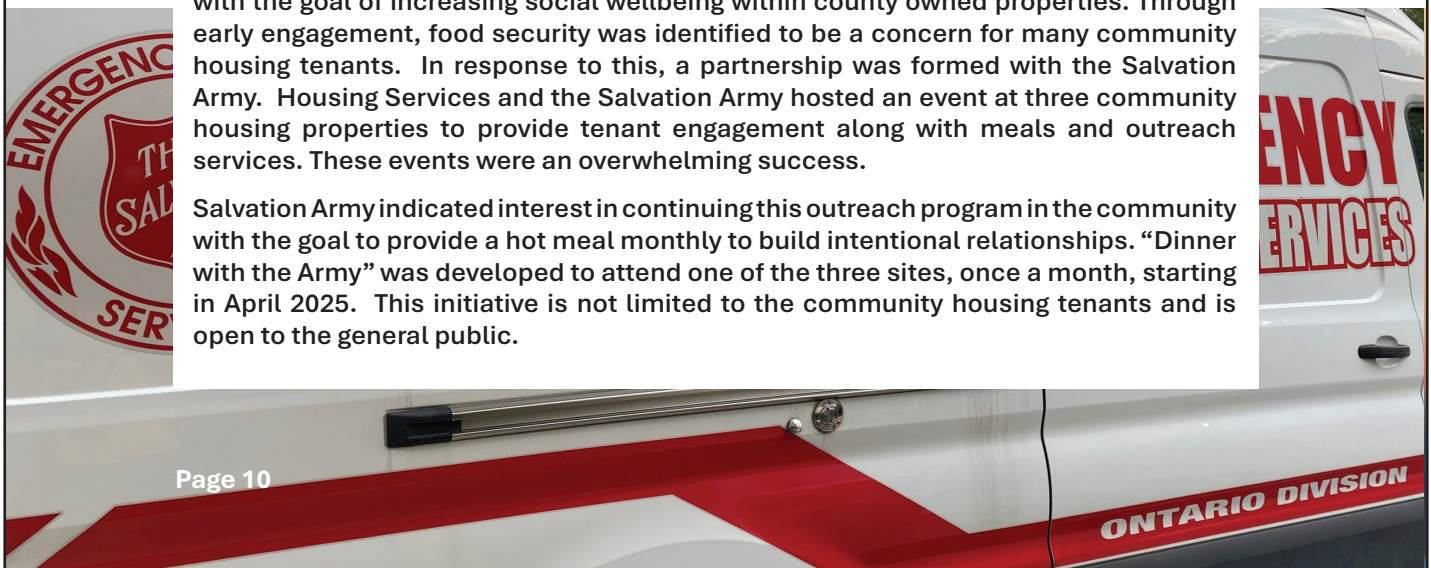
The Rental Assistance Program (RAP) is a temporary rent supplement that assists eligible applicants to secure and maintain housing. This short-term homelessness prevention measure helps to cover the difference between a household’s income and their rent, offering stability until other affordable rent solutions can be secured. In 2025, a total of 211 RAP applications were approved. Here is how people were helped:



Tenant Engagement in Housing Services

Tenant engagement activities have been a focus of the Housing Services department with the goal of increasing social wellbeing within county owned properties. Through early engagement, food security was identified to be a concern for many community housing tenants. In response to this, a partnership was formed with the Salvation Army. Housing Services and the Salvation Army hosted an event at three community housing properties to provide tenant engagement along with meals and outreach services. These events were an overwhelming success.

Salvation Army indicated interest in continuing this outreach program in the community with the goal to provide a hot meal monthly to build intentional relationships. “Dinner with the Army” was developed to attend one of the three sites, once a month, starting in April 2025. This initiative is not limited to the community housing tenants and is open to the general public.



Finding Home - Emily's Story

One individual, “Emily” supported through the Local Homelessness Priority in 2025, had previously been living in unsafe and unstable housing conditions for several years. When she first connected with social services in 2022, she was living in a precarious and toxic family environment, but was hesitant to leave despite the risks to her health. With support from the Ontario Works Rapid Rehousing Worker, she completed a Housing Services application and applied for Ontario Disability Support Program. Eventually, Emily left her unsafe living conditions and sought refuge at The Good Shepherd’s Lodge, in their Emergency Shelter Program.

Later, Emily connected with social services staff through the Local Homelessness Priority Program. During her stay with The Lodge, she was supported to apply to the program and seek support from staff through all stages of the process. With the support of the Homelessness Priority Worker, she was placed in a housing unit among a quiet, supportive community.

Since moving into her home, Emily has experienced significant improvements in safety, stability, and overall well-being. She has re-established relationships with her children, and rediscovered her passion for painting. She has even begun selling her artwork through a local gallery, and teaching painting to community groups. This has strengthened Emily’s sense of belonging and contribution in the local community. Staff continue to provide her with ongoing support, and have seen marked growth in her confidence, life skills, and connection to her neighbours.

Reflecting on her journey, she shared:

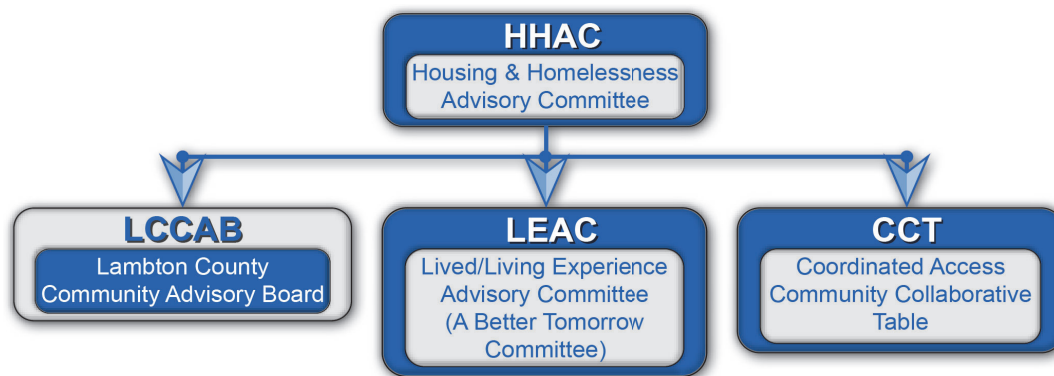
“ It feels so good to call this home. I am truly safe and happy for the first time in years. Thank you. ”

Emily’s story highlights the impact of housing first, and how long-term lasting change can be achieved if individuals experiencing homelessness are given a chance, by way of housing. With timely access to housing and supports, those most in need can rebuild their lives, and give back to their community.



Coordinated Access Governance

Guided by the collective leadership of the Housing and Homelessness Advisory Committee (HHAC) and informed by the lived and living expertise of the “A Better Tomorrow” (ABT) advisory committee, the housing and homelessness service system continues to adapt and transform in response to community needs. Together, these efforts have advanced equity, strengthened the use of real-time, high-quality data, and maximized the impact of limited local resources.



The following agencies attended the HHAC in 2025.

- | | |
|---|---|
| Bluewater Health | Red Cross Sarnia-Lambton Branch |
| Canadian Mental Health Association | Sarnia Community Living Sarnia-Lambton |
| Community Legal Assistance | Sarnia-Lambton Children’s Aid Society |
| John Howard Society | Sarnia-Lambton Native Friendship Centre |
| Kettle & Stony Point First Nation | Sarnia-Lambton Rebound |
| Lambton County Developmental Services | Sarnia Police Services |
| Lambton Elderly Outreach | Social Services Division |
| Lambton Public Health | The Inn of the Good Shepherd |
| Ministry of the Solicitor General-Sarnia Jail | The Salvation Army |
| North Lambton Community Health Centre | United Way Sarnia-Lambton |
| Sarnia-Lambton Ontario Health Team | Women’s Interval Home of Sarnia-Lambton |
| Ontario Provincial Police | |

Creating a Coordinated Housing and Homelessness Service System

The Housing and Homelessness Resource Centre (HHRC) opened in June 2023 to provide a low-barrier, safe space for individuals experiencing homelessness to access supports and services. The HHRC staff facilitated housing applications, social assistance applications, rent support and connections to community resources.

HHRC

January to October 2025

305
Unique Clients



6,846
Client Visits



In November 2025 the HHRC transitioned to the Homelessness and Addiction Recovery Treatment (HART) Hub to offer community-centred care to individuals who are experiencing housing insecurity and/or homelessness.

HART Hub

November to December 2025

197
Unique Clients



1,476
Client Visits



Drop-in services with access to primary care, mental health and addiction treatment, social services and housing stability supports are offered at the HART Hub. The HART Hub is a collaborative partnership between the County of Lambton, CMHA, Bluewater Health, North Lambton Community Health Centre, and the Sarnia-Lambton Ontario Health Team.



