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

Wednesday, September 16, 2026
Council Chambers, Wyoming

Page

1. Disclosures of Pecuniary Interest

If any.

2. INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

A) Correspondence to Receive and File

4 - 5 a) PW 10-01-26 A letter from Geoffrey Gladdy, Regional Director, West Region, Ministry of Transportation dated August 28, 2026 in response to a letter dated June 4, 2026, from Jason Cole, General Manager, Infrastructure & Development Services regarding intersection safety improvements at Highway 40 and Bentpath Line (County Road 2). The Ministry is proceeding with the installation of flashing beacons on the STOP signs at this location. Subject to equipment availability, the improvements are scheduled to be installed by the end of September, 2026.

B) Information Reports

6 - 11 a) Information Report dated September 16, 2026 Regarding 2nd Quarter 2026 - Building, Plumbing, Septic, By-Law.

12 - 14 b) Information Report dated September 16, 2026 Regarding 2nd Quarter Work in Progress, Statistics, and Approval Authority Activity.

15 - 25 c) Information Report dated September 16, 2026 Regarding York1 Landfill Update.

26 - 29 d) Information Report dated September 16, 2026 Regarding Fire Prevention Inspection Services Feasibility Review - Update.

C) Reports Requiring a Motion

30 - 33 a) Report dated September 16, 2026 Regarding County Road 21 (Broadway Street) Parking Restrictions.

34 - 35 b) Report dated September 16, 2026 Regarding Update Appointment By-Law For Building Inspectors.

36 - 47 c) Report dated September 16, 2026 Regarding Policy for Establishing Community Safety Zones (CSZs) on County Roads.

D) Other Business

3. PUBLIC HEALTH SERVICES DIVISION - Emergency Medical Services Department

A) Information Reports

48 - 53 a) Information Report dated September 16, 2026 Regarding Community Paramedicine and CHIC Program Update.

B) Reports Requiring a Motion

54 - 59 a) Report dated September 16, 2026 Regarding Proposed 2027 Response Time Performance Plan Targets.

C) Other Business

4. CULTURAL SERVICES DIVISION

A) Information Reports

60 - 73 a) Information Report dated September 16, 2026 Regarding Libraries Second Quarter 2026 Statistics.

74 - 78 b) Information Report dated September 16, 2026 Regarding Museums, Gallery and Archives Second Quarter 2026 Statistics.

79 - 81 c) Information Report dated September 16, 2026 Regarding Expanded Library Hours on Municipal Election Day.

B) Reports Requiring a Motion

82 - 83 a) Report dated September 16, 2026 Regarding Libraries Donations April 1 to June 30, 2026.

84 - 87 b) Report dated September 16, 2026 Regarding Museums, Gallery and Archives Collections Management July 2026.

88 - 90 c) Report dated September 16, 2026 Regarding Amendment to Services and Fees Schedule: Copying Costs at Public Libraries.

C) Other Business

5. LONG-TERM CARE DIVISION

A) Information Reports

91 - 94 a) Information Report dated September 16, 2026 Regarding Long-Term Care Occupancy – January to June 2026.

95 - 98 b) Information Report dated September 16, 2026 Regarding Ministry of Long-Term Care Staffing Funding Amalgamation and Reporting Changes.

B) Other Business

6. CORPORATE SERVICES DIVISION

A) Information Reports

99 - 103 a) Information Report dated September 16, 2026 Regarding Court Services - 2026 2nd Quarter Activity and Statistical Report.

104 - 106 b) Information Report dated September 16, 2026 Regarding the Inaugural Meeting 2027-2028 Term.

B) Other Business

7. FINANCE, FACILITIES AND ACQUISITIONS DIVISION

A) Reports Requiring a Motion

107 - 108 a) Report dated September 16, 2026 Regarding 2027 New Capital Grant Requests.

B) Other Business

8. SOCIAL SERVICES DIVISION

A) Information Reports

109 - 112 a) Information Report dated September 16, 2026 Regarding Childcare Development Update.

113 - 115 b) Information Report dated September 16, 2026 Regarding Inn of the Good Shepherd Lodge Expansion Project Update.

116 - 119 c) Information Report dated September 16, 2026 Regarding Ontario Works Second Quarter Update.

B) Other Business

9. OFFICE OF THE CAO

A) Other Business

10. IN-CAMERA

No In-Camera Items.

11. ADJOURNMENT

PW 10-01-26

Ministry of Transportation

Regional Director
West Region

4th Floor
659 Exeter Road
London ON N6E 1L3

Tel: 519 873-4335

Ministère des Transports

Directeur régional
Région Ouest

4e étage
659 chemin Exeter
London ON N6E 1L3

Tél : 519 873-4335

August 28, 2026

Jason Cole, P.Eng
General Manager, Infrastructure and Development Services
Lambton County
789 Broadway St., Wyoming ON N0N 1T0
Jason.cole@county-lambton.on.ca

Dear Jason Cole,

Thank you for your letter regarding intersection safety improvements at Highway 40 and Bentpath Line (County Road 2). I understand Lambton County Council and the Township of St. Clair have concerns regarding the safety and operation of this intersection.

The Ministry is proceeding with the installation of flashing beacons on the STOP signs at this location. The warrant for the installation has not been met; however, the Ministry recognizes the long-term value of this improvement to both the local and provincial road network.

Subject to equipment availability, the improvements are scheduled to be installed by the end of September, 2026.

Should you have further questions for the Ministry, please contact Frank Hochstenbach, at (519) 851-1909 or Frank.Hochstenbach@ontario.ca.

Sincerely,

Geoffrey Gladdy
Regional Director, West Region

c.

Bob Bailey, MPP, Sarnia-Lambton,

Jeff Agar, Mayor, Township of St.Clair

John Rodey, CAO, Township of St. Clair

Jeff Baranek, Clerk/Deputy CAO, Township of St. Clair

Frank Hochstenbach, Manager, Regional Services and Relationships, MTO

	INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**DEVELOPMENT SERVICES**
PREPARED BY:	**Connor McEachen, Deputy Chief Building Official**
REVIEWED BY:	**Corrine Nauta, Manager, Development Services** **Jason Cole, P. Eng., General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**2nd 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 second 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 second quarter of 2026 increased in comparison to the same quarter in 2025. The total number of building permits issued increased by 22, from 218 to 240. The total number of building permit inspections decreased by 692, from 3,015 to 2,323. The total number of dwelling units increased by 41. Property Standards inspections increased by 430. Plumbing permits issued increased by 12, and inspections increased by 111. 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.

2nd Quarter Building Statistics
Year-to-Date Comparison - 2026 vs 2025

Number of Permits			Value of Construction	
	2026	**2025**	**2026**	**2025**
Residential	214	242	$53,682,878	$54,411,962
Commercial	26	25	$4,426,294	$2,892,000
Industrial	11	16	$4,839,950	$9,431,950
Agricultural	56	50	$41,597,750	$38,276,275
Institutional	17	7	$14,324,464	$2,075,484
Other	20	14	$525,095	$356,700
TOTALS	**344**	**354**	**$119,396,431**	**$107,444,371**

New Dwelling Units in the County of Lambton

Municipality	New Dwelling Units	
	2026	**2025**
Brooke-Alvinston	8	19
Dawn-Euphemia	0	2
Enniskillen	4	4
Oil Springs	0	0
Petrolia	10	2
Plympton-Wyoming	69	22
Point Edward	0	1
St. Clair	22	25
Warwick	1	2
Lambton Shores	13	9
TOTALS	**127**	**86**

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

Brooke-Alvinston: 5 single-family dwellings; 3 apartment units
Petrolia: 3 single-family dwellings, 9 apartment units
Plympton-Wyoming: 24 single-family dwellings; 1 secondary unit; 44 townhouse rental units
St. Clair: 19 single-family dwellings; 2 semi-detached units; 1 granny suite

Building Services Department
2nd Quarter Statistics Comparison 2026 vs. 2025

	2nd Quarter		Year-To-Date	
Building	**2026**	**2025**	**2026 Totals**	**2025 Totals**
Permits	240	218	344	354
Inspections	2323	3015	4227	5361
Property & Maintenance	1286	856	1830	1408
Amount Invoiced	$323,012	$356,400	$587,501	$650,169
Building Permit Value	$73,707,335	$89,330,259	$119,396,431	$107,444,371

	2nd Quarter		Year-To-Date	
Plumbing	**2026**	**2025**	**2026 Totals**	**2025 Totals**
Permits	174	162	296	254
Inspections	752	641	1242	1123
Permit Revenue	$48,303	$45,250	$77,895	$64,701

	2nd Quarter		Year-To-Date	
Septic	**2026**	**2025**	**2026 Totals**	**2025 Totals**
Septic Permits	34	29	52	54
Septic Backfill Permits	25	29	32	35
Severences	5	5	9	5
Minor Variances	1	7	4	7
Amendments	3	8	3	8
Private Sewage Assessments	2	2	3	4
Enquiry Requests	8	4	15	6
Enforcement Inspections	4	7	14	7
Subdivisions	0	0	0	0
Septic Revenue	$14,350	$13,350	$23,400	$24,175

SARNIA ONTARIO

Building Department

Monthly Permit Report

Report Month: January - December 2025

Type of Building	Issued Permits	Residential Units Created	Construction Value
Single Detached Dwellings	26	26	$16,350,000
Additional Dwelling Unit	19	19	$1,310,000
Multi-Residential			
Semi-Detached / Duplex	1	2	$400,000
Town House / Row House	6	6	$3,300,000
Apartment Building / Multi-Residential	4	243	$65,785,000
Total Multi-Residential	11	251	$69,485,000
Residential Miscellaneous*	188	n/a	$15,177,051
Commercial	48	n/a	$19,829,388
Industrial	18	n/a	$14,475,007
Institutional	13	0	$8,922,830
Agricultural	5	n/a	$1,220,000
Signs	31	n/a	$0
Tents	8	n/a	$104,250
Pools	33	n/a	$1,595,900
TOTALS	**400**	**296**	**$148,469,426**

**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.*

Printed on January 02, 2026

SARNIA ONTARIO

Building Department

Monthly Permit Report

Report Month: January - June 2026

Type of Building	Issued Permits	Residential Units Created	Construction Value
Single Detached Dwellings	17	17	$11,031,900
Additional Dwelling Unit	6	6	$590,000
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*	96	n/a	$5,977,349
Commercial	28	n/a	$7,599,288
Industrial	19	n/a	$4,063,128
Institutional	11	0	$11,544,760
Agricultural	1	n/a	$55,000
Signs	19	n/a	$0
Tents	5	n/a	$51,146
Pools	23	n/a	$1,161,844
TOTALS	**226**	**30**	**$44,574,415**

**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.*

Printed on July 03, 2026

AGENDA ITEM #a)

INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**DEVELOPMENT SERVICES**
PREPARED BY:	**Will Nywening, Senior Planning Official**
REVIEWED BY:	**Corrine Nauta, Manager** **Jason Cole, P. Eng., General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**2nd 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 second quarter of 2026, compared with the second quarter of 2025, by category.

Applications	**2026**	**2025**
Committee of Adjustment	43	29
Site Plan Control	5	8
Zoning By-Law Amendments	15	14
Official Plan Amendments	1	1
Woodlot Applications	0	0
Woodlot Notice of Intent to Cut	28	33
Woodlot Reviews	3	1
Letters of Compliance (Zoning Confirmations)	17	7
Plan of Subdivision/Condominium Applications	1	2
Plan of Subdivision/Condominium Extensions	0	3
Part Lot Control	0	0
Final Plan of Subdivision/Condominium Approvals	0	1
Draft Plan of Subdivision/Condominium Approvals	0	2
Plan of Subdivision/Condominium Amendments	2	2
Official Plan and Official Plan Amendment Approvals	1	2
Totals	**116**	**105**

Application Volumes

Overall application volumes in the second quarter of 2026 were slightly higher than in the second quarter of 2025. Notably, Committee of Adjustment applications increased during the second quarter of 2026 compared to the same period in 2025.

While general inquiries and informal development proposal support are not readily quantified, there continues to be a notable increase in workload associated with these activities. This reflects ongoing demand for early-stage planning advice, application guidance, and development-related support.