Our Model of Care

Centralized Location & MobileCare Outreach *A Place to Start*

Individuals who need a diverse set of supports can access assessments, connections and essential resources, all in one place, including but not limited to:

- Basic needs and income supports
- Housing case management
- Health and mental health supports

Transitional Recovery Beds *A Place to Continue Your Recovery*

Individuals who need long-term addiction recovery supports are eligible for up to an 18 month stay that include access to these programs and services:

- Health services
- Primary care nurse practitioner
- Physician to monitor Rapid Access Addiction Medicine (RAAM) therapy
- Substance use services for clients and their families
- 24-hour care to support mental health and addictions
- Family programming focusing on recovery

Supportive Housing *A Place to Stay Safely & Sustainably*

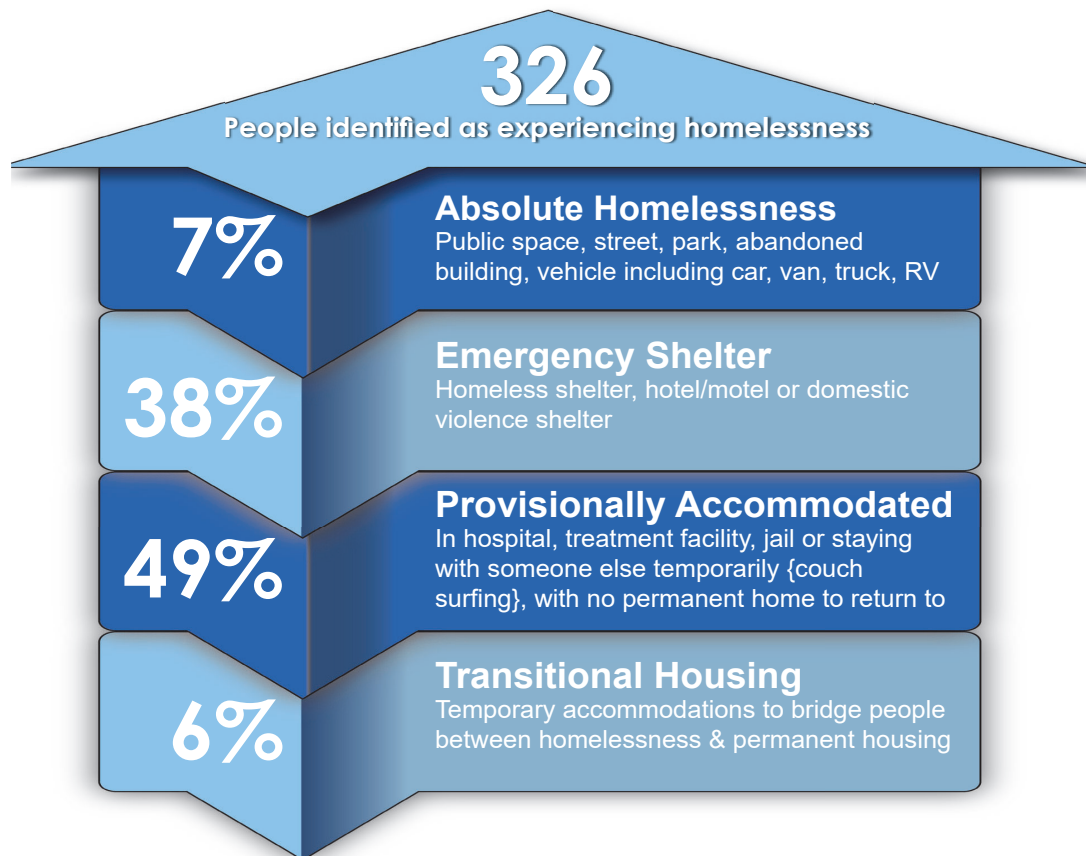
Individuals experiencing homelessness who require different levels of housing support can access:

- Housing case management
- Life skills
- Food security
- Community connections
- Rent geared to income
- Landlord engagement



2025 Point in Time Count County of Lambton

The County of Lambton conducted a federally mandated Point in Time (PiT) Count on October 1, 2025, as part of Reaching Home: Canada's Homelessness Strategy, funded by Housing, Infrastructure and Communities Canada (HICC). While the PiT Count provides a snapshot of homelessness during a single 24-hour period, the County of Lambton primarily relies on the By-Name List (BNL), which is considered a best practice for real-time monitoring of homelessness, supporting coordinated access, and enabling active system management.



Community Partner Spotlight



The Inn of the Good Shepherd

The Inn of the Good Shepherd is a central service provider within Lambton County’s coordinated access system, delivering emergency shelter and transitional housing supports to adults and youth experiencing homelessness. The organization coordinates with the County of Lambton and community partners to prevent homelessness, through programming such as the rent/utility bank, and diversion practices at emergency shelter sites. In addition to emergency shelter and homelessness response, the Inn combats local food insecurity through the soup kitchen, food bank, and mobile market programs. They also support low-income households to access important benefits and credits through facilitating free, annual tax clinics.



Canadian Mental Health Association (CMHA) – Lambton-Kent

Canadian Mental Health Association Lambton-Kent provides integrated mental health, addiction, and housing stability supports for individuals and youth experiencing or at risk of homelessness. CMHA delivers a range of programs including supportive housing, youth housing case management, life skills development, and clinical services through collaborative teams such as the Mental Health and Social Services Team (MHASST), Mobile Health Engagement and Response Team (MHEART), and the Lambton HART Hub. The organization plays a key role in housing stability for individuals with complex mental health needs and demonstrates strong outcomes in housing retention. CMHA is an active partner in coordinated access, ensuring individuals receive wrap-around supports necessary to maintain long-term housing stability.



North Lambton Community Health Centre (NLCHC)

North Lambton Community Health Centre delivers essential primary care, mental health, harm reduction, and outreach health services to individuals experiencing homelessness or housing insecurity. NLCHC provides on-site and mobile health services in shelters, encampments, and community hubs, reducing barriers to accessing care. The organization supports individuals with acute and chronic health conditions, substance use disorders, and limited access to primary care, thereby contributing to improved housing stability and overall health. NLCHC is a key partner in integrated outreach, partnering with the Homelessness Prevention Community Outreach Team, and MobileCare Sarnia-Lambton.



Sarnia-Lambton Rebound

Sarnia-Lambton Rebound contributes to the homelessness prevention system through youth focused and community-centred supports that address housing instability at all stages. The organization works with vulnerable youth experiencing relationship breakdown, housing precarity, and involvement with child welfare or justice systems. Rebound offers drop-in services, life skills programming, community integration, and case management through their “NEST” day-program. They also provide programming and housing focused case management at their transitional housing facility “Ohana Landing”. As a participant in coordinated access, Rebound ensures youth specific needs are represented and addressed within Lambton County’s homelessness response.



Children’s Aid Society of Sarnia Lambton (CAS)

The Children’s Aid Society of Sarnia-Lambton plays a critical role in preventing youth homelessness, with dedicated programming for youth transitioning out of care. A youth housing case manager and portable rent supplements assist youth to secure safe, appropriate housing, while benefitting from transitional supports such as life skills development. CAS works proactively to ensure youth do not exit care into homelessness. Their flexible program model strengthens alignment between child welfare, local housing providers, and homelessness services, contributing to improved long-term outcomes for at-risk youth and young families.

Since its inception in 2022, CAS’s homelessness prevention program has transitioned **81 youth out of care and into stable housing.**



Joining the Community Reintegration Planning Table

In 2025, members of Lambton County’s Homelessness Prevention team joined the Sarnia Lambton Community Reintegration and Planning Table. Co-chaired by the John Howard Society of Sarnia Lambton and Sarnia Probation & Parole, this committee aims to enhance discharge planning for individuals leaving correctional institutions. Our division’s Community Outreach Team sits on the CRPT to identify housing opportunities post-discharge, and assist clients with housing documentation.



The CRPT:

- met 13 times in 2025
- supported more than 30 individuals to progress back into the community.

Facilitating the Community Outreach Huddle

In 2025, Lambton County’s Homelessness Prevention team continued to facilitate the Community Outreach Huddle, a weekly virtual meeting that brings together frontline staff supporting individuals living outside. Coordinated across multiple outreach programs, the Huddle helps teams share real-time information, plan service responses, and reduce duplication of services when engaging with people staying outdoors. Through this collaborative approach, outreach providers ensured that all known encampment locations and outdoor living areas received consistent support. The huddle met 48 times in 2025.

Members include:

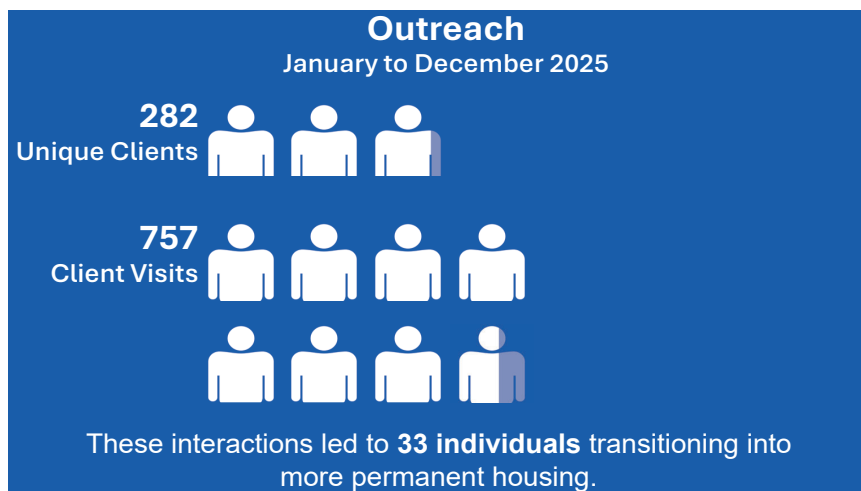
- County of Lambton Community Outreach Team
- Community Health Integrated Care (CHIC) Team
- North Lambton Community Health Centre Outreach
- Lambton Public Health’s Outreach Nurse
- Sarnia Police Services IMPACT Team



Ending Homelessness

Community Outreach Team

The Community Outreach Team provides mobile case management to individuals experiencing unsheltered homelessness. Team members work with unhoused individuals to move from living on the street or in tents to more permanent accommodation. Unhoused individuals face significant barriers to accessing permanent housing. Therefore, the team coordinates a multi-disciplinary approach to provide services to people where they are living.



Homelessness Prevention Team

Community Support workers (CSWs) support individuals with complex issues to support their tenancies and prevent eviction. Some of the services include regular check-ins with tenants, mediating tenant conflicts and complaints, assisting tenants with budgeting, completing forms and eviction prevention.



In 2025 CSWs assisted **195 individuals (127 households)** to move into more stable housing).



Housing Services Team

The Housing Advocacy Program provides outreach and support to tenants and families with complex needs, helping them maintain stable housing. In 2025, Community Support Workers offered consistent, hands-on assistance that prevented evictions, improved housing stability, and connected clients with essential financial supports.



119 Individuals Supported Monthly



25 Evictions Prevented Monthly



256 Client Visits Monthly



\$200,000 + in Financial Supports Accessed

Landlord Engagement Support Worker

The Landlord Engagement Support Worker connects with local landlords and facilitates housing placements. Once placed, this staff member also provides support for precarious tenancies, helping to prevent eviction and homelessness.

2025 activities included:

- **264 units identified**
- **41 tenancy concerns addressed**

Local Prioritization of Families

The County of Lambton has prioritized families through Lambton's Local Homelessness Prioritization Policy, established in collaboration with the HHAC. When families present for emergency shelter, they are immediately assigned a Homelessness Prevention Community Support Worker. This worker completes a comprehensive intake, and immediately addresses needs like food insecurity and transportation to school for children.

In 2025:

- **41 families containing 114 individuals were housed through this process**



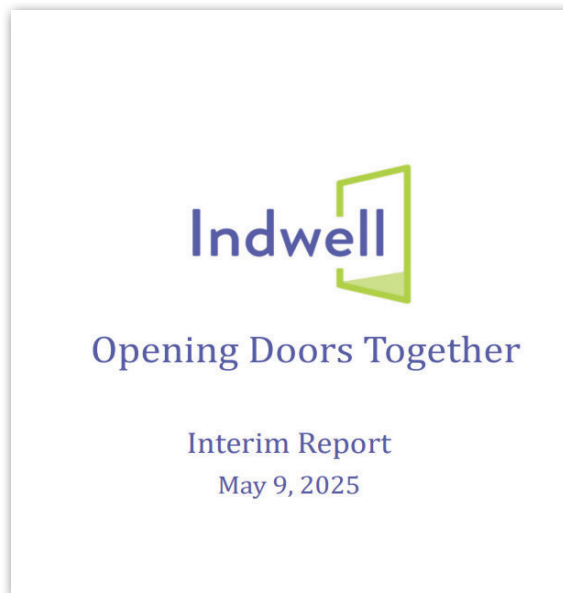
Be Part of the Solution Campaign

Throughout 2025, Lambton County continued to promote the Be Part of the Solution initiative, a public education campaign designed to increase awareness of local housing and homelessness issues and highlight ways the community can contribute to meaningful change. The initiative, which provides clear information about the local system and practical ways to help, remained accessible on the County’s website and was shared regularly through the County of Lambton’s social media channels.



In addition, the initiative received broader provincial exposure through its inclusion at the 2025 Ontario Municipal Social Services Association’s Policy Conference, where it was featured as a promising example of local engagement and transparent communication. Continued promotion of Be Part of the Solution throughout the year helped strengthen public understanding of homelessness, reduce stigma, and support a more informed community response.

<http://www.lambtononline.ca/bepartofthesolution>



Indwell Affordable and Supportive Housing Partnership

In 2025, the County of Lambton continued its partnership with Indwell, a non-profit organization specializing in permanent supportive housing for individuals requiring both affordable housing and on-site wellness supports. Through the ongoing development of supportive housing projects, Indwell’s work contributes to increasing long-term housing stability for residents with complex needs.

An interim report to County Council in May 2025 outlined progress on key initiatives, highlighting Indwell’s role

in expanding local supportive housing capacity and advancing planning work for future developments. This partnership remains an important component of the County’s strategy to increase both the availability and sustainability of supportive housing options, reflecting a commitment to innovative, integrated approaches to housing and health.

Looking Ahead

As we close this reporting year, Lambton County's progress reflects the strength of a coordinated, community driven system focused on prevention, long-term housing stability, and equitable access to supports. The achievements outlined in this report demonstrate the impact of strong partnerships and a shared commitment to ending homelessness and housing insecurity.

Looking ahead, we are entering 2026 with clear mandates. Lambton County Council voted to affirm shelter and affordable housing as their top priorities in 2023, and added supportive housing to this declaration in 2025. The Social Services Division is revitalizing its Housing and Homelessness 10-year plan, committed to addressing homelessness through the development of affordable and supportive housing. Two foundational initiatives are now underway.

- OrgCode Consulting is supporting the renewal of a 2026-2035 Housing and Homelessness 10-Year Plan, observing current service delivery, assessing performance, and engaging the community by way of in person and online meetings to inform a modernized housing and homelessness prevention system.
- Tim Welch Consulting is undertaking a local Housing Needs Assessment (HNA) to identify priority areas for future development and investment - ensuring that growth across Lambton's full housing continuum is strategic, and responsive to where needs are greatest.

Together, these initiatives will inform forthcoming housing and homelessness strategies for the County of Lambton, offering community-driven blueprints to strengthen prevention and increase housing options.

We remain steadfast in our vision: Every person has an affordable, suitable, and adequate home to provide the foundation to secure employment, raise a family, and build strong communities. With partners across Lambton County, we carry this work forward, focused, adaptive, and accountable to all community members.





**Housing & Homelessness
Annual Report 2025**



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:	May 20, 2026
INFORMATION ITEM:	Service Manager Annual Information Return

BACKGROUND

On an annual basis, Housing Services staff must complete and submit the Service Manager Annual Information Return to the Ministry of Municipal Affairs and Housing. The report includes only the programs administered under the *Housing Services Act, 2011*. This information is presented to Committee for information purposes.

DISCUSSION

The Service Level Standard as set out in the *Housing Services Act, 2011* for the County of Lambton is 1,075 households. As of December 31, 2025, the County provided rent geared-to-income assistance to 1,056 households. This represents an increase of 16 units over 2024.

During the reporting time frame there were 38 vacant units. Ten of these units were offline as they were being renovated as part of the 10-Year Capital Asset Management and Funding Plan. The remaining units had been rented with move-in dates falling after December 31, 2025.

Targets are affected by increased income levels for tenants who are no longer in need of rent geared-to-income assistance but have chosen to remain in their current unit due to lack of affordable private market rental units. In addition, historically there was a lack of households applying for rent geared-to-income assistance with some of the rural non-profit providers resulting in units being offered to full market rent households rather than leaving the units empty.

The following is a comparison of the 2025 and 2024 average annual household income and composition of those in receipt of rent geared-to-income assistance across the housing portfolio:

	2025	2024
Average Annual Income		
Families	\$20,264	\$20,393
Seniors	\$24,436	\$23,433
Singles/Non-Seniors	\$14,472	\$13,722
Special Needs	\$19,324	\$16,353
Household Composition		
Families	302	291
Seniors	337	314
Singles/Non-Seniors	372	383
Special Needs	45	52

FINANCIAL IMPLICATIONS

The levy is increased when household income either decreases or remains stable as there is no corresponding increase in rent-related revenue which would assist in offsetting increases in expenditures. Notwithstanding the foregoing, there are no financial implications associated with this information report.

CONSULTATIONS

Staff regularly consult with boards and staff of Housing Providers.

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,

Service Manager Annual Information Return (page 3)

May 20, 2026

- 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

Housing Services staff must complete and submit the Service Manager Annual Information Return to the Ministry of Municipal Affairs and Housing. The report includes only the programs administered under the *Housing Services Act, 2011*.

	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:	May 20, 2026
INFORMATION ITEM:	Housing Services Statistical Report - Quarter 1

BACKGROUND

The Housing Services Department provides rental assistance and support services to over 2,300 residents of Lambton County. This assistance helps some of the most vulnerable residents to acquire and maintain permanent housing that is safe and affordable.

The Housing Services Department administers legislated housing programs, numerous housing agreements, maintains a wait list for approximately 1,500 units and manages 859 housing units owned by the County of Lambton.

DISCUSSION

The 2026 first quarter statistical report is attached and provides a quarterly comparison over 2025.

There were 51 households that moved into rent geared-to-income (“**RGI**”) assisted housing units in quarter one of 2026 compared to 32 households in quarter one of 2025. The increase in households that have moved into RGI units is a direct result of the 24 new units at Maxwell Park Place coming online.

Average monthly rent arrears for the 859 County of Lambton owned units increased slightly to \$10,782 in the first quarter of 2026 from \$8,016 in the previous year. This saw an average of 14 households in arrears which is consistent with the same period in 2025. Staff continue to work with individuals to address arrears, make repayment agreements and/or access funding to assist.

The Housing Advocacy Program is an eviction prevention program. Community Support Workers (“**CSWs**”) within this program provide outreach and supports to tenants and their

families by advocating on behalf of tenants to improve their quality of life while maintaining their housing. CSWs have caseloads that consist of many hard to serve individuals with complex needs. In the first quarter of 2026, CSWs assisted an average of 149 individuals monthly and prevented evictions for an average of 25 tenancies each month. They had an average of 298 client visits per month and assisted clients in accessing a cumulative average of \$11,311 per month in funds such as community resources related to eviction prevention and retroactive payments of government assistance such as pension or child tax benefits.

The average number of applicants on the wait list for rental assistance in quarter one of 2026 has increased to 1,017 from 957 in the first quarter of 2025. The Housing Services Department has seen an increase in the number of eligible applicants applying for RGI assistance, which is partially attributed to the lack of affordable housing and low vacancy rates in the area.

Wait times in quarter one of 2026 for various sized units across the housing portfolio have increased slightly compared to wait times in quarter one of 2025. This increase can be attributed to the lack of affordable housing and low vacancy rates in the community.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

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

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

- 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

Quarterly statistics provide information which assists in the management of the wait list and rent arrears. This information will also be helpful as the County implements the *County of Lambton Housing and Homelessness Plan*.