Official Plan Amendments

One Official Plan Amendment approval occurred in St. Clair Township to redesignate an area from “Residential” to “Commercial” to allow for parking.

Final Approval of Plan of Subdivision/Condominium

None.

Draft Approval of Plans of Subdivision/Condominium

None.

Additional Work in Progress

Several local Official Plan (**“OP”**) and Zoning By-Law (**“ZBL”**) reviews are currently advancing, as follows:

Several ZBL Reviews are currently being undertaken through consultant assignments awarded to NPG Planning Solutions. Open houses and public meetings are being held in the Town of Plympton-Wyoming, the Village of Point Edward, and the Township of Warwick to obtain public feedback and finalize proposed ZBL updates for consideration by local Councils. A red-line version of proposed updates to the Township of St. Clair ZBL is also being prepared for public consultation.

The Municipality of Lambton Shores ZBL is currently being reviewed in-house. It is anticipated that the new ZBL will be brought forward for Council consideration in two parts, beginning with definitions and general regulations. A red-line version of the proposed amendments is currently being finalized.

JL Richards has been retained to assist with the review of the Municipality of Brooke-Alvinston ZBL and the Township of Dawn-Euphemia OP. An open house and public meeting are being held in Brooke-Alvinston to obtain public feedback and finalize proposed ZBL updates for Council’s consideration. A red-line version of the proposed updates to the Township of Dawn-Euphemia OP is also being prepared for public consultation.

The County OP Review is ongoing with the assistance of NPG Planning Solutions. Open houses have been held, and public feedback is being received on a background report, draft amendments, and settlement boundary revisions. Collaboration with local municipalities to recommend potential settlement boundary revisions will continue.

There are ongoing appeals to the Ontario Land Tribunal respecting County and local planning approvals with which the Department is assisting.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

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

STRATEGIC PLAN

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

- Anticipating and aligning service delivery to emerging needs and expectations (including changing demographics);
- 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 statistical updates, work in progress, and approval authority activity.

INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**PUBLIC WORKS**
PREPARED BY:	**Matt Deline, P.Eng., Manager**
REVIEWED BY:	**Jason Cole, P. Eng., General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**York1 Landfill Site Update**

BACKGROUND

In August, 2026, the County of Lambton (the "**County**") was made aware of two notices dated July 30, 2026 (attached as Appendix "A") that were circulated from York1 Environmental Waste Solutions Ltd. ("**York1**") to various residence in the community of Dresden and to the Municipality of Chatham-Kent. The notices outline York1's intent to proceed with amendments to Environmental Compliance Approvals ("**ECA**") to expand landfill, transfer, and processing operations at the Waste Disposal Site (Landfill) located at 29831 Irish School Road, Dresden Ontario (the "**Site**").

In April 2024, the County submitted comments through the Environmental Registry of Ontario ("**ERO**") regarding two ECA amendment applications submitted by York1 to expand waste processing/transfer and disposal operations at the Site. In May 2025, the County again submitted comments through the ERO regarding the Province's plan to revoke Ontario Regulation 284/24 and remove Environmental Assessment requirements for the York1 proposal to resume landfill operations and waste handling, processing, and transfer operations at the Site.

DISCUSSION

The ECA amendments identified in the notices distributed by York1 describe receiving up to 3,000 tonnes per day for waste transfer and processing operations and permitting a maximum daily limit of 1,000 tonnes per day of landfill materials. Limited descriptions of the proposed operations, mitigation measures, and reports are identified in the notices, however, there is no indication of further direction to access the described proposal or information in detail.

The Site is located approximately two kilometres south of the County boundary with the Municipality of Chatham-Kent and immediately north of the community of Dresden. The proposed operations at the site are likely to have impacts to the County and its associated local municipalities, due to its proximity.

The notices invited recipients to comment directly to the Ministry of Environment, Conservation and Parks regarding these proposed amendments. Although the County was not circulated on the notices, a letter from the County dated August 14, 2026 to the MECP was prepared and submitted, as per the instructions, to outline identifiable concerns with the proposal based on the limited information provided by York1. The submitted comments are attached to this report as Appendix “B”.

Although not stated directly by York1, it has been reported in the media that these ECA amendments will be posted to the ERO. The County will seek to review and further submit comments as that opportunity is presented.

FINANCIAL IMPLICATIONS

There are no financial impacts resulting from the preparation of comments in response to the identified York1 notices. If York1 proceeds with application for the ECA amendments, there may be unbudgeted costs associated with technical and peer reviews of studies related to the proposals.

CONSULTATIONS

The identified York1 notices and the County’s prepared response to the MECP were forwarded to municipalities within the County and neighbouring upper-tier municipalities that are impacted by the proposed routing to the York1 Site.

STRATEGIC PLAN

Application of Area of Effort #2: Services and Communications – 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:

- Advocating Lambton County’s perspective on provincial and federal programs and legislative amendments.

Application of Area of Effort #3: Community Development, Health, and Wellness - Capitalizing on opportunities that enrich the quality of life and future prospects of the community by:

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

Application of Area of Effort #6: Corporate Sustainability – Ensuring long-term environmental and financial sustainability in all its operations, by:

- Continuing to implement strong financial plans, policies, and practices that bolster and safeguard municipal services and infrastructure; and
- Undertaking environmental initiatives that protect and enhance woodlots and the County's natural heritage features, and target waste reduction, energy conservation, lower fuel consumption, and the use of sustainable technologies and processes.

CONCLUSION

The County was made aware of two notices distributed by York1 regarding proposed ECA amendments at their waste disposal and processing facility, in the north of Dresden in the Municipality of Chatham-Kent. Operations at this site have the potential to impact the County, particularly as it relates to traffic routing on County roads.

The County has prepared and submitted comments regarding the proposed amendments directly to the MECP and will seek to further participate in any further review and comment opportunity regarding this Site, either through the invitation of York1 or through the ERO.

Appendix "A"

Notice to All Adjacent Property Owners and Tenants

July 30, 2026

YORK1 Environmental Waste Solutions Ltd. is submitting an application to the Ministry of the Environment, Conservation and Parks (MECP) for an amendment of ECA #A021304 to modernize the Wate Disposal Site (Landfill) located at 29831 Irish School Road, Dresden, Ontario. The landfill is part of a recycling facility which also includes ECA #A020401 for waste receiving, handling, sorting, processing, recycling and transfer.

The application is for an amendment to the existing waste disposal ECA #A021304 for an 8-hectare landfill for the disposal of non-hazardous solid waste, primarily consisting of construction and demolishing waste from industrial, commercial, institutional, and municipal sectors, including excess soil that cannot be beneficially reused (excluding any putrescible waste, i.e. household garbage, source separated organics etc.).

The amendment to modernize the landfill is to allow a maximum daily receiving rate of the above noted wastes of 1,000 tonnes per day, or 365,000 tonnes annually. The landfill will primarily accept residual waste from the on-site Waste Transfer and Processing Facility, which is currently approved to service the Province of Ontario. The hours of operation at the Landfill Facility will be 7:00 am through 7:00 pm Monday through Saturday.

The maximum capacity of the landfill is 1,620,000 m3. The capacity includes an estimated 40,000 cubic metres of previously landfilled (in non-engineered cells) material (predominantly fly ash from an incinerator) consolidated into a modernized engineered landfill located in the northeast corner of the property. At the proposed annual receiving rate noted above the landfill would reach capacity in 2035 assuming construction of the modernized engineered landfill is completed in 2027.

The following environmental concerns have been identified and addressed in the design of the landfill: noise, atmospheric emissions (dust), release of leachate or untreated stormwater off-site and vehicle traffic. To mitigate these potential concerns, the following control measures will be employed:

- The landfill footprint will be lined with an engineered liner and equipped with a leachate collection system to ensure that leachate is properly collected and disposed of so that it does not enter the natural environment.
- Access roads leading to the landfill will be periodically watered to minimize dust generation.
- The active face of the landfill will be periodically watered to minimize dust generation.
- Daily cover, including alternative daily covers will be employed to minimize dust generation.
- A perimeter berm will be constructed around the facility to minimize the visual impact and prevent potential litter migration.
- Construction of stormwater management infrastructure including two stormwater management ponds and stormwater collection and conveyance ditches, to ensure all storm water is fully treated and controlled to prior to leaving the site so that there are no negative effects to the surface water or pose a flooding risk during storm events
- Installation of several monitoring wells to monitor ground water for any changes in chemistry.
- The site has been designed to ensure adequate on-site staging exists so that vehicles can safely enter and exit the site without interfering with traffic on Irish School Road.

- The facility will be monitored and inspected daily to identify and address potential environmental concerns promptly.

To assist in the development of the Design and Operations report, third party consultants were retained to complete the following:

- Acoustical Assessment Report
- Emission Summary and Dispersion Modelling Report
- Stormwater Management Report
- Traffic Impact Assessment

We invite you to send your comments on this proposal to wasteproposalcomments@ontario.ca within 15 days of receipt of this Notice to the attention of the waste signing director:

Neryed Ragbar, Director
Appointed for the purposes of Part II.1 of the Environmental Protection Act
Ministry of Environment, Conservation and Parks
Environmental Permission Branch
135 St. Clair Avenue West, Floor 1
Toronto, Ontario
M4V 1P5

Sincerely,

George Kirchmair

George Kirchmair, P.Eng.
Executive Vice President, Strategic Development

Notice to All Adjacent Property Owners and Tenants

July 30, 2026

YORK1 Environmental Waste Solutions Ltd. is submitting an application to the Ministry of the Environment, Conservation and Parks (MECP) for an amendment of ECA #A020401 to modernize the Wate Disposal Site (transfer and processing) located at 29831 Irish School Road, Dresden, Ontario.

The modernized facility will focus on:

- Receiving and transferring solid non-hazardous waste and recyclable materials
- Sorting and processing of construction and demolition (C&D) waste to recover recyclable materials and create alternative low carbon fuel (ALCF).
- Sorting and processing of clean, non-treated wood waste that can be manufactured into mulch and other beneficially useable products.
- Sorting, processing and remediation of waste soil containing debris, beneficial re-use soil, contaminated non-hazardous soils, and inert materials including concrete, asphalt, brick/block and rock. All for beneficial re-use as soil, aggregate replacement or alternative raw materials.

Unsorted C&D waste will be received, sorted and processed in a new 1,860 m^2 (20,000 ft^2) building to be constructed on-site. Non-treated wood waste segregated from the inbound waste stream will be stored and processed outdoors in a dedicated wood processing area. Soil and inert fill materials will be received and processed in the dedicated soil processing and remediation area of the site. The service area for the facility will continue to be the Province of Ontario. The hours of operation for the facility will be reduced to 7:00 am through 7:00 pm Monday through Saturday.

The modernized waste transfer and processing facility will receive a daily maximum of up to 3,000 tonnes per day, consisting of approximately 1,500 tonnes non-hazardous waste and 1,500 tonnes of soil/inert materials, and 1,000 tonnes per day of residual waste for final disposal on an annual average basis.

The modernized waste transfer and processing facility also includes the construction of a new processing/sorting building capable of indoor storage of all incoming mixed solid non-hazardous waste and will be equipped with a leachate collection and storage system. The maximum storage volumes at the waste processing facility be amended to the following:

- Indoor storage of 870 tonnes of unprocessed solid non-hazardous waste is 870 tonnes
- Total outdoor storage of 82 tonnes of segregated recyclable materials, 3,500 tonnes of inert materials, 1,500 tonnes of clean segregated wood waste, and 30,000 tonnes of beneficial reuse soil, waste soil containing debris, rock or contaminated non-hazardous soil.

The following environmental concerns have been identified and addressed in the design of the modernized waste processing/transfer facility: noise, atmospheric emissions (dust, odour), pests, release of leachate or untreated stormwater off-site and vehicle traffic. To mitigate these potential concerns, the following control measures will be employed:

- Waste loading/unloading operations will be conducted within the closed waste transfer and processing building.
- Waste processing (shredding, grinding, recyclable separation and size sorting) will be completed within the new waste transfer/processing building.

- Inbound and outbound materials will be transported in either enclosed trucks or vehicles covered with a tarp.
- Incoming loads are inspected upon arrival and if found to contain putrescible waste, the loads will be rejected.
- Stockpiles with contaminated non-hazardous soil will be covered with a tarp to prevent migration of volatile chemicals and/or leachate generation.
- A dust management plan has been created for the site to ensure dust production is minimized.
- Perimeter berms will be constructed around the facility to minimize the visual impact and prevent potential litter migration.
- A stormwater management plan has been completed for the site to ensure that stormwater that comes into contact with waste or waste handling operations is properly collected and treated on-site before being allowed to enter the natural environment or disposed of off-site at an appropriate water treatment facility.
- Vehicles entering and leaving the site will follow a defined traffic route that ensures that vehicles do not travel through the town of Dresden or exceed load restricted routes in the spring.
- The site has been designed to ensure adequate on-site staging exists to ensure vehicles can safely enter and exit the site without interfering with traffic on Irish School Road.
- The facility will be monitored and inspected daily to identify and address any potential environmental concerns promptly.

To assist in the development of the Design and Operations report, third party consultants were retained to complete the following:

- Acoustical Assessment Report.
- Emission Summary and Dispersion Modelling Report.
- Stormwater Management Report.
- Traffic Impact Assessment.

We invite you to send your comments on this proposal to wasteproposalcomments@ontario.ca within 15 days of receipt of this Notice to the attention of the waste signing director:

Neryed Ragbar, Director
Appointed for the purposes of Part II.1 of the Environmental Protection Act
Ministry of Environment, Conservation and Parks
Environmental Permission Branch
135 St. Clair Avenue West, Floor 1
Toronto, Ontario
M4V 1P5

Sincerely,

George Kirchmair

George Kirchmair, P.Eng.
Executive Vice President, Strategic Development

Infrastructure & Development Services Division
789 Broadway Street, Box 3000
Wyoming, ON N0N 1T0

Telephone: 519-845-0801
Toll-free: 1-866-324-6912
Fax: 519-845-3872

Appendix "B"

Submitted Via Email

August 14, 2026

Neryed Ragbar, Director
Appointed for the purposes of Part II.1 of the Environmental Protection Act
Ministry of Environment, Conservation and Parks
Environmental Permission Branch
135 St. Clair Ave W, 1st Floor
Toronto, ON M4V 1P5

Attention: Neryed Ragbar

Dear Neryed:

Re: York1 Environmental Waste Solutions Ltd. ECA Amendments

The County of Lambton (the "**County**") has obtained, through a third party, two separate Notices dated July 30, 2026 requesting comments regarding amendments to ECA #A021304 and ECA #A020401 for waste and waste related activities at 29831 Irish School Road, Dresden, Ontario. The referenced Notices and amendment details are attached to this letter for reference.

The County has not received any direct contact or correspondence from York1 regarding these most recent ECA Amendment proposals to review, confirm, or otherwise consult on potential impacts, restrictions, or other factors associated with the County, Lambton County lower-tier municipalities, or the communities in the vicinity of the subject site.

Additionally, through a third party, the County is in receipt of a document dated March 6, 2026, titled *Traffic Impact Study – Response to Comments, Proposed Waste Transfer and Recycling Centre (York 1)* prepared by Urbantrans Engineering Solutions Inc. ("**TIS Response**") that outlines proposed routing and limited technical review for traffic accessing a Regenerative Recycling Facility at 29831 Irish School Road. This document specifically responds to comments made by the Municipality of Chatham-Kent to a separate Traffic Impact Study completed on May 24, 2024, to which the County does not have access.

The TIS Response proposes convoluted, indirect routes for inbound and outbound traffic accessing the subject site. This routing appears to be designed to specifically avoid any added commercial traffic directly through the urban centre of Dresden, instead externalizing those traffic related impacts to neighbouring municipalities, their roadway networks, and their associated communities. It is reasonable to expect similar concerns from communities of comparable size and nature, such as Wyoming, Petrolia and Oil Springs in Lambton and Glencoe and Wardsville in Middlesex County. The TIS Response identifies increased traffic volumes to several County roadways within the Lambton municipal boundary, during various restricted and unrestricted travel periods, but is void of any specific consideration or analysis on the impact to those roads, intersection operation, and community impacts; some of which occur as close as two kilometres of the subject site.

It is unclear what criteria York1 utilized to determine the routes identified in the TIS Response, what consideration was afforded to any of the municipalities along the identified routes, or what actual mechanisms York1 has to direct service traffic to the subject site. The County regularly works with large volume traffic generator proponents to determine suitable direct routes that prioritize the provincial highway network before using County and local roadways for site access. The current proposal is inconsistent with this practice.

The *Guide to applying for an environmental compliance approval* (the "**Guide**") *Part C* lists the supporting documentation and technical requirements needed for an ECA application. Section 5: *Waste Disposal Sites* states that the Director may require additional information beyond the minimum requirements[1]. It is essential that the Director utilize this opportunity to ensure a comprehensive review of potential environmental impacts to the local community, including upper- and lower-tier municipalities in the County, by requesting additional studies.

The County asserts that it is necessary for York1 to prepare a Transportation Impact Assessment ("**TIA**") for the proposed operations at the subject site to be shared with the County. The TIA should examine existing traffic, including any seasonal variations, to and from the facility for all proposed operations onsite and over the design life of the facility. The TIA should review the capacity of the existing road network, current and future traffic patterns with background growth, including vehicle, pedestrian, and cyclist movements. The report should include a breakdown of the assumed inbound and outbound waste routes to and from the facility and specifically the expected traffic volumes and routes on County roads. The report should include a level of service analysis for all roadways, intersections, and the site entrance and shall itemize any roadway improvements (i.e. turning lanes, queue lengths, acceleration/deceleration lanes, etc.) required as a result of the development. The Proponent should also assess

[1] Part C: Supporting Documentation and Technical Requirements, Section 5. Waste disposal sites states: "*In addition to the minimum requirements, depending on site-specific or project-specific characteristics, the Director may require additional information from you.*"

the potential impacts of noise, dust, tracking of mud, and vehicle exhaust from increased truck traffic on surrounding roadways, residents and other land users.

Other studies that are not required as part of an ECA application, but are suggested given the scope and scale of the proposed project include:

- An Economic Assessment to assess the impacts of the Project on the local economy, including employment, the local tax base and property values.

- A Stage I Archaeological Assessment to confirm that no further archaeological potential remains for any portion of the subject site that will be developed as part of the Project.

- A comprehensive design about the proposed outdoor storage areas to facilitate the sorting, processing and remediation of waste soil. This should include a review of the proposed sloping, stabilization measures, erosion and sediment control systems, and ground protections to provide an opportunity to better understand potential impacts of stockpiling soils at the subject site.

- A Noise and Vibration Impact Assessment to assess whether the operations will comply with the existing by-law and the community effects of potential disturbances should also be required.

The Guide *Part A* notes that for waste disposal site proposals, adjacent property owners who may be impacted by the issuance of the ECA must be notified (also called "neighbour notification"). However, as per the *Consultation Requirements: Public consultation: Environmental Registry of Ontario (ERO) notification* section of the Guide[2], the Director has the discretion to require additional notification and may require the proponent to hold public consultation as part of the application review process. Considering the high degree of public interest in the development of the subject site and the immediate proximity to the Dresden population centre and surrounding communities, additional notification and public consultation events are warranted as part of these ECA applications.

Further, the County maintains that approvals through the ECA application process are not sufficient to conduct a complete analysis of municipal and public impacts resulting from submitted amendments. The piecemeal submission of multiple applications relating to the subject site obfuscates the full and compounding nature of each of the Project components.

---

[2] Part A, Consultation Requirements, *Public consultation: Environmental Registry of Ontario (ERO) notification* states:
"You may have to engage interested parties before an ECA application is submitted or if the Director considers additional consultation necessary. For example, because of comments received through the EBR posting, environmental significance or complexity of the proposal, the Director has the discretion to require additional notification and may require you to hold public consultation as part of the application review process."

Requiring the project to be subject to Part II.3 under the EAA will provide the opportunity to conduct necessary public outreach and municipal/First Nation consultation to adequately recognize, compile, and address the resulting impacts from the changes noted in the previous ECA amendment applications. This is particularly relevant due to the magnitude of potential waste and traffic volumes anticipated from the proposed amendment applications, as compared to historically observed nominal activity at the subject site.

If you have any questions, please do not hesitate to contact the undersigned.

Sincerely,

Jason Cole, P.Eng.
General Manager

encl.

INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**DEVELOPMENT SERVICES**
PREPARED BY:	**Corrine Nauta, Manager**
REVIEWED BY:	**Jason Cole, P.Eng., General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Fire Prevention Inspection Services Feasibility Review - Update**

BACKGROUND

Lambton County Council, at its meeting July 2, 2026, endorsed the following motion of the Committee of the Whole minutes dated June 17, 2026:

> *#2: Ferguson/Boushy:*
>
> *a) That Council support the Development Services Department in undertaking a feasibility review and business case analysis regarding the establishment of Fire Prevention Inspection Services.*
>
> *b) That a report outlining the feasibility, including costs, service charges and potential models, for the County to offer Fire Prevention Inspection Services be brought back to Lambton County Council for consideration at the September 16, 2026 Committee of the Whole meeting.*
>
> *Carried.*

DISCUSSION

Following the June 17, 2026, meeting, the Development Services Department (the "**Department**") has undertaken a feasibility review to assess the potential delivery of Fire Prevention Inspection Services ("**FPIS**") through a shared service arrangement. Several member municipalities expressed interest in the concept, including Warwick, Petrolia, Dawn-Euphemia, Oil Springs, and Brooke-Alvinston. Additional municipalities may express interest as the proposed service model develops.

The purpose of this follow-up report is to provide an update on the review, identify the considerations associated with establishing the service, and outline the proposed next steps.

Legislative Framework and Municipal Responsibility

The *Fire Protection and Prevention Act, 1997* ("**FPPA**") requires municipalities to establish a program that includes public education respecting fire safety and certain components of fire prevention. The FPPA also allows two or more municipalities to jointly provide fire protection services, including through a community fire safety officer or community fire safety team. This provides a legislative framework for a shared-service approach to fire prevention.

Fire prevention and life safety services are currently delivered primarily through individual municipal fire service structures. While mutual aid and automatic aid arrangements support fire protection and emergency response between municipalities, there is no known established County-based service provider model in Ontario for FPIS. The proposed approach would therefore represent a new service delivery model and may establish a precedent.

Service Requirements

FPIS extends beyond routine Ontario Fire Code inspections. Depending on the established service level, responsibilities may include inspections and enforcement, fire safety plan reviews, vulnerable occupancy inspections, fire investigations, development and building application reviews, and fire and life safety public education.

The scope and service level will determine the required qualifications, certifications, staffing, training, equipment, technology, service standards, and operational capacity. Any service model must ensure sufficient qualified personnel to meet anticipated workloads and provide appropriate coverage across participating municipalities.

Financial and Operational Considerations

A County-based FPIS model would operate on a 100% cost-recovery basis, with all direct and indirect costs allocated to participating municipalities. Costs would include staffing and benefits, recruitment, training and professional development, corporate and administrative overhead, equipment, technology, insurance, and other operational requirements.

Given the resources required to establish and maintain an appropriately staffed service, participation would require significant financial commitment by municipalities. Municipalities that have expressed interest should therefore be provided with an opportunity to review the proposed service framework and preliminary financial implications to reconfirm their continued interest and willingness to participate.

Subject to sufficient interest, additional work would be required to establish the staffing complement, qualifications, compensation structure, training requirements, service levels, workload capacity, budget, cost-recovery framework, governance arrangements, and inter-municipal agreements.

Service Delivery Model

Further consideration is required to determine whether a County-based model is the most appropriate structure for delivering FPIS. The proposed model could provide centralized administration, shared resources, consistency in service delivery, and access to specialized expertise. However, FPIS are closely integrated with municipal fire protection operations and are commonly delivered within municipal fire departments under the direction of a Fire Chief. This model would have fire prevention personnel report through the Chief Building Official rather than a municipal Fire Chief, raising organizational and accountability considerations related to operational coordination, professional oversight, statutory responsibilities, service priorities, and integration with municipal fire protection activities. These considerations require further assessment.