HOUSING SERVICES DEPARTMENT
Statistical Report

Comparative Data	Quarter 1 2026	Quarter 1 2025
Number of applicants housed	51	32
Number of applicants housed (COHB)	0	36
Total applicants housed	51	68
Average monthly tenant rent arrears	\$10,782	\$8,016
Housing Advocacy Program		
Average number of unique individuals receiving services per month	149	128
Average number of evictions prevented per month	25	22
Average ongoing case management appointments per month	298	270
Average funds per month obtained by clients including eviction prevention and retro benefit payments	\$11,311	\$13,171
Average Number of Eligible Applicants for Rent-Geared-to-Income Assistance		
Bachelor/1 Bedroom	786	740
2 Bedroom	100	87
3 Bedroom	65	69
4 Bedroom	61	56
5 Bedroom	5	5
Total	1,017	957
Average Minimum Wait Times for Rent-Geared-to-Income Assistance		
Bachelor/1 Bedroom	54 months	48 months
2 Bedroom	42 months	36 months
3 Bedroom	42 months	36 months
4 Bedroom	42 months	36 months

	SOCIAL SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOMELESSNESS PREVENTION AND SOCIAL PLANNING
PREPARED BY:	Ian Hanney, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	May 20, 2026
INFORMATION ITEM:	Sarnia-Lambton Local Immigration Partnership Community Plan 2026-2030

BACKGROUND

The Sarnia Lambton Local Immigration Partnership (“**SL-LIP**”) was established in 2009 and is a federally funded project through Immigration, Refugees, and Citizenship Canada (“**IRCC**”). Housed with the County of Lambton Social Services Division, SL-LIP is a leader in immigrant research, knowledge sharing, and is a community-wide, multi-sectoral partnership that works to increase collaboration between settlement agencies and smooth the settlement and integration experiences of newcomers. The SL-LIP is guided by the LIP Council and Immigration Advisory Council. The LIP Council is a multi-sector council comprised of community members, stakeholders and service providers that work with and for local immigrant and newcomer populations. The Immigration Advisory Council is comprised of volunteers who are immigrants, newcomers or refugees living in our community.

DISCUSSION

The SL-LIP is required to develop a Community Plan as a recipient of IRCC funding. In Spring of 2025, work began on the new local Community Plan which sought to identify local priorities for newcomer settlement and integration based on community-specific data, assets, and gaps. With research led by the Western Network for Economic and Social Trends, the initiative surveyed 21 Sarnia-Lambton organizations serving newcomers. Survey data was enhanced by interviews with newcomers themselves to identify strengths, service gaps, and opportunities for improvement, resulting in clear recommendations. Following this phase, SL-LIP staff carried out consultations with more than 34 different organizations.

The resulting 2026–2030 Community Plan (Appendix “A”) advances coordinated action to support successful settlement by:

1. Showcasing Lambton County's welcoming characteristics.
2. Mobilizing newcomer's skills and innovation.
3. Promoting health and wellbeing for newcomers.

Key avenues to mobilize these priority areas include improving system navigation, increasing intercultural competency, and strengthening local data practices. Implementation will be led by three working groups under the guidance of LIP Council, as well as the Immigrant Advisory Council. This governance structure lays the foundation for unified efforts that encourage positive immigration outcomes over the next five years. LIP's strategy aligns with the vision of the County of Lambton, to foster a caring, growing, and innovative community, committed to creating a better future for all.

As the Community Plan moves into the implementation phase, initial focus will be on establishing three pillar-aligned working groups that report to the overarching LIP Council, alongside cross-cutting groups representing local cultural and faith communities and research and data collection.

FINANCIAL IMPLICATIONS

There are no financial implications as a result of this report.

CONSULTATIONS

Consultations were conducted with SL-LIP Council, LIP staff, the Immigrant Advisory Council, local health and human service organizations, and the General Manager, Social Services.

STRATEGIC PLAN

The activities of the Sarnia-Lambton LIP support Area #2 - Economic Development and Prosperity and Area #3 - Community Development, Health and Wellness in the County of Lambton's Strategic Plan, specifically:

- Highlighting the natural, cultural, and recreational assets of Lambton County;
- Adopting policies and practices to increase the County's population to support economic growth and evolving workforce demands.
- 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;
- 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 Local Immigration Partnership Community Plan, 2026-2030, provides a coordinated framework to guide newcomer settlement efforts across the region, grounded in extensive community consultation and clear governance structures. County Council's awareness of this work ensures continued alignment with County priorities and strengthens our collective commitment to building a welcoming, inclusive, and growing Lambton County.



The County of Lambton

Community Plan

for Positive Immigration Outcomes
(2026-2030)



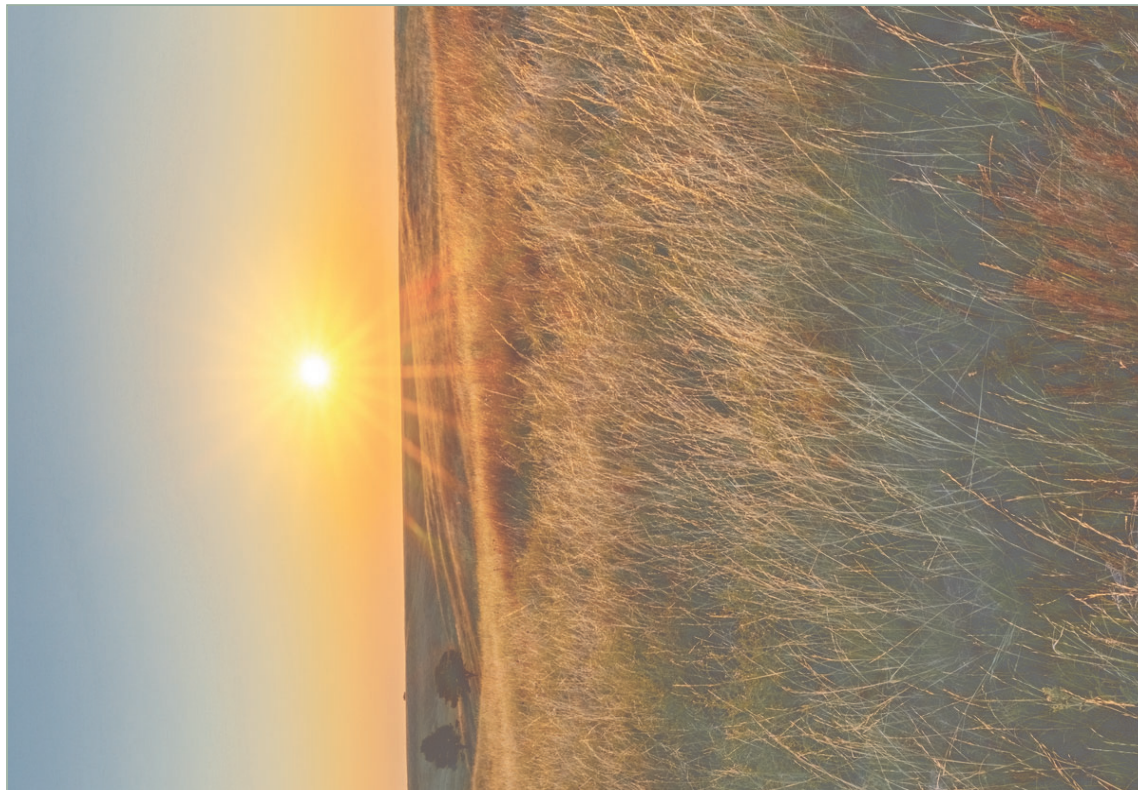


The Sarnia-Lambton Local Immigration Partnership is an initiative funded by Immigration, Refugees and Citizenship Canada and housed within the Corporation of the County of Lambton



Funded by:  Immigration, Refugees and Citizenship Canada

Financé par :  Immigration, Réfugiés et Citoyenneté Canada



Acknowledgement of Ancestral Lands

We acknowledge that the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg, inhabited these lands at the time of transfer to the Crown by treaty. Lambton County was part of the Huron Tract Purchase, which was transferred under Treaty #29 in 1827, and also includes lands associated with the Sombra Township Purchase transferred under Treaty #7 in 1796, and Long Woods Purchase transferred under Treaty #21 in 1819. We also acknowledge the earlier Indigenous people who travelled these lands in the time of

the Wampum treaties.

We acknowledge that we are all treaty people, with our own set of rights and responsibilities. Treaties are a foundational part of our society, and the settlement of Lambton County within a treaty area was made possible through the treaty process. The existence of treaties is proof that the first settlers of what is now Canada acknowledged First Nations as sovereign people and negotiated Nation to Nation. By understanding the colonial history of Canada we can renew our relationships with each other and move towards meaningful reconciliation.

Further, it is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Today, we are part of this same land that sustains all life, and it is the sacred responsibility of all people to ensure that the environment remains protected. Finally, we acknowledge that the inherent languages of the Anishinaabeg preclude any English/French meaning.