A lower-tier municipal shared-service model should therefore also be considered. This approach could allow participating municipalities to share qualified personnel, training, resources, and costs while maintaining a closer organizational relationship between FPIS and municipal fire services, with direct reporting to their respective Fire Chief.

FINANCIAL IMPLICATIONS

Council's continued support for the feasibility review has no direct financial implications. Any related workload will be managed within existing resources. Any financial implications arising from participation will be the responsibility of the respective municipalities and will be structured to ensure full cost recovery.

CONSULTATIONS

Consultation was undertaken with other Ontario municipalities and Sarnia Fire Rescue Services to gain insight into current operational practices, service delivery models, and the range of services currently being offered.

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 feasibility review indicates that FPIS could potentially be delivered through a shared service model, whether at the County or municipal level.

The next step is to re-engage the municipalities that have expressed interest and discuss the financial, operational, organizational, and governance implications, and to confirm continued demand, willingness to participate, and the preferred service delivery model. Subject to sufficient interest, the Department will undertake the detailed work necessary to develop the preferred model, including the scope and level of service, staffing and compensation structure, budget and full cost-recovery framework, governance and reporting arrangements, and required service agreements.

Following the municipal consultation, the Department will report back to Council on the outcome and proposed next steps. Any additional direction required will be brought forward for Council's consideration.

INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION	
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**PUBLIC WORKS**
PREPARED BY:	**Matt Deline, P.Eng., Manager**
REVIEWED BY:	**Jason Cole, P. Eng., General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
SUBJECT:	**County Road 21 (Broadway Street) Parking Restrictions**

BACKGROUND

The Town of Plympton-Wyoming ("**Town**") endorsed the installation of traffic lights (in partnership with the County of Lambton) at the intersection of County Road 21 (Broadway Street) and Confederation Street at their Council Meeting of October 11, 2023.

This infrastructure was installed and commissioned on September 8, 2025. Its configuration included the realignment of the through lanes on County Road 21 (Broadway Street) with the addition of opposing left-turn lanes. As a result, southbound through traffic utilizes road platform previously used for on-street parking. Under the new lane configuration, the posted parking restrictions on Broadway Street require adjustment/extension further north and south of the intersection of Confederation Street.

As a result of this installation, the on-street parking restriction on the west side of County Road 21 (Broadway Street) and north of Confederation Street is required to be relocated 95.5 metres further north from its current location. Further, the on-street parking restriction on the west side of County Road 21 (Broadway Street) and south of Confederation Street is required to extend the entire block to the existing limit posted at south of Huron Street.

DISCUSSION

Through the *Municipal Act* and *Highway Traffic Act*, the road authority is permitted to regulate parking and stopping along its roadways. The County will implement appropriate measures to restrict parking on County roads where it receives local municipal support. Typically, this is carried out through By-Law to enact restrictions, which can then be enforced by local By-Law officers.

The Town of Plympton-Wyoming (in partnership with the County of Lambton) has established a signal-controlled intersection on County Road 21 (Broadway Street) at Confederation Street. This design includes additional traffic lanes, providing for opposing auxiliary left-turn lanes and realignment of through lanes on County Road 21 (Broadway Street), requiring new prohibited parking limits as a function of the overall design.

The County is the road authority of County Road 21 (Broadway Street). As such, the County has aptly recognized to amend its By-Law No. 26 of 1998 "A By-Law to Regulate Parking on County Road No. 21" to include this restriction as follows:

> ***No person shall park nor stop a vehicle on the west side of County Road No. 21 "Broadway Street" in the Town of Plympton-Wyoming, measuring from the centerline of its intersection with Confederation Street, a point situate 164 metres to the south, and a point situate 120 metres to the north.***

The parking and stopping restrictions are not expected to negatively impact on the function of County Road 21 as part of the overall County road network.

FINANCIAL IMPLICATIONS

The installation(s) and adjustment(s) of the required "No Parking" and "No Stopping" signs shall been undertaken by the Town of Plympton-Wyoming. Enforcement will be the responsibility of the local municipality.

CONSULTATIONS

Town of Plympton-Wyoming Staff was consulted as part of this report.

STRATEGIC PLAN

Application of 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).

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

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

CONCLUSION

The parking and stopping restrictions are not expected to negatively impact on the function of County Road 21 (Broadway Street) as part of the overall County road network. It is recommended that the County proceed with amending By-Law No. 26 of 1998 "A By-Law to Regulate Parking on County Road No. 21" to include prohibiting on-street parking measuring from the centerline of its intersection with Confederation Street, a point situate 164 metres to the south, and a point situate 120 metres to the north.

RECOMMENDATIONS

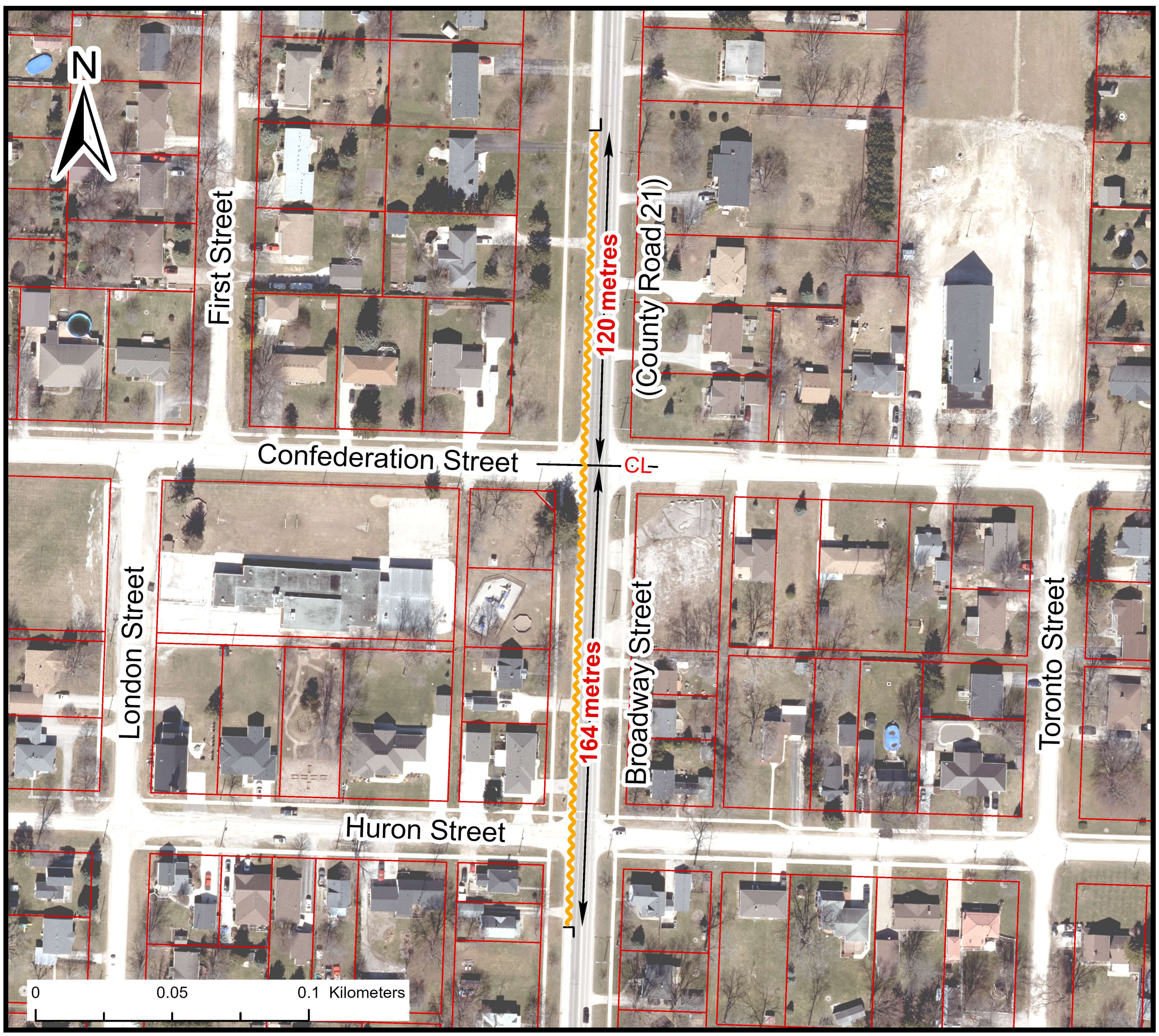
a) **That the County amend By-Law 26 of 1998 "A By-Law to Regulate Parking on County Road No. 21" to include prohibiting on-street parking and stopping, measuring *from the centerline of its intersection with Confederation Street, a point situate 164 metres to the south and a point situate 120 metres to the north.***

b) **That the appropriate By-Law be presented to County Council for its consideration.**

County of Lambton

Broadway Street (County Road 21)
In Wyoming
Parking Restriction Adjustment
Figure 1

'No Parking' and 'No Stopping' zone. Signed accordingly to accommodate the addition of opposing left-turn lanes.



INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**DEVELOPMENT SERVICES**
PREPARED BY:	**Corrine Nauta, Manager**
REVIEWED BY:	**Jason Cole, P.Eng., General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
SUBJECT:	**Update Appointment By-Law For Building Inspectors**

BACKGROUND

The current Development Services Department By-Law No. 2 of 2026, being "A By-Law to Appoint a Chief Building Official and Inspectors for the County of Lambton", shall be updated to reflect recent personnel changes.

DISCUSSION

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

1. Inclusion of Ms. Karleigh Hughes, Building Inspector.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

The General Manager, Corporate Services, Clerk was consulted as part of the preparation of this report.

STRATEGIC PLAN

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

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

CONCLUSION

By-Law No. 2 of 2026 requires updating to reflect housekeeping and personnel changes within the Development Services Department. The appointments under this By-Law are required for the County to meet its obligations under the *Building Code Act, 1992.*

RECOMMENDATION

That Ms. Karleigh Hughes be appointed as Building Inspector, effective immediately, and that By-Law No. 2 of 2026 be updated to reflect such appointment.

INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION	
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**PUBLIC WORKS**
PREPARED BY:	**Matt Deline, P.Eng., Manager**
REVIEWED BY:	**Jason Cole, P.Eng., General Manager** **Stephane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
SUBJECT:	**Policy for Establishing Community Safety Zones on County Roads**

BACKGROUND

The County of Lambton has historically received requests from local municipalities to implement Community Safety Zones ("**CSZs**") on the County's road network.

CSZs, pursuant to Section 214.1 of the *Highway Traffic Act, 1990* ("**HTA**"), may be established by municipal by-law to identify roadway segments where enhanced public safety measures are justified. Within CSZ signed areas, specific traffic offences (e.g., speeding, traffic signal violations, etc.) are subject to increased penalties under the HTA.

The purpose of this report is to initiate a policy to provide County staff with a standardized and transparent framework to assess, review, and implement CSZs along the County road network.

The framework for the proposed policy also aligns with Policy PW-01-2019 – Policy for Speed Limit Reviews on County Roads, adopted on January 16, 2019. Further, this framework will also assist the Public Works Department with additional draft policy initiatives that will be presented for consideration by the Committee in due time.

The County currently has several CSZs designated along its road network. CSZs were implemented between 2007 and 2018, impacting portions of County Road 4 (Hill Street), County Road 80 (Courtright Line). Further, County Road 7 (Lakeshore Road), County Road 16 (London Road) and County Road 29 (Indian Road) were designated through Sarnia in 2022. While these legacy locations would remain, the proposed policy would provide a framework in determining further CSZ needs and provide clarity on subsequent CSZ By-Law amendments.

DISCUSSION

The speed of vehicles is an emotive issue that often generates intense local concern and debate. CSZs and the increased penalties within their length, are a tool to reinforce driver behaviour in accordance with the roadside environment and adjoining land use. The increased penalties aim to deter unsafe driving and enhance protection for vulnerable road users.