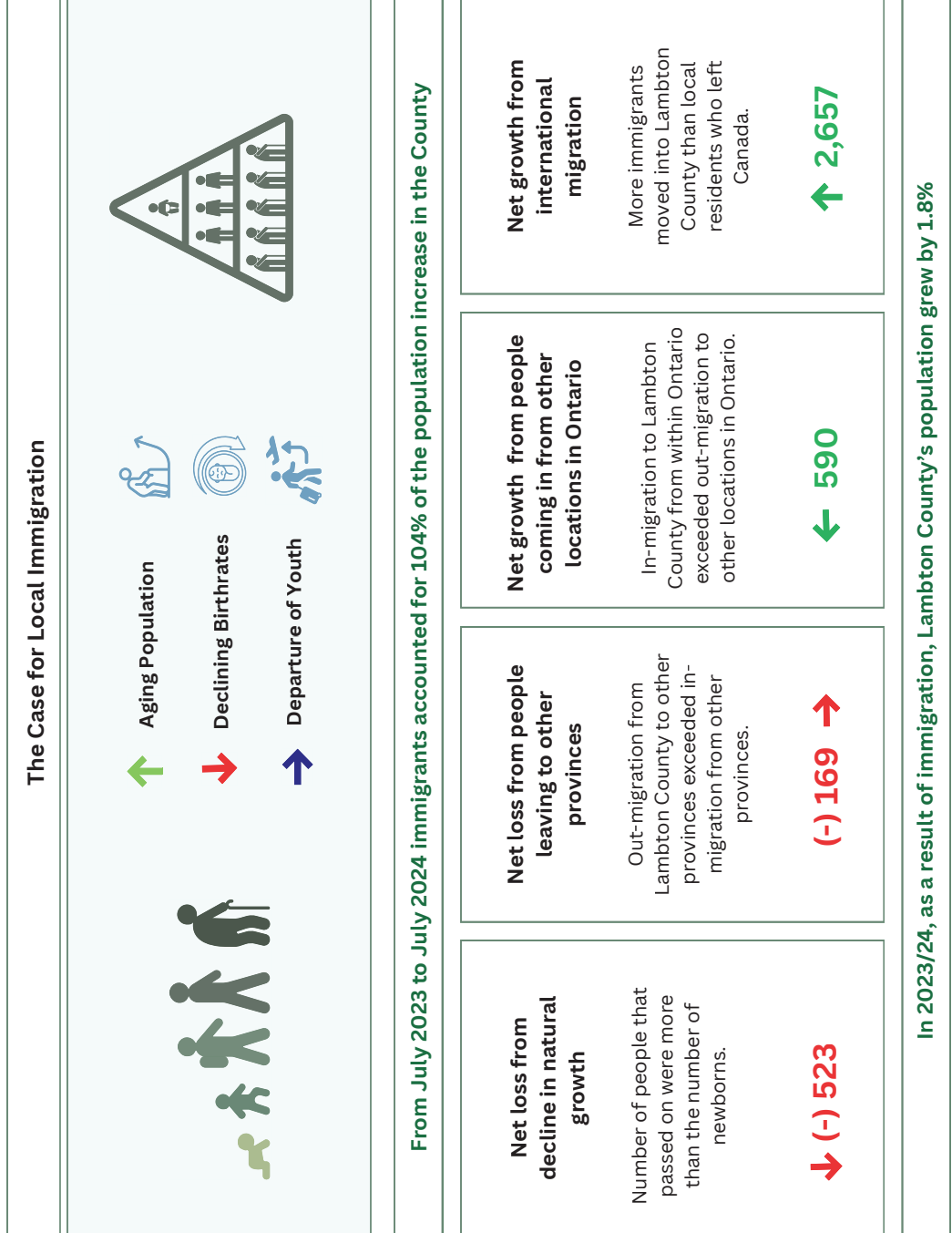
Terms and Definitions

- **Immigrant:** a person who has settled permanently in another country.
- **Convention Refugee:** a person who meets the refugee definition in the 1951 Geneva Convention relating to the Status of Refugees. A person must be outside their country of origin and have a well-founded fear of being persecuted for reasons of race, religion, nationality, membership of a particular social group or political opinion.
- **Migrant:** a person who is outside their country of origin. It is used for people currently on the move or people with temporary status or no status at all.
- **Newcomer:** a general term for a person living in Canada for less than five years. It can include permanent residents, refugees and temporary residents like international students or migrant workers.
- **Permanent Resident:** a person granted the right to live permanently in Canada. The person may have come to Canada as an immigrant or as a refugee. Permanent residents who become Canadian citizens are no longer permanent residents.
- **Protected Person:** according to Canada's Immigration and Refugee Protection Act, a person who has been determined to be either (a) a Convention Refugee or (b) a person in need of protection (including for example, a person who is in danger of being tortured if deported from Canada)
- **Refugee:** a person who is forced to flee from persecution and who is located outside of their home country
- **Temporary Resident:** a person who has permission to remain in Canada only for a limited period of time. Visitors and students are temporary residents, and so are temporary foreign workers such as agricultural workers and live-in caregivers.

Source: Canadian Council for Refugees (2026). <https://ccrweb.ca/en/glossary>



1 The Immigration Context in Lambton County



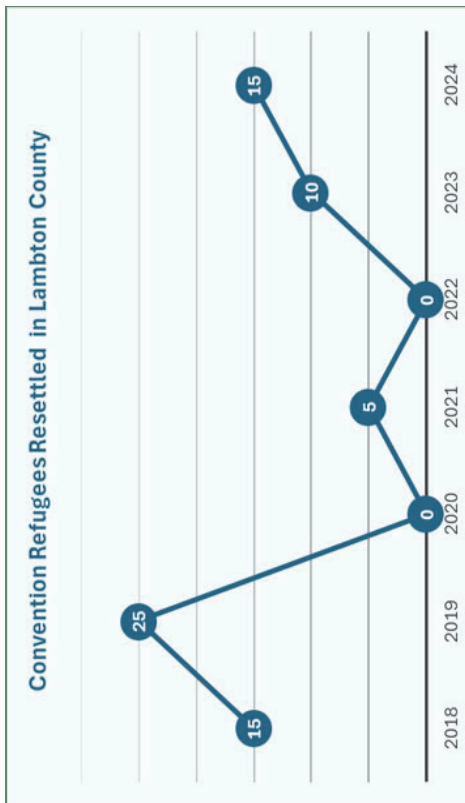
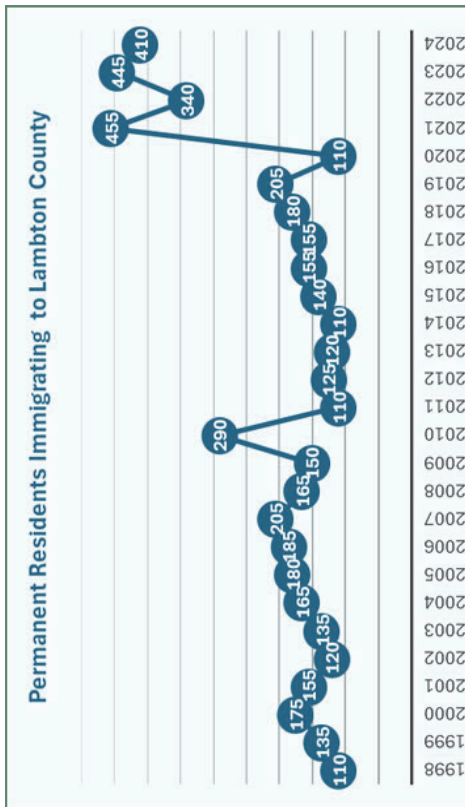
Based on Statistics Canada (2025) Annual Demographic Estimates, Census Divisions: Interactive Dashboard

1 The Immigration Context in Lambton County



More than **85%** of immigrants in Lambton County reside in **Sarnia**

Based on the 2021 census data published by Statistics Canada



Source: IRCC, Research and Data Branch, Permanent Residents, December 31, 2024 data

1 The Immigration Context in Lambton County

Perceptions of Settling in Sarnia-Lambton			
Appeal	Strong Sense of Safety	Affordable Housing	Reasonable Cost of Living
	Integrated Services	Diversity	Entrepreneurial Opportunities
Areas for Growth			

Based on responses to a 2025 survey provided by 20 service providers from the settlement, employment, education and health sectors in Lambton County

Newcomers Confidence in Community Support

<p>Social Support</p> <p>Do newcomers have enough opportunity to meet people, learn about the community, and feel part of Lambton County?</p> <p>65% Confidence Score</p>	<p>Economic Support</p> <p>Are newcomers able to find meaningful employment in Lambton County?</p> <p>46% Confidence Score</p>	<p>Healthcare Support</p> <p>Do newcomers lead a healthy life in Lambton County?</p> <p>66% Confidence Score</p>
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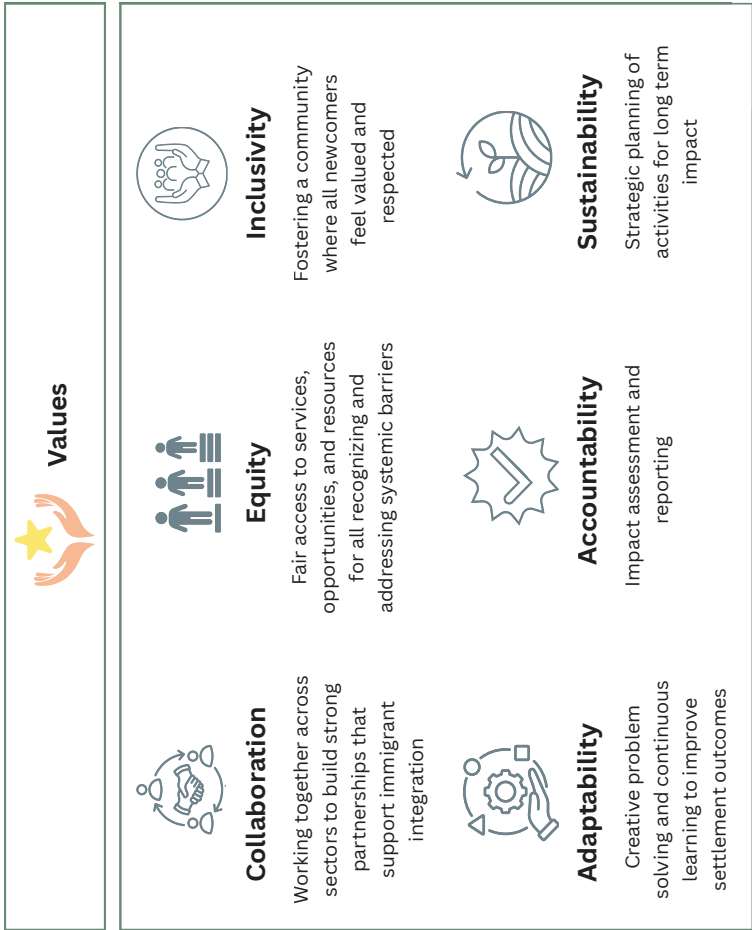
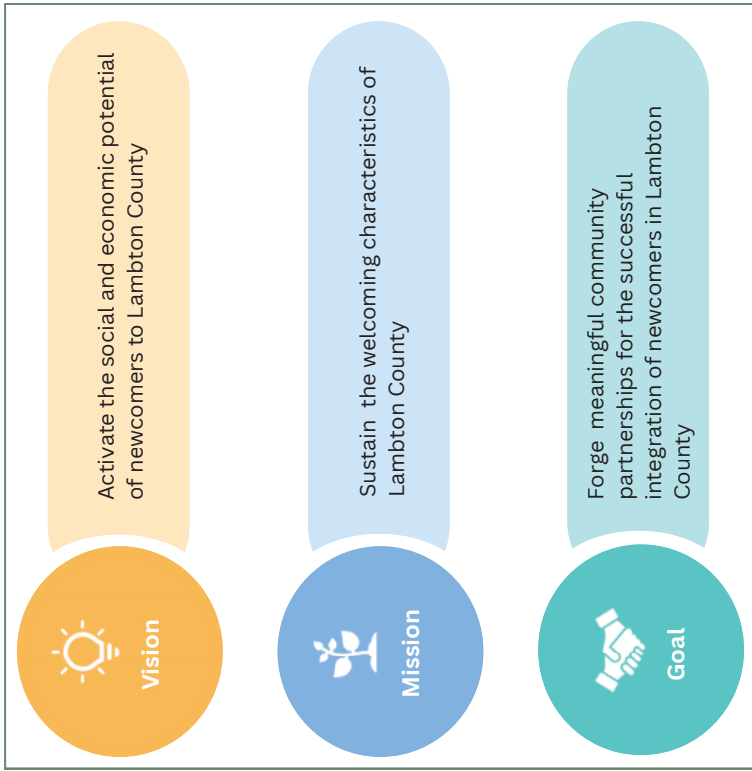
Based on 25 responses to a newcomer survey administered in 2025 by the Local Immigration Partnership the confidence score indicates whether newcomers feel they have the necessary support within the community to integrate successfully. A score of 100 indicates that newcomers are highly confident that they have all the support they need to be successful in maintaining their social, economic, physical and mental well-being.