Historically, signing corridors as CSZs has had mixed results which suggests that this signage alone has limited impact on driver behaviour. Without consistent application, coordinated enforcement and public education, CSZs may create only a perceived sense of safety for those vulnerable road users within the corridor.

It is therefore important that Lambton County clearly sets out its own policy on when to establish CSZs to ensure consistency regarding their application and communication.

To provide a consistent and transparent framework using an evidence-based assessment process, Public Works has prepared the attached draft CSZ Reviews Policy. The proposed policy has been developed with consideration given to the current practices of similar municipalities.

The Policy identifies the procedures and rationale which govern the ultimate recommendation for designation of a CSZ as follows:

- CSZ designation request for a specific corridor (e.g. local municipal correspondence, internal observations through road patrol, etc.).
- Assessment of initial eligibility based on community elements (e.g. elementary school, secondary school, daycare, senior center, etc.) and roadway conditions.
- Analysis with scoring of risk factors, including:
    - Operating Speed
    - Average Daily Traffic
    - Sidewalk Availability
    - Pedestrian Volume
    - Intersections and entrances
- Implementation:
    - Recommendation to Council and passing of by-law
    - Communication with local municipal staff
    - Installation of applicable signage
- Communicate with police services for their knowledge and enforcement prioritization.
- Notify the public via a social media campaign, including update to the County website and coordinating a local media release.

FINANCIAL IMPLICATIONS

There are no financial implications associated with the recommendation of this report.

CONSULTATIONS

Staff have had discussions with neighbouring Middlesex County and reviewed their recent Community Safety Zone policy materials as a reference.

STRATEGIC PLAN

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

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

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

- Continuing to implement strong financial plans, policies, and practices that bolster and safeguard municipal services and infrastructure.

CONCLUSION

CSZs have historically been requested on the County's road network. CSZs, pursuant to Section 214.1 of the HTA, may be established by municipal by-law to identify roadway segments where enhanced public safety measures are justified. Within CSZ signed areas, specific traffic offences (e.g., speeding, traffic signal violations, etc.) are subject to increased penalties under the HTA.

The draft policy has been developed to provide a consistent and transparent framework using an evidence-based assessment process to justify the creation of CSZs along County roadways. The proposed policy has been developed with consideration given to the current practices of similar municipalities.

Without consistent application, coordinated enforcement and public education, CSZs may create only a perceived sense of safety for those vulnerable road users within the corridor. Establishing a policy for CSZ reviews ensures consistency regarding their application and communication with the public and police services.

RECOMMENDATION

That the Policy entitled Community Safety Zone Reviews attached hereto as Appendix “A” ("Policy") be approved effective October 7, 2026, and that staff be instructed to implement the Policy to address requests for Community Safety Zone locations on the Lambton County road network.

Appendix "A"

THE CORPORATION OF THE COUNTY OF LAMBTON

Subject	**Community Safety Zone (CSZ) Reviews**	**Section**	**Policy PW-xx-2026**
Effective Date	September, 2026	Approved By: Pending	
Revision Date			

PURPOSE

Community Safety Zones (CSZs), pursuant to Section 214.1 of the Highway Traffic Act (HTA), may be established by municipal by-law to identify roadway segments where enhanced public safety measures are justified. Within these signed areas, specified traffic offences are subject to increased penalties under the HTA.

Local municipalities may request for the installation of CSZs along the County road network and within their respective boundaries.

The purpose of this policy is to provide the County of Lambton with a standardized and transparent framework while considering Community Safety Zone (CSZ) limits on County Roads. Outcomes of the assessment herein determine our recommendation for Council's consideration.

DEFINITIONS

TAC – Transportation Association of Canada

OTM(s) - Ontario Traffic Manual(s)

HTA – Highway Traffic Act

TAC Speed Limit Guidelines - The Transportation Association of Canada's Guidelines for Establishing Posted Speed Limits (December 2009). An evaluation tool to assess the posted speed limits based primarily on function, classification and physical characteristics of the road.

Urban Road - A road that is located within an urban area as defined by TAC Speed Limit Guidelines.

Posted Speed Limit - The speed prescribed for the motor vehicles on a section of road by municipal by-law in accordance with the *Highway Traffic Act*.

Design Speed - The speed selected as a basis to establish appropriate geometric design elements for a particular section of road so that drivers can travel safely at that speed under ideal conditions.

85th Percentile Speed - The speed at which 85 percent (%) of drivers are observed to travel at or below. (i.e. the speed that 85 percent (%) of drivers will not exceed).

Speed Limit Review Study - A review of the operating characteristics and infrastructure data for a roadway to determine the appropriate speed limit. For the purposes of this policy, Policy PW-xx-2019 – Policy for Speed Limit Reviews will have been completed and the speed limit determined to be 50km.h or less. This is a baseline condition for eligibility for a CSZ within the corridor under review. The prerequisite speed exercise considers roadside environment, access density, roadway alignment, lane widths, pedestrian and cyclist activity and pavement condition.

POLICY

County Public Works shall utilize an evidence-based assessment process to provide a consistent and transparent framework regarding CSZ implementations along County Roads. The purpose of the policy is as follows:

- Provide standardized framework for evaluation and designation of CSZs
- Support evidence-based decision making
- Provide enhance protection of vulnerable road users when applied
- Strengthen the collaboration with local municipalities and police services

A comprehensive CSZ Assessment shall be completed when required. The steps therein are as follows:

1. **CSZ Request to Public Works**
    - Correspondence (Local Municipalities)
    - Internal (Patrols and Observations)
2. **Data Collection - Eligibility Assessment**
    - Primary and secondary community features (adjoining road section)
    - Posted speed and driver compliance review
    - Traffic volume and truck percentage data (ATR)
    - Pedestrian volume and sidewalk availability

- Intersection(s) and driveway(s) count

3. **Analysis - Completion of Scoring Worksheet:**
    - Scoring of Risk Factors justifying CSZ
    - Summarizing with result qualifying *(or not)* the road section for CSZ

4. **Assessment and Follow-up**
    - Notify Council of findings with recommendation
    - Update by-law schedule designating Community Safety Zone
    - Instal and maintain CSZ signage
    - Notify police services of CSZ sign installations/effective date
    - Evaluate and monitor CSZ after installation to ensure effectiveness.

Eligibility for Assessment of County Road

A section of County roadway being considered as a Community Safety Zone (CSZ) shall satisfy the following requirements:

At Least 1 (One) Primary Community Elements adjoining the roadway:

- Elementary or secondary school
- Medium or large park facility (I.e., Playground equipment and including sports grounds, courts, bleachers, shelters, etc.)
- Community centre
- Hospital

- Or -

At least 2 (Two) Secondary Community Elements adjoining the roadway:

- Daycare centre
- Seniors' centre or retirement residence
- Playground or small park

- And -

The following baseline conditions must be recognized/established pertaining to the road corridor:

- The Posted Speed Limit of 50km/h or less, appropriate to roadway geometrics and roadside environment
- Recognized driver speed compliance issues

- Road section is located adjacent to developed lands within a settlement area

For the purposes of this policy, the above-described terms shall have the same meaning as defined in applicable local municipal zoning by-laws or as otherwise defined under provincial legislation. Where discrepancies arise, the County will rely on the most current and applicable definition in the respective local municipality's by-law.

Analysis Scoring

Should the proposed road section satisfy the eligibility criteria set out above, it will be evaluated by the County using a points-based risk assessment. The factors shall be scored via corridor characteristics as follows:

A – 85'th Percentile Speed (above posted speed)

i. High (>20 km/h over): 3 points
ii. Moderate (15-20 km/h): 2 points
iii. Low (<15 km/h) 1 point

B – Average Annual Daily Traffic (AADT)

i. High (>2000): 3 points
ii. Moderate (1000-2000): 2 points
iii. Low (<1000) 1 point

C – Percentage of Heavy Trucks (% Classes 6-13 of AADT)

i. High (>5%): 3 points
ii. Moderate (3-5%): 2 points
iii. Low (<3%) 1 point

D – Sidewalk Availability

i. Both sides of road with minimal or no boulevard: 3 points
ii. Single side of road, or both sides but with >2.5m boulevard(s): 2 points
iii. No sidewalk (negligible pedestrian need assumed): 1 point

E – Pedestrian Volume (8-hour Period)

i. High (>75): 3 points

ii. Moderate (45-75): 2 points
iii. Low (<40) 1 point

F – Intersections and Entrances (per 500 metre section)

i. High (>7): 3 points
ii. Moderate (3-7): 2 points
iii. Low (<3) 1 point

Minimum total score of theses corridor characteristics shall equal 13 or higher to satisfy the risk-based assessment.

A sample of the Community Safety Zone (CSZ) Eligibility and Analysis Worksheet is provided below and further attached to this document.

Corporation of the County of Lambton
Public Works Department

Community Safety Zone (CSZ)
Eligibility and Analysis of Risk Worksheet

Eligibility

Consideration requires **at least 1 (one)** of the following:

Primary Community Elements	No	Yes
Elementary or Secondary School	☐	☐
Medium or Large Park Facility	☐	☐
Community Centre	☐	☐
Hospital	☐	☐

- Or -

Consideration requires **at least 2 (two)** of the following:

Secondary Community Elements	No	Yes
Daycare Centre	☐	☐
Seniors Centre or Retirement Residence	☐	☐
Playground or Small Park	☐	☐

- AND -

In addition to satisfying either the Primary or Secondary Community Elements above, consideration shall require **all** of the following:

Baseline Conditions	No	Yes
The Posted Speed Limit is 50km/h (or 40km/h), per Speed Limit Reviews Policy	☐	☐
Recognized driver speed compliance issues	☐	☐
Road section located adjacent to development lands within a settlement area	☐	☐

Location

Name of Road/Corridor :

Segment Evaluated From :

Segment Evaluated To :

Length of Corridor : ____________ metres

Analysis Scoring

Should the proposed road section satisfy the eligibility criteria set out above, it will be evaluated by the County using a points-based risk assessment. The factors shall be scored via corridor characteristics as follows:

Risk Factor	**Risk Factor Scoring**			**Score**
	High (3 Points)	**Moderate (2 Points)**	**Low (1 Point)**	
85'th Percentile Speed above posted speed	> 20 km/h ☐	15-20 km/h ☐	< 15km/h ☐	
Average Annual Daily Traffic (aadt)	> 2000 adt ☐	1000 - 2000 adt ☐	< 1000 adt ☐	
Percentage of Heavy Trucks (% of Classes 6-13 of adt)	> 5% ☐	3-5% ☐	< 3% ☐	
Sidewalk Availability	Both sides of road ☐	Single side or both, but with >2.5m boulevards ☐	No sdwk (negligible pedestrian needs assumed) ☐	
Pedestrian Volume (8-hour Period)	> 75 (High use) ☐	45 - 75 (Moderate use) ☐	< 45 (Low use) ☐	
Intersections and Entrances (per 500m length)	> 7 ☐	7-3 ☐	<3 ☐	
Minimum total score of theses corridor characteristics **shall equal 13 or higher** to satisfy the risk-based assessment and qualify for a Community Safety Zone (CSZ).			**Total =**	

Review, Approval and Issuance Process

Request - A local municipality may submit a request to the County for consideration of a Community Safety Zone on a County Road within their respective municipal limits.

Assessment - County staff shall confirm the proposed location for eligibility and risk-based analysis as previously noted.

Implementation - If assessment determines that a CSZ is warranted per risk-based analysis score, Public Works will supply the appropriate report to County Council recommending its implementation and ultimate passing of applicable by-law.

If the assessment determines that a CSZ is either not eligible, or not warranted based on the analysis score, the appropriate local municipal staff will be notified, and no further action shall be taken. Communications on this matter will be filed in accordance with the County's Records Management policies.

Signage - County Public Works shall install regulatory Community Safety Zone signage per Ontario Traffic Manual, Book 5 (OTM-Book-5).

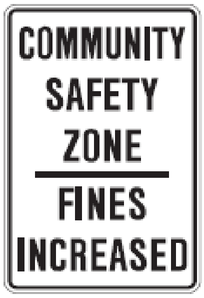
A CSZ sign with a 'BEGINS' tab sign mounted below the primary sign shall be installed at the beginning of the zone.