2 The Local Immigration Partnership



Established in 2009, the Sarnia-Lambton Local Immigration Partnership is a network of local organizations focused on ensuring that newcomers have the necessary welcome and support to contribute positively to the social and economic vitality of Lambton County. The partnership is funded by the federal government through Immigration, Refugees, and Citizenship Canada (IRCC) and housed within the Social Services Division of the Corporation of the County of Lambton.



2 The Local Immigration Partnership



THE LOCAL IMMIGRATION COUNCIL: PARTNERS ACROSS SECTORS WORKING TOGETHER TO SUPPORT NEWCOMERS

<p>SETTLEMENT SECTOR</p>		
<p>SOCIAL SERVICES SECTOR</p>		
<p>ECONOMIC SECTOR</p>		
<p>HEALTH SECTOR</p>		
<p>EDUCATION SECTOR</p>		

3 The Community Plan for Positive Immigration Outcomes

The 2026-30 Community Plan is anchored on the County of Lambton’s vision to build an innovative and collaborative community of people stewarding the environment and growing together. The plan aims to strengthen the local agenda to successfully integrate newcomers and focuses on: showcasing Lambton County’s welcoming characteristics, mobilizing newcomers’ skills and innovation, and promoting health and wellbeing for a growing community.

Showcase Lambton County’s Welcoming Characteristics

Working closely with settlement organizations such as the YMCA and the Francophone Community Centre as well as the County of Lambton’s libraries and museums and other partners, the Local Immigration partnership aims to bolster cultural events in the community to sustain the welcoming and inclusive characteristics of Lambton County. To deepen newcomers understanding of the community, the partnership also intends to facilitate newcomers’ interaction with Indigenous culture and heritage as well as local history.



3 The Community Plan for Positive Immigration Outcomes

Mobilize
Newcomers' Skill and Innovation

Recognizing the important role that newcomers have in addressing labour shortages, the Local Immigration Partnership, in collaboration with the Workforce Development Board and the Economic Partnership will facilitate dialogue in Lambton County between employment service providers, local employers, and newcomers around key challenges in integrating newcomers into the local economy.

The partnership recognizes self-employment as another important avenue for integrating newcomers into the local economy. Newcomers may face challenges to own and operate businesses in their new communities. Among these are lack of knowledge about regulations and support programs. Working closely with the Chamber of Commerce and the Small Business Enterprise Centre, the Local Immigration Partnership, will engage newcomer businesses and entrepreneurs to facilitate their productivity and contribution to the local economy.

Promote
Health and Wellbeing for Newcomers

Promoting the physical and mental health of newcomers plays an important role in maintaining the community's overall health and ensuring efficient use of health resources. The Local Immigration Partnership, in close collaboration with health partners such as Lambton Public Health, Bluewater Health and North Lambton Community Health Centre, will work to raise newcomers' awareness of health resources in the community and promote healthy living in Lambton County.



Community Plan for Positive Immigration Outcomes (2026-2030)

Strategic Focus

1 Showcase Lambton County's Welcoming Characteristics

Advance newcomers' awareness and knowledge of local history and heritage

- Orient newcomers to Indigenous history and culture
- Coordinate newcomers' participation at community events celebrating Canadian history and heritage
- Facilitate newcomers' participation at museum and library events
- Promote local volunteer opportunities for newcomers

Sustain community events that facilitate cultural exchange

- Take stock of ongoing cultural events in the community
- Streamline community resources and effort around key cultural events
- Coordinate a whole-of-community participation at the local edition of the nationally celebrated Welcoming Week

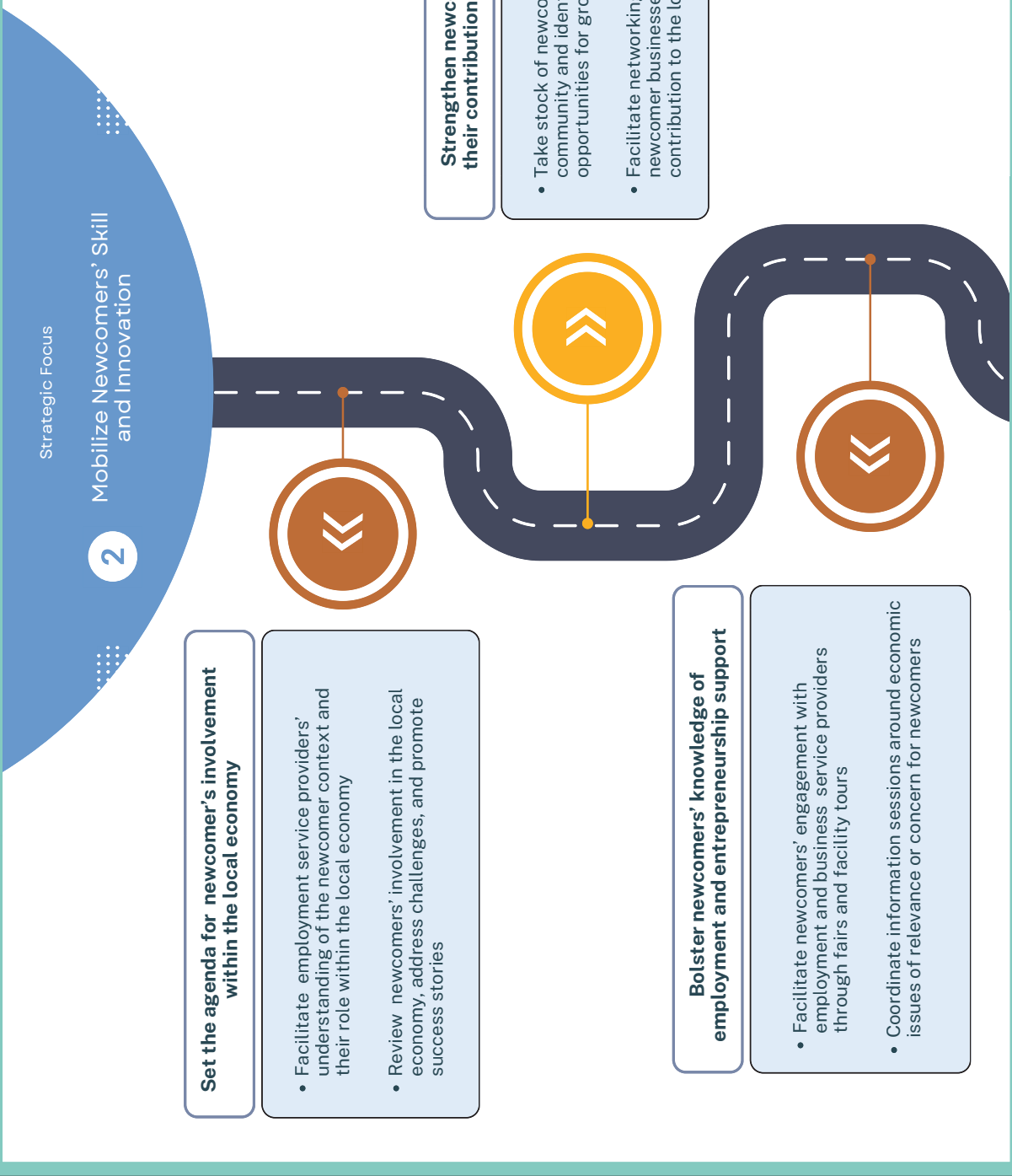
Bolster newcomers' knowledge of social services

- Facilitate newcomers' engagement with social service providers
- Coordinate information sessions around social issues of relevance or concern for newcomers
- Organize facility tours to encourage newcomers' better understanding of social services in the community

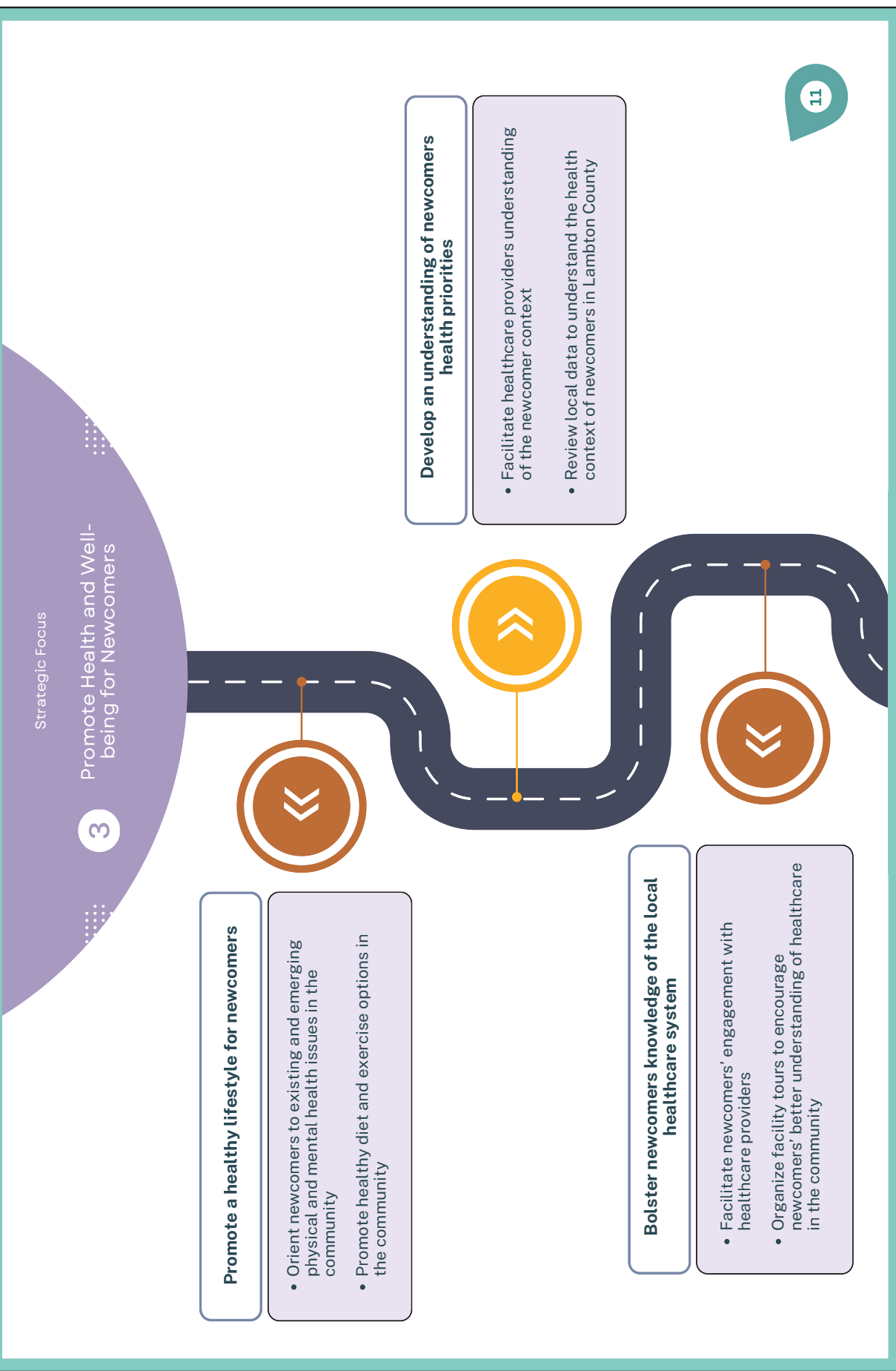
Strengthen social support for newcomers and promote success stories

- Facilitate professional development opportunities for social service workers focused on understanding the newcomer context
- Review newcomers' engagement with social services, address challenges, and promote success stories
- Review local data to understand the social context of newcomers to Lambton County

Community Plan for Positive Immigration Outcomes (2026-2030)



Community Plan for Positive Immigration Outcomes (2026-2030)



4 Coordinated Implementation of a Community Plan

The local community provides settlement support to newcomers through organizations such as the YMCA and the centre communautaire francophone. Other community service providers such as Lambton College and North Lambton Community Health Centre provide specialized support for international students and migrant workers. Beyond direct services, the Local Immigration Partnership facilitates a whole-of-community engagement in supporting permanent residents, refugees, and protected persons.

The partnership works collaboratively with local organizations, across sectors, to sustain the welcoming and inclusive characteristic of the community. Its purpose is to raise awareness about the importance of immigration for the community and to review the capacity of local services to support the successful integration of newcomers. The partnership also monitors the evolving needs of newcomers and facilitates a collaborative dialogue amongst service providers focused on mobilizing support where required.

The Local Immigration Partnership presents this community plan to guide Lambton County's collective effort to support newcomers and facilitate positive immigration outcomes for the community over the coming five years. The plan has benefitted from extensive research conducted together with the Network for Economic and Social Trend (NEST) of Western University and substantial consultation with 30 local organizations. It matches research recommendations with local priorities and capacity. The partnership extends its sincere gratitude for the expertise and encouragement from the community to develop and launch the plan.

LAMBTON COUNTY'S COMMUNITY PLAN FOR POSITIVE IMMIGRATION OUTCOME (2026-30)

STRATEGIC FOCUS

01



SHOWCASE LAMBTON COUNTY'S WELCOMING CHARACTERISTICS

- Facilitate newcomers' sense of belonging through community events that encourage cultural exchange
- Deepen newcomers' understanding of the community through awareness of indigenous culture and heritage as well as local history

02



MOBILIZE NEWCOMERS' SKILL AND INNOVATION

- Facilitate community dialogue and collaboration around key challenges in integrating newcomers into the labour market
- Engage newcomer businesses and entrepreneurs to facilitate their productivity and contribution to the local economy

03



PROMOTE HEALTH AND WELLBEING FOR NEWCOMERS

- Sustain the overall wellbeing of newcomers by promoting a healthy lifestyle
- Facilitate engagement between newcomers and healthcare providers

CROSSCUTTING ACTION ITEMS



INTERACTIVE NAVIGATION OF COMMUNITY RESOURCES

- Coordinate newcomers' engagement with service providers based on emerging concerns and interest
- Work with local cultural and religious organizations to understand gaps in newcomers access to community services



CULTURALLY SENSITIVE DELIVERY OF COMMUNITY SERVICES

- Facilitate professional development opportunities for community service providers on cross-cultural competence
- Strengthen social cohesion through community dialogue and partnership



EVIDENCE-BASED UNDERSTANDING OF LOCAL IMMIGRATION

- Facilitate the collection and dissemination of local immigration data
- Contribute newcomer success stories to the local immigration discourse

COMMUNITY RESOURCES FOR IMPLEMENTATION AND ACCOUNTABILITY



LOCAL IMMIGRATION PARTNERSHIP COUNCIL

A council of local organizations monitoring the community's effort to maximize benefits of local immigration



IMMIGRANT ADVISORY COUNCIL

A collection of local cultural and religious organizations contributing a newcomer perspective to the delivery of community services



WELCOMING COMMITTEE

A committee of local organizations overseeing cultural events and orienting newcomers to community services



LOCAL IMMIGRATION DATA AND RESEARCH WORKING GROUP

A collaborative group of organizations sharing research expertise, data, and information to strengthen the knowledge base of local immigration



NEWCOMER EMPLOYMENT AND ENTERPRISE NETWORK

A network of local employment service providers and economic coordinators sharing experience and resources to boost newcomers participation in the local economy



NEWCOMER HEALTH AND WELL-BEING WORKING GROUP

A network of local healthcare providers and coordinators coming together to orient newcomers to well-being and healthy living



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:	May 20, 2026
SUBJECT:	Cathcart Affordable Housing Project Funding Strategy

BACKGROUND

Lambton County Council, at its meeting on May 7, 2025, declared affordable housing its top priority by endorsing the following motion:

#8: McRoberts/Cook: That County Council publicly endorse making affordable and supportive housing and shelter the number one priority of County Council.

Carried.

In keeping with that declaration, on June 5, 2024, Lambton County Council authorized staff to enter into an agreement of purchase and sale (“**APS**”) with the Anglican Diocese of Huron to acquire the property municipally known as 710, 718 and 722 Cathcart Blvd. in the City of Sarnia (the “**Property**”) for the intended purpose of a future affordable housing development.

The County took possession of the property on April 24, 2025, and has, to date, demolished the former Church that was located on the Property and readied the lands for future development.

In regard to future housing development on the Property, on March 4, 2026, Lambton County Council adopted the following resolution authorizing future affordable housing on the Property:

#9: Bradley/McRoberts: That any future housing project at 718 Cathcart Boulevard in the City of Sarnia be owned and operated by the County of Lambton as rent geared-to-income housing (affordable housing).

Carried

Since the Property was acquired, and more specifically on September 14, 2025, the Government of Canada launched the Build Canada Homes program to facilitate the construction of additional affordable housing in Canada. Additional details regarding Build Canada Homes funding have recently been released.

Given these recent developments and funding opportunity, this report serves to seek County Council’s approval to move forward with an affordable housing project on the Property.

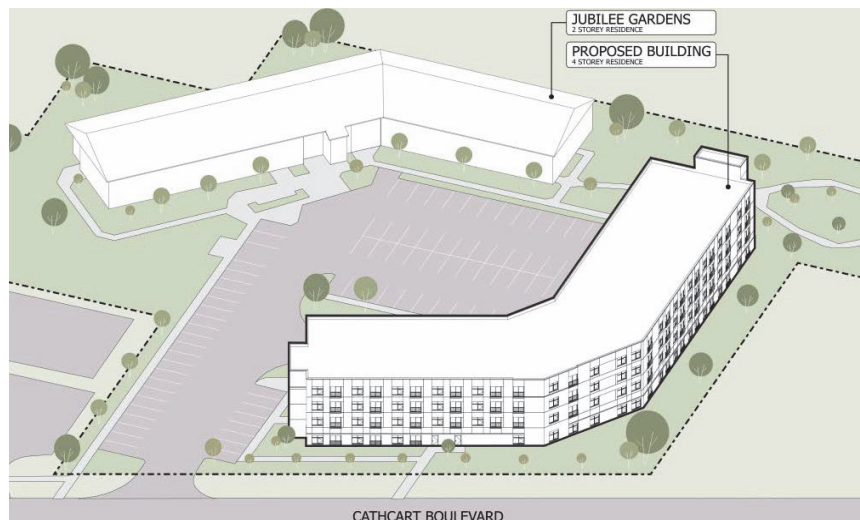
DISCUSSION

As Council knows, the Property was acquired in 2025 for the purposes of an affordable housing project. To date, the County has expended approximately \$3 million to acquire the Property, demolish the former Church located thereon, design an affordable housing project (architectural drawings), engage in public consultations, and seek appropriate zoning amendments.