A CSZ sign with an 'ENDS' tab sign shall be mounted below the primary sign shall be installed at the end of the zone.

For zones greater than 1km in length, additional Community Safety Zone signs must be installed as follows:

i. Spaced not more than 300 metres apart
ii. For zones equal to or less than 1km in length, additional 'Community Safety Zone' signs may be installed within the zone to remind drivers of increased fines.

COMMUNITY SAFETY ZONE Sign (Rc-9)



Rc-9	600 mm x 900 mm
Font	Helvetica Bold Condensed
Colour	Legend & Border – Black Background - White
Reflective Minimum Sheeting	Type III or IV

BEGINS Tab Sign (Rb-84t)

Rb-84t	200 mm x 600 mm 300 mm x 900 mm
Font	FHWA Series C
Colour	Legend & Border – White Reflective Background – Black
Minimum Sheeting	Type III or IV

ENDS Tab Sign (Rb-85t)

Rb-85t	200 mm x 600 mm 300 mm x 900 mm
Font	FHWA Series C
Colour	Legend & Border – White Reflective Background – Black
Minimum Sheeting	Type III or IV

Education/Social Media Communications

CSZs are not effective without both enforcement and education.

Public Works shall ensure that OPP (or Sarnia Police) are consulted and further notified to confirm enforcement upon implementation of CSZ.

County staff will implement as follows:

- Social media campaigns
- Website Information
- Local media releases

Local municipalities are encouraged to establish public education initiatives to support education about Community Safety Zones.

Corporation of the County of Lambton

Public Works Department

Community Safety Zone (CSZ)
Eligibility and Analysis of Risk Worksheet

Eligibility

Consideration requires **at least 1 (one)** of the following:

Primary Community Elements	No	Yes
Elementary or Secondary School	☐	☐
Medium or Large Park Facility	☐	☐
Community Centre	☐	☐
Hospital	☐	☐

- Or -

Consideration requires **at least 2 (two)** of the following:

Secondary Community Elements	No	Yes
Daycare Centre	☐	☐
Seniors Centre or Retirement Residence	☐	☐
Playground or Small Park	☐	☐

- AND -

In addition to satisfying either the Primary or Secondary Community Elements above, consideration shall require **<u>all</u>** of the following:

Baseline Conditions	No	Yes
The Posted Speed Limit is 50km/h (or 40km/h), per Speed Limit Reviews Policy	☐	☐
Recognized driver speed compliance issues	☐	☐
Road section located adjacent to development lands within a settlement area	☐	☐

Location

Name of Road/Corridor :

Segment Evaluated From :

Segment Evaluated To :

Length of Corridor : ____________ metres

Analysis Scoring

Should the proposed road section satisfy the eligibility criteria set out above, it will be evaluated by the County using a points-based risk assessment. The factors shall be scored via corridor characteristics as follows:

Risk Factor	Risk Factor Scoring						Score
	High (3 Points)		Moderate (2 Points)		Low (1 Point)		
85'th Percentile Speed above posted speed	> 20 km/h	☐	15-20 km/h	☐	< 15km/h	☐	
Average Annual Daily Traffic (aadt)	> 2000 adt	☐	1000 - 2000 adt	☐	< 1000 adt	☐	
Percentage of Heavy Trucks (% of Classes 6-13 of adt)	> 5%	☐	3-5%	☐	< 3%	☐	
Sidewalk Availability	Both sides of road	☐	Single side or both, but with >2.5m boulevards	☐	No sdwk (negligible pedestrian needs assumed)	☐	
Pedestrian Volume (8-hour Period)	> 75 (High use)	☐	45 - 75 (Moderate use)	☐	< 45 (Low use)	☐	
Intersections and Entrances (per 500m length)	> 7	☐	7-3	☐	<3	☐	
Minimum total score of theses corridor characteristics **shall equal 13 or higher** to satisfy the risk-based assessment and qualify for a Community Safety Zone (CSZ).					**Total =**		

PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**EMERGENCY MEDICAL SERVICES**
PREPARED BY:	**Stephen Turner, Chief** **Carol Moore, Deputy Chief, Community Programs and System Quality**
REVIEWED BY:	**Kevin Churchill, General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Community Paramedicine and CHIC Program Update**

BACKGROUND

The community programs at Lambton Emergency Medical Services (”**EMS**”) include the Community Health Integrated Care (“**CHIC**”) team and Community Paramedicine (“**CP**”). Together, these programs extend community health services to populations that would otherwise face barriers to receiving health care. Both programs operate adjacent to traditional 911 emergency ambulance services.

CHIC: Launched on June 7, 2024, the program pairs Paramedics (2 FTE) with Bluewater Health Substance Use Navigators (2 FTE) to provide proactive outreach, wound care, health assessments, addictions support, and direct connections to community-based services.

CP: Since 2017 when the program started, CP has provided access to care for clients who have complex or chronic medical needs and who face barriers to accessing health services. Working with acute, primary care, home care and social services, care is delivered in-home or in-community.

The purpose of this report is to provide County Council with an update on Lambton EMS’ community programs.

DISCUSSION

CHIC Program Activity and Caseload:

- Currently, the CHIC team has an active and regular caseload of 242 people.

- Since June 2024, more than 5,600 client engagements with people experiencing homelessness, mental illness, and addictions, with an average visit taking 30 minutes.
- Approximately 60% of all encounters involved wound care that prevented untreated injuries from progressing to serious complications requiring hospital care.
- More than 60% of clients were successfully connected with nurse practitioners, primary care providers, or other community-based health and social services.
- Only 3% of client engagements required ambulance transport to an Emergency Department, demonstrating the program's effectiveness in diverting non-emergent patients to more appropriate care.
- Since CHIC's inception, there has been a 20% net decrease in Emergency Department visits by clients of the team.

Further program indicators can be found in **Appendix "A**".

Beyond these measurable outcomes, CHIC has established trusted relationships with some of the community's most vulnerable residents, creating opportunities for ongoing engagement, recovery, and long-term health improvement that traditional emergency response models cannot achieve. Additionally, the consistency of Substance Use Navigators on the CHIC team, working within hospital and Homelessness and Addiction Recovery (HART) Hub locations, establishes a long-term trusted relationship for patients moving through the recovery system.

CP Program Activity and Caseload:

The CP program has a current caseload of approximately 800 clients receiving different levels of support, dependent on their needs. Support ranges from twice-weekly visits to supporting clients only on an as requested basis. In the 12-month period ending 31 July 2026, the key activities of the CP team are as follows:

- Number of referrals received: 219
- Number of intake visits: 172
- Number of visits in the past 12 months: 2326
- Number of virtual contacts: 2362
- Total number of clients seen at a clinic: 545
- Number of clients regularly being seen at clinics: 141
- Vaccinations delivered: 113

The collaborative way the CP team works with health system partners, and the consistency of follow up, monitoring and health education promotes our clients' stability and ability to live at home.

Community Engagement and Program Development

Over summer 2026, a program of community partner, client, and staff interviews was undertaken. Thirty interviews or small group feedback sessions have been conducted over July and August 2026. Feedback shared consistently highlighted the value of Lambton EMS' community programs in meeting needs of residents of the county who face barriers to care. Several partners shared opportunities for partnerships, or improvements in pathways between services. A strategic program development plan will be completed in autumn 2026.

FINANCIAL IMPLICATIONS

All costs associated with the CHIC and CP programs are 100% grant-funded by the province.

CHIC: Supported by a three (3) year provincial grant of $844,000 annually through the Ministry of Health's Addictions Treatment Fund, ending 31 March 2027. On August 17, 2026, a delegation and briefing from the County of Lambton was presented to John Jordan, Parliamentary Assistant to the Minister of Health advocating for continued funding for this program. Alternative funding sources are being explored with the Sarnia-Lambton Ontario Health Team to sustain the program should the grant period end without renewal.

CP: Current funding for the CP program totals $1,336,410, provided through three (3) provincial funding streams: Bluewater Health / Transform ($246,110), Ontario Health High Intensity Supports at Home ($215,400), and the Ministry of Health / Community Paramedicine for Long Term Care ("**CPLTC**") ($874,900). The CPLTC funding has been static since its inception and has not provided inflationary adjustments. Due to inflationary pressures, the CP program was reduced by one (1) FTE position in in 2025, as reported to County Council on November 19, 2025. Staff have continued to advocate to the Ministry for increased and indexed base funding in order to restore service to previous levels.

CONSULTATIONS

The Lambton County Community Paramedicine records database was used to provide metrics for this report. Both the CHIC and CP programs work closely with community partners, including Sarnia-Lambton Ontario Health Team (SLOHT), HART Hub and Bluewater Health.

STRATEGIC PLAN

The CHIC and CP programs contribute directly to several of the County's strategic priorities including:

- *Service and Communication* by aligning services to the emerging needs of the community
- *Community Development, Health, and Wellness* in the direct provision of health services
- *Partnerships* in working collaboratively and in partnership with health and social service partners across the county.

CONCLUSION

The community programs of Lambton EMS have been very effective in working upstream to address health issues in the community while helping to prevent unnecessary Emergency Department visits and poor health outcomes. Looking ahead, the community programs will continue to focus on:

- Advocating for stable funding models and inflation adjustments to base funding.
- Strengthening workforce stability and recruitment to sustain and strengthen service delivery.
- Improving existing and formalizing new care transition pathways between health partners and voluntary sector services.
- Leveraging program data to further evaluate outcomes and guide future planning.
- Exploring opportunities to better integrate CP with 911 emergency response.

APPENDIX "A"

CHIC Community Health Integrated Care

Harm Prevention & Addictions Counselling 17%

First Aid Instruction 5%

Food and Drink 19%

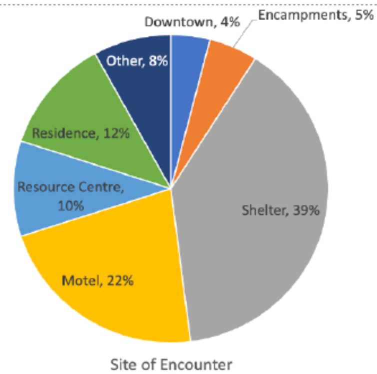
Clothing Provision 7%

Extreme Temperature Sheltering 10%

Social Services Referrals 5%

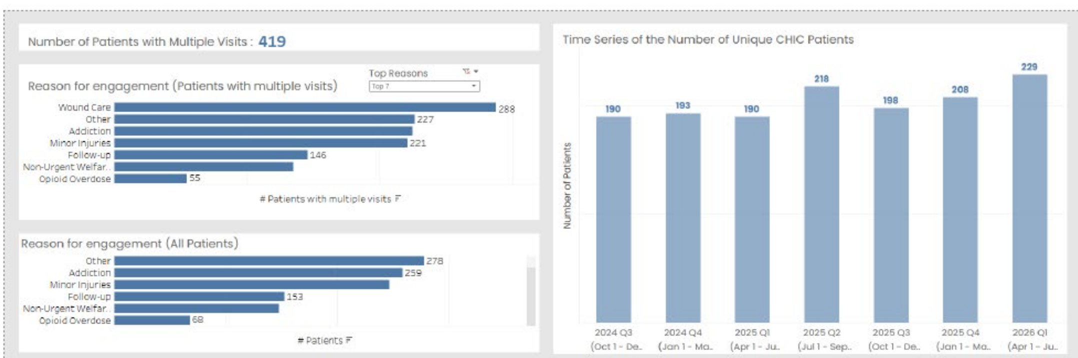
Neighbour Approval 99.99%

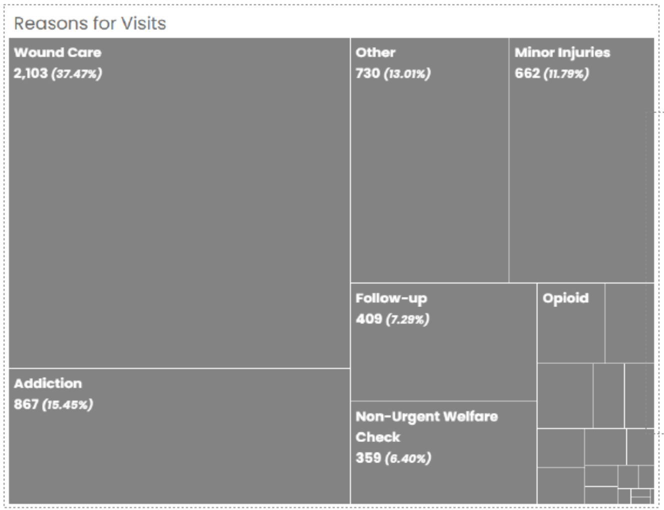
Worker Safety 99.99%

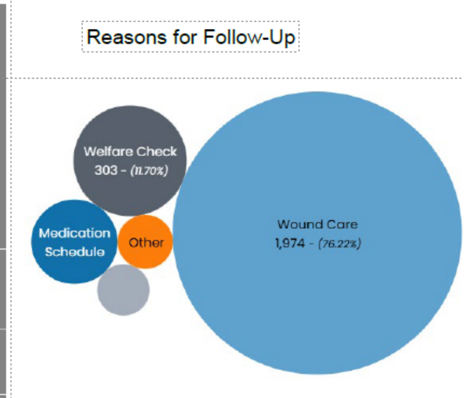


Site of Encounter

Average Length of Visits (min):	32.27
Average Number of Visits per Patient:	8.643
Total Number of Visits:	5,634
# Engagements identified by CHIC:	4,319