Project Concept

If approved by Council, the project would consist of a single four-storey building with 94 one-bedroom units as further depicted below. The project concept includes elevators, a lounge, laundry facilities, a scooter room and maintenance and mechanical spaces. The building and surrounding lands were designed around the existing County-owned housing property, Jubilee Gardens, which is located immediately north to the proposed site of this development.

The site design keeps the activity, such as parking and pedestrian activity central within the site. The intention of this design is for the entire site to operate as one property.



Project Costs

As the project is currently in the design phase, the project cost estimate is a preliminary estimate based on current market conditions and construction values. It is estimated that the total costs of the proposed 94-unit project is \$32.5 million. This figure takes into account the \$3 million already expended, as noted above. Taking those expenses into account, the estimated total costs of this affordable housing project are as follows:

Estimated Capital Cost:	
Land Costs	\$2,050,000
Design, Engineering & Soft Costs	\$3,950,000
Construction Costs	\$23,850,000
Contingency	\$2,650,000
Total Capital Cost	\$32,500,000

As the project advances to the detailed designed phase, a more detailed project cost will be available.

Funding Opportunities

As noted above, funding opportunities have arisen recently. Staff anticipate significant funding from other levels of government to become available in 2026 including funds from the Ministry of Municipal Affairs and Housing as well as Build Canada Homes (“**BCH**”). However, to pursue this funding, and therefore to submit applications for funding under these programs, Council must first provide its approval for the project.

Of the \$32,500,000 estimated costs, the following funding opportunities have been identified:

- \$2,347,275 from a planned funding allocation from another level of government in which construction of new affordable housing is an eligible funding allocation.
- BCH program: Another potential funding opportunity is through the newly launched BCH program. BCH prioritizes portfolio funding rather than individual project funding. However, one project must be shovel-ready (including approvals) to initiate a portfolio application. BCH has provided limited guidance regarding the funding program and has indicated that it is intended to remain flexible in order to address the specific needs of each community. This provides an opportunity to seek funding for a portfolio of projects in the community that could include projects beyond internal projects, such as the projects that have received seed funding. It is hoped that BCH could provide \$150,000 per unit in grant funding which is similar to what was approved under the former Affordable Housing Fund through Canada Mortgage and Housing Corporation. For projects currently identified by staff, this portfolio approach could support approximately 350 units. Based on an estimated funding level of \$150,000 per unit, this represents the potential for more than \$50 million in funding to advance affordable housing projects within the community. As

potential projects are evaluated, the Cathcart project would serve as the lead or initial project supporting the portfolio application.

As noted, a Council-approved project is required to apply for the above-noted funding. Of course, additional funding would be required to complete this proposed project.

To allow staff to seek funding from other levels of government for this project, staff recommend the following funding approach for the project:

Previously Approved Funding	
County: 2024 Affordable Housing Reserve	\$3,000,000
Recommended Additional Funding	
County: 2026 Affordable Housing Reserve	\$5,900,000
County: Debt Financing	\$7,152,725
Other Level Government: Planned Funding Allocation	\$2,347,275
Other Level Government: Additional Funding to be Secured	\$14,100,000
Total Funding Amount	\$32,500,000
Total Additional Funding (after the \$3,000,000 noted above)	\$29,500,000

This funding approach would provide the project the approval that is required to seek funding from other levels of government while limiting the financial risk to the County.

In other words, and for greater certainty, this capital project would only move forward if the County secures no less than \$16,447,275 (of the \$29,500,000) in other level government funding by no later than July 31, 2027. If such third-party funding is secured, the County's total contribution to the project would be \$13,052,725 of the \$29,500,000 budget, \$7.15 million of which would be through additional debt and the remainder funded through reserves.

However, if additional third-party funding is secured beyond the foregoing amounts, staff would return to Council with a recommendation that those additional funds be applied to the County's contribution to specifically reduce the debt commitment. In addition, in an effort to reduce the County's debt commitment on this project, staff can apply a portion of future Affordable Housing Reserve raised in future budget cycles prior to the project's completion, subject to Council's direction, to finance this project, so to further reduce the County's debt obligation.

Operating Impact

The County has applied for Official Plan/Zoning (Combined Amendment) from the City of Sarnia, which is required to construct the building on the Property. Assuming the required planning approvals are obtained from the City of Sarnia, and assuming that other level government funding is secured, construction could begin in Summer 2027 with occupancy

expected in Summer 2029. Although approval to proceed to construction is time sensitive to ensure the community is able to access as much funding as possible from other levels of government, operations of the project will not occur until 2029.

Assuming these timelines are met, budgetary impacts from this project including debt services costs and operating needs for the units will be included in the 2029 operating budget.

It is anticipated that this project will generate sufficient revenue through rent collection to cover operating costs related to staffing requirements, building operations, property taxes, and administration but not debt servicing costs.

The operating budget is as follows:

Rent Revenue	\$665,000
Expenses	
Building Operations	\$292,000
Administration	\$280,000
Property Taxes	\$93,000
Total Expenses	\$665,000
Surplus/Deficit	\$0

In addition to the operating expenses, which are forecasted to be neutral, the County’s expected debt servicing cost on the proposed \$7,152,725 debt will result in additional annual expenses to the County. Those are estimated at \$352,784 in the first year of the debt term, which represents an expense that would require an additional 0.35% levy to service.

Staff will report back to Council as information is available.

FINANCIAL IMPLICATIONS

Outlined below is the estimated capital project expenditure summary, recommended source of funding, and opportunities to reduce debt financing report for the proposed 94-unit build on Cathcart Boulevard.

Capital Cost	Estimated Cost	Description
Land Costs	\$2,050,000	
Design, Engineering & Soft Costs	\$3,950,000	
Construction Costs	\$23,850,000	
Contingency	\$2,650,000	
Total Capital Costs	\$32,500,000	94-Unit Build

Capital Cost	Estimated Cost	Description
Recommended Source of Funding	Funding Amount	Description
County: 2024 Affordable Housing Reserve	\$3,000,000	Previously approved
County: 2026 Affordable Housing Reserve	\$5,900,000	
County: Debt Financing	\$7,152,725	
Other Level Government: Planned Funding Allocation	\$2,347,275	
Other Level Government: Additional Funding to be Secured	\$14,100,000	
Total Funding Amount	\$32,500,000	

Treasurer’s Review

County Debt Status

If Council approves this project and the resulting additional debt obligation, the County’s current existing and authorized debt load of \$65,495,885 will increase to \$72,648,610.

As noted earlier, the debt servicing costs for the additional \$7.1 million in debt will require an estimated increase to the operating levy of 0.35% in the first year, declining in impact over the 20-year amortization period as the principal debt balance declines. For every \$1 million in funding secured to reduce the debt, the operating levy increase related to debt services costs will be reduced by 0.05%.

Reserve Account Status

If the project is approved, reserve funds would be drawn from the Affordable Housing Reserve as noted. Those withdrawals will result in a remaining Affordable Housing Reserve balance of \$1 million.

The County’s total estimated reserve balance is currently \$72.4 million. If approved, this project would reduce the overall reserve balance by \$5.9 million to \$66.5 million.

CONSULTATIONS

Consultations have taken place with the Chief Administrative Officer, General Manager, Social Services, County Treasurer, County Solicitor/Deputy Clerk, Manager, Procurement and Projects, Glos Associates Inc., general community consultation, staff from the City of Sarnia, and the County of Lambton’s Housing and Homelessness Plan 2020-2024.

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. Increasing the supply of affordable housing is a goal under this plan and aligns with County Council's priority.

Constructing 94 additional units on Cathcart Boulevard for rent geared-to-income housing to be owned and operated by the County of Lambton will make a notable impact to the need for new affordable housing in the community, provided other level government funding is first secured.

The projects total costs are estimated at \$32,500,000, inclusive of the \$3,000,000 already expended to acquire and ready the Property for a project. The remaining additional \$29,500,000 estimated to complete this project would be funded as follows and, of course, conditional on the County securing the noted third party funding:

County: 2026 Affordable Housing Reserve	\$5,900,000
County: Debt Financing	\$7,152,725
Other Level Government: Planned Funding Allocation	\$2,347,275
Other Level Government: Additional Funding to be Secured	\$14,100,000

If approved, staff will pursue additional third-party funding for the project in an effort to reduce the County's incremental debt obligation of \$7.15 million noted above and will recommend that a portion of future Affordable Housing Reserve contributions raised through future budgets¹ be applied to further reduce this obligation.

RECOMMENDATIONS

- a) **Provided that no less than the other level government funding stipulated in paragraph (a)(iii) below is secured by July 31, 2027, that staff be authorized to proceed with the design, engineering and construction a 94-unit affordable housing building at 718 Cathcart Boulevard in the City of Sarnia (hereinafter, the "Cathcart Boulevard Development") at an estimated cost of \$32.5 million, to be funded from the following sources:**
 - i. **withdrawal in the additional amount of \$5,900,000.00 from the County's Affordable Housing Reserve ("Reserve") with a total amount of \$8,900,000.00 being withdrawn from the Reserve for the Cathcart Boulevard Development;**
 - ii. **debt financing in the amount of no more than \$7,152,725.000; and**
 - iii. **other level funding in the amount of no less than \$16,447,275**
- b) **Provided that the other level government funding of no less than \$16,447,275 is secured by no later than July 31, 2027, that Staff provide an update to Council prior to commencing construction of the Cathcart Boulevard Development.**
- c) **That any additional other level funding secured beyond that amount stipulated in paragraph (a)(iii) above for the Cathcart Boulevard Development be applied to reduce the project's debt financing herein authorized.**
- d) **That staff provide County Council with quarterly updates on the status of the County's funding application for other level government funding stipulated in paragraph (a)(iii) above.**

¹ The County has raised \$12.8 million from 2022-2026 budgets to be contributed to the Affordable Housing Reserves.