* Data retrieved from Lambton EMS Prehos Database for the period June 1, 2024-July 28, 2026

COUNTY OF LAMBTON

PUBLIC HEALTH SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**EMERGENCY MEDICAL SERVICES**
PREPARED BY:	**Stephen Turner, Chief**
REVIEWED BY:	**Kevin Churchill, General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
SUBJECT:	**Proposed 2027 Response Time Performance Plan Targets**

BACKGROUND

The County's Response Time Performance Plan ("**RTPP**") establishes performance targets for Lambton Emergency Medical Services ("**EMS**") based on the clinical priority of an emergency medical call.

The existing performance plan reflects the historical approach to ambulance dispatch in Ontario, in which emergency calls have been prioritized through the Dispatch Priority Code Index, incorporating clinical assessment and time-based factors. The RTPP targets are reported each year in October to the Ministry of Health and the actual performance against those targets is reported in March, for the previous year.

As reported to County Council on April 15, 2026, the Province of Ontario is currently implementing the Medical Priority Dispatch System ("**MPDS**") across the land ambulance system. MPDS is an evidence-based, standardized dispatch system that prioritizes emergency medical responses based on patient acuity rather than call sequence. The Wallaceburg Central Ambulance Communications Centre ("**CACC**"), which services Lambton County and Chatham-Kent, is scheduled to transition to MPDS in November 2026.

MPDS utilizes structured medical call triage questioning, assigns calls based on clinical acuity, prioritizes life-threatening emergencies and provides pre-arrival medical instructions to callers.

The implementation of MPDS represents a significant change in the manner in which emergency medical resources are prioritized and deployed. Although ambulance dispatch is a provincially managed function, the change will have direct operational implications for Lambton EMS and its response time performance.

DISCUSSION

2025 Response Time Performance

The existing RTPP has consistently been achieved by Lambton EMS and reflects benchmarks that have been adopted by similar-sized urban/rural ambulance services across Ontario.

In 2025, Lambton EMS achieved or performed better than the established target for each response category:

Response Level	Response Time Target	2025 Target	2025 Actual
Sudden Cardiac Arrest	6 minutes	45%	**45%**
CTAS 1	8 minutes	60%	**70%**
CTAS 2	10 minutes	70%	**77%**
CTAS 3	10 minutes	65%	**68%**
CTAS 4	12 minutes	70%	**73%**
CTAS 5	15 minutes	80%	**80%**

The 2025 results provide an important baseline against which the effects of MPDS can be assessed.

Impact of MPDS on Response Performance

The fundamental purpose of MPDS is to better align the deployment of ambulance resources with clinical urgency.

The April 15, 2026, Implementation of MPDS Report previously presented to County Council identified that MPDS is expected to improve resource utilization by increasing ambulance availability for critical incidents and reducing unnecessary lights-and-sirens responses. At the same time, the report recognizes that prioritizing high-acuity, life-threatening calls may result in increased response intervals for some lower-acuity calls.

This change in operating philosophy is important when considering the County's 2027 RTPP.

Under the current model, performance targets are largely assessed by measuring whether an ambulance arrives within a prescribed period for each category of call. Under MPDS, however, the system will deliberately prioritize the most clinically urgent patients when multiple demands for service exist.

Consequently, a longer response time to a lower-acuity call should not necessarily be interpreted as a deterioration in EMS performance. In circumstances where a lower-acuity call is delayed because a paramedic crew has been appropriately prioritized to a patient experiencing a life-threatening emergency, the delay represents an intentional and clinically appropriate allocation of resources.

The 2027 RTPP should therefore recognize and reinforce this change.

Proposed 2027 Targets

The proposed targets are intended to establish a more appropriate balance between **clinical priority, system performance and realistic operational expectations** following the implementation of MPDS.

Response Level	Response Time Target	2025 Target	Proposed New Target
Sudden Cardiac Arrest	6 minutes	45%	**50%**
CTAS 1	8 minutes	60%	**65%**
CTAS 2	10 minutes	70%	**75%**
CTAS 3	10 minutes	65%	**65%**
CTAS 4	12 minutes	70%	**65%**
CTAS 5	15 minutes	80%	**75%**

Sudden Cardiac Arrest – 50% within six minutes

The proposed increase from 45% to 50% recognizes the fundamental objective of MPDS to improve the availability of resources for the most time-critical emergencies.

Sudden cardiac arrest represents one of the highest-priority medical emergencies, where early defibrillation and resuscitation are critical. Establishing a 50% target provides an appropriate expectation for improved performance while remaining grounded in the existing 2025 baseline.

CTAS 1 – 65% within eight minutes

The proposed increase from 60% to 65% reflects the anticipated ability of MPDS to more effectively identify and prioritize immediately life-threatening emergencies.

Lambton EMS already achieved 70% in 2025. Establishing this as the formal 2027 target therefore represents an achievable but meaningful expectation that the improved dispatch methodology will maintain the strong performance already demonstrated for the highest-acuity paramedic responses.

CTAS 2 – 75% within ten minutes

The proposed target of 75% represents a modest adjustment from the current 70% target and recognizes the continued importance of timely response to very urgent calls.

Lambton EMS achieved 77% in this category in 2025. The proposed target therefore remains consistent with demonstrated service performance while recognizing that the primary benefit of MPDS should be concentrated on the highest-acuity calls.

CTAS 3 – 65% within ten minutes

The proposed target maintains the existing 65% standard.

Maintaining the CTAS 3 target provides continuity during the initial implementation of MPDS and recognizes that this category occupies an important position between high-acuity emergencies and lower-priority calls.

Lambton EMS achieved 68% in 2025, demonstrating performance above the proposed standard.

CTAS 4 – 65% within twelve minutes

The proposed reduction from 70% to 65% recognizes the anticipated redistribution of resources associated with MPDS.

CTAS 4 calls are lower-acuity than CTAS 1 and CTAS 2 emergencies. As MPDS directs available resources toward higher-priority emergencies, it is reasonable to anticipate that response intervals for some CTAS 4 calls may increase.

Lambton EMS achieved 73% in 2025, providing a reasonable performance baseline from which to establish a revised target.

CTAS 5 – 75% within fifteen minutes

The proposed reduction from 80% to 75% similarly recognizes the anticipated effect of MPDS on lower-acuity calls.

CTAS 5 represents the lowest-acuity category within the existing Response Time Performance Plan. Maintaining an ambitious response expectation for these calls while simultaneously prioritizing life-threatening emergencies could create competing performance expectations that are inconsistent with the clinical prioritization principles underlying MPDS.

The proposed 75% target maintains a meaningful service standard while providing appropriate flexibility for resources to be redirected to higher-priority emergencies.

Rationale For The Changes

The proposed changes should not be viewed as a reduction in the County's commitment to timely emergency medical care.

Rather, they represent a **realignment of performance measures with a more clinically focused deployment model**.

The current system measures performance against established targets within a dispatch environment that is itself changing. With MPDS, the priority assigned to a call will be more directly connected to the patient's clinical acuity. The resulting deployment model is expected to increase ambulance availability for critical incidents while potentially increasing response intervals for some lower-acuity calls.

The proposed 2027 targets therefore seek to accomplish three objectives:

1. **Increase accountability for the most time-critical emergencies.**
   The proposed targets for sudden cardiac arrest, CTAS 1 and CTAS 2 reinforce the expectation that the most urgent patients receive the fastest possible response.

2. **Recognize the operational realities of clinical prioritization.**
   Lower-priority calls may experience longer response intervals when available resources are appropriately committed to higher-acuity emergencies.

3. **Establish a defensible baseline for evaluating MPDS.**
   The 2025 results provide a pre-MPDS benchmark. The 2027 targets will provide an appropriate basis for evaluating whether the implementation of MPDS has achieved its intended effect.

Performance Monitoring

The implementation of MPDS provides an opportunity to assess not only overall response-time performance, but also whether resources are being deployed in a manner consistent with patient acuity.

The 2027 RTPP should therefore be monitored throughout the year, with particular attention to:

- response performance for Sudden Cardiac Arrest and CTAS 1 calls;
- response performance for CTAS 2 calls;
- changes in response performance for CTAS 3, 4 and 5 calls;
- the proportion of resources available for high-acuity incidents;
- the impact of MPDS on ambulance deployment and resource utilization; and
- emerging operational trends following the November 2026 implementation.

This approach will allow Lambton EMS to distinguish between changes in response-time performance resulting from operational performance and those resulting from the intentional clinical prioritization of resources under MPDS.

The Ministry of Health implementation team will work with Lambton EMS in preparation for the launch of MPDS, and local considerations, including the Lambton EMS RTPP, will require updating as part of the implementation process.

A review of the 2027 targets following the first full year of MPDS operation would also provide an opportunity to determine whether further adjustments are warranted based on actual local experience.

FINANCIAL IMPLICATIONS

There are no direct financial implications associated with the proposed changes to the RTPP.

The implementation of MPDS itself is being funded 100% by the Province of Ontario.

CONSULTATIONS

Lambton EMS will continue to work with the Ministry of Health, Wallaceburg CACC and regional paramedic service partners regarding the implementation of MPDS.

STRATEGIC PLAN

The proposed changes support **Area of Effort #3 – Community Health and Wellness** of the County of Lambton Strategic Plan 2024–2027 by supporting improved and timely access to emergency medical services.

The proposed performance measures further support the strategic objective of ensuring that emergency medical resources are directed toward residents with the greatest clinical need.

CONCLUSION

The implementation of MPDS represents a significant change in the way emergency medical calls are prioritized and paramedic resources are deployed in Lambton County.

The 2027 RTPP should reflect this change.

The proposed revisions establish higher or maintained expectations for the highest-priority emergencies while providing appropriate flexibility for response times to lower-priority calls that may be affected by the intentional prioritization of life-threatening emergencies.

Most importantly, the proposed changes ensure that the County's performance measures reflect the fundamental principle of MPDS: **the most urgent patients should receive the most immediate response.**

Accordingly, approval of the proposed 2027 RTPP will provide Lambton EMS with an appropriate and clinically aligned framework for measuring performance following the implementation of MPDS.

RECOMMENDATION

That Council approve and adopt the recommended amendments to the Lambton EMS Response Time Performance Plan, effective January 1, 2027.

	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:	**September 16, 2026**
INFORMATION ITEM:	**Libraries Second 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 second quarter 2026 statistics for the Libraries Department are attached.

DISCUSSION

The County of Lambton Libraries Department is on track to match last year's activity data. At this mid-way point in the year, over a half a million total items have circulated to library cardholders, and program attendance is at nearly 30,000. In the second quarter, the Library circulated 125,728 physical items, along with 149, 276 electronic items. The Department continues to see regular computer workstation usage (13,037 reservations) and continues to offer a large number of programs (2,081) with 15,561 people in attendance during the second quarter.

Private meeting spaces continue to be popular, with this year's usage rates already meeting or exceeding last year's activity levels. At the mid-way point in the year, nine library locations have hosted 436 bookings, serving 651 people.

The number of library card holders continues to grow, with 311 more library card holders in the second quarter, compared to the first quarter this year. There are 683 more library card holders compared to the fourth quarter of 2025.

The Department made progress with a number of building projects that follow the recommendations set forth by the 2023 Joint Library Facilities Review.

- The Township of Warwick completed structural improvements to the foundation of Watford Library in April and May that resulted in the temporary closure of the program and meeting space in the library's basement. Once the structural work was complete, the County moved forward with re-painting and re-furnishing the space to allow for improved use by the library and by service partners such as Ontario Works. On August 21, the Library will temporarily close for a joint renovation project completed by the Township of Warwick and the County of Lambton. Plans include a new accessible service desk, shelving and furnishings, new drywall and lighting, and an improved layout to allow for more flexible space.

- The City of Sarnia moved forward with awarding a contract to begin construction on an approximate 7,000 square foot addition to Bright's Grove Library. This construction work resulted in the temporary closure of Bright's Grove Library starting on June 27, 2026 and expecting to last an approximate 14 months.

- The Municipality of Lambton Shores is proceeding with plans to build a new library in Grand Bend as part of a new recreation complex. The County of Lambton Libraries Department is working with the Municipality to provide requested information to the architect such as design standards.

In May, the Library formally announced the conclusion of its pilot program offering a Library by Mail service to homebound patrons, and the transition to maintaining the service on a permanent basis. Cardholders with an accessible category membership are able to borrow books in regular print, large print, multilingual and ESL learning formats, as well as audiobooks, DVDs an magazines delivered to their home through Canada Post. Library patrons receive a prepaid, pre-addressed return envelope to return the materials to the library. Presently, 26 patrons are enrolled in the service.

On June 20, 2026, Lambton County Library launched its Summer Reading Challenge by inviting members of the public to Victoria Park in Petrolia where they could attend a launch party featuring inflatables, face painting, glitter tattoos, live bubble science demonstrations, and other activities. Approximately 500 people attended the free event.

This year, 2,801 people enrolled in the Summer Reading Challenge. With a theme of "Full S.T.E.A.M. Ahead", the challenge celebrates science, technology, engineering, art, and math with themed activities and programs for all ages, along with traditional reading challenges.

The Libraries Department implemented a new print management system in the second quarter, allowing patrons to print directly from their devices to printers located at each library branch. The ability to print directly from patron devices was not previously available and will improve customer service for the library's low-cost printing services.

During the second quarter, planning and preparation work started to implement a new integrated library system ("**ILS**"). An ILS manages essential library functions such as borrowing activity, the library's catalogue, new collection purchases and more. The new ILS is a significant project and in addition to staff time building the system, transferring the data and testing the system (with the vendor), all staff will require training in the new system. It is expected that the new system will launch in November, and there will be a period of up to seven days when some public-facing functionality related to the library's catalogue will be unavailable as the library transitions from the current ILS to the new ILS. A communications plan is under development to share pertinent details with library cardholders and members of the public.

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

The County of Lambton Libraries Department continues to achieve its mandate providing free, universal access to information, literacy and lifelong learning resources to the community. The Department continues to see strong use of its services, while it also works to continue to build its cardholder base while also re-investing in physical library spaces to ensure that the library can provide an effective patron experience reflecting present day standards and opportunities for future growth and change.

Libraries Second Quarter 2026 Statistics

	Number of Valid Library Card Holders			
	Q1-2026	Q2-2026	Q3-2026	Q4-2026
General	0	0	0	0
Alvinston	382	367	0	0
Arkona	163	172	0	0
Brigden	352	345	0	0
Bright's Grove	1,602	1,492	0	0
Camlachie	251	329	0	0
Clearwater	4,421	4,414	0	0
Corunna	1,643	1,695	0	0
Courtright	106	111	0	0
Florence	144	143	0	0
Forest	1,883	1,947	0	0
Grand Bend	1,736	1,776	0	0
Headquarters	27	20	0	0
Inwood	84	96	0	0
Library By Mail	20	25	0	0
Mobile Library	151	135	0	0
Mooretown	91	80	0	0
Oil Springs	144	153	0	0
Petrolia	2,277	2,357	0	0
Pt. Edward	615	626	0	0
Pt. Franks	255	268	0	0
Pt. Lambton	224	217	0	0
Sarnia	8,701	8,786	0	0
Shetland	0	0	0	0
Sombra	156	160	0	0
Thedford	172	176	0	0
Watford	631	645	0	0
Wilkesport	56	59	0	0
Wyoming	933	937	0	0
TOTALS	**27,220**	**27,531**	**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	1,218	0	0	3,022	6,814	44%
Arkona	1,298	1,323	0	0	2,621	5,486	48%
Brigden	3,554	3,203	0	0	6,757	13,800	49%
Bright's Grove	10,041	9,044	0	0	19,085	37,287	51%
Camlachie	1,544	1,942	0	0	3,486	6,144	57%
Clearwater	22,283	21,235	0	0	43,518	85,397	51%
Corunna	6,350	6,508	0	0	12,858	25,579	50%
Courtright	496	593	0	0	1,089	1,870	58%
Florence	835	819	0	0	1,654	2,965	56%
Forest	9,139	9,123	0	0	18,262	38,277	48%
Grand Bend	6,347	5,917	0	0	12,264	26,342	47%
Headquarters	1,434	1,126	0	0	2,560	8,829	29%
Inwood	516	410	0	0	926	2,241	41%
Library By Mail	30	15	0	0	45	114	39%
Mobile Library	1,554	1,709	0	0	3,263	7,595	43%
Mooretown	620	295	0	0	915	2,114	43%
Oil Springs	1,036	833	0	0	1,869	4,045	46%
Petrolia	12,059	11,389	0	0	23,448	47,096	50%
Pt. Edward	6,229	6,014	0	0	12,243	25,931	47%
Pt. Franks	1,187	1,254	0	0	2,441	5,756	42%
Pt. Lambton	812	913	0	0	1,725	3,165	55%
Sarnia	28,943	29,641	0	0	58,584	116,979	50%
Shetland	0	0	0	0	0	871	0%
Sombra	892	744	0	0	1,636	3,241	50%
Thedford	807	422	0	0	1,229	2,568	48%
Watford	2,995	2,841	0	0	5,836	12,455	47%
Wilkesport	647	830	0	0	1,477	3,032	49%
Wyoming	7,130	6,367	0	0	13,497	25,300	53%
TOTALS	**130,582**	**125,728**	**0**	**0**	**256,310**	**521,293**	**49%**

e-circulation						
Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
157,046	149,276	0	0	306,322	607,692	**50%**

Inter-library Loans							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
Items Borrowed	371	396	0	0	767	1,208	**63%**
Items Loaned	613	480	0	0	1,093	1,388	**79%**

	Reference Queries						
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	53	40	0	0	93	152	61%
Arkona	68	55	0	0	123	398	31%
Brigden	492	159	0	0	651	813	80%
Bright's Grove	274	404	0	0	678	994	68%
Camlachie	101	118	0	0	219	193	113%
Clearwater	653	667	0	0	1,320	2,358	56%
Corunna	760	818	0	0	1,578	3,359	47%
Courtright	51	49	0	0	100	131	76%
Florence	43	33	0	0	76	71	107%
Forest	420	401	0	0	821	2,742	30%
Grand Bend	338	322	0	0	660	1,632	40%
Headquarters	54	41	0	0	95	198	0%
Inwood	30	45	0	0	75	138	54%
Library By Mail	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	23	2	0	0	25	158	16%
Oil Springs	49	52	0	0	101	175	58%
Petrolia	450	519	0	0	969	1,578	61%
Pt. Edward	235	204	0	0	439	745	59%
Pt. Franks	64	72	0	0	136	355	38%
Pt. Lambton	65	95	0	0	160	391	41%
Sarnia	488	407	0	0	895	2,293	39%
Shetland	0	0	0	0	0	18	0%
Sombra	51	41	0	0	92	215	43%
Thedford	26	21	0	0	47	158	30%
Watford	115	93	0	0	208	562	37%
Wilkesport	70	95	0	0	165	396	42%
Wyoming	295	255	0	0	550	816	67%
TOTALS	**5,268**	**5,008**	**0**	**0**	**10,276**	**21,039**	**49%**

	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	140	0	0	292	856	34%
Arkona	3	10	0	0	13	34	38%
Brigden	25	22	0	0	47	102	46%
Bright's Grove	213	303	0	0	516	834	62%
Camlachie	7	14	0	0	21	81	26%
Clearwater	1,065	1,017	0	0	2,082	3,872	54%
Corunna	395	446	0	0	841	1,591	53%
Courtright	19	27	0	0	46	124	37%
Florence	123	177	0	0	300	213	141%
Forest	677	1,008	0	0	1,685	2,389	71%
Grand Bend	312	360	0	0	672	1,270	53%
Headquarters	0	0	0	0	0	0	0%
Inwood	55	60	0	0	115	245	47%
Library By Mail	0	0	0	0	0	0	0%
Mobile Library	0	0	0	0	0	0	0%
Mooretown	30	11	0	0	41	81	51%
Oil Springs	34	27	0	0	61	155	39%
Petrolia	588	704	0	0	1,292	2,282	57%
Pt. Edward	101	91	0	0	192	431	45%
Pt. Franks	16	21	0	0	37	59	63%
Pt. Lambton	11	10	0	0	21	43	49%
Sarnia	1,987	1,983	0	0	3,970	10,168	39%
Shetland	0	0	0	0	0	14	0%
Sombra	45	49	0	0	94	224	42%
Thedford	20	15	0	0	35	76	46%
Watford	161	139	0	0	300	502	60%
Wilkesport	9	17	0	0	26	120	22%
Wyoming	174	164	0	0	338	399	85%
TOTALS	**6,222**	**6,815**	**0**	**0**	**13,037**	**26,165**	**50%**

Internet Wireless Usage*					
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD
Total Clients	10,052	n/a	0	0	10,052
Total Sessions	28,021	n/a	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	8,151	0	0	15,740	29,472	53%
Early Literacy Stations	3,285	2,650	0	0	5,935	15,131	39%
TOTAL	**10,874**	**10,801**	**0**	**0**	**21,675**	**44,603**	**49%**

Website Visits							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
Library	128,251	118,769	0	0	247,020	469,799	53%
Theatre	1,358	915	0	0	2,273	4,044	56%
TOTAL	**129,609**	**119,684**	**0**	**0**	**249,293**	**473,843**	**53%**
	Q1-2026	Q2-2026	Q3-2026	Q4-2026			
Facebook Friends	4,397	4,133	0	0			

Email Marketing Statistics			
	Q2 Email Recipients	Q2 Emails Read	Q2 Links Clicked
Monthly Emails	134,545	58,229	3,450
Campaign Emails	93,053	35,166	1,366
Reading Recommendations	881	541	146
Notices	54,202	26,444	640

	Library Programs (#)						
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	72	59	0	0	131	193	68%
Arkona	26	31	0	0	57	117	49%
Brigden	83	74	0	0	157	280	56%
Bright's Grove	63	58	0	0	121	257	47%
Camlachie	27	43	0	0	70	122	57%
Clearwater	115	117	0	0	232	605	38%
Corunna	143	121	0	0	264	480	55%
Courtright	30	32	0	0	62	122	51%
EarlyON Centres	136	136	0	0	272	379	72%
Florence	46	45	0	0	91	81	112%
Forest	109	109	0	0	218	379	58%
Grand Bend	47	58	0	0	105	173	61%
Headquarters	13	15	0	0	28	48	58%
Inwood	45	46	0	0	91	147	62%
Makerspace (Independent)	131	159	0	0	290	620	47%
Mobile Library	57	64	0	0	121	224	54%
Mooretown	15	16	0	0	31	65	54%
Oil Springs	32	35	0	0	67	141	48%
Petrolia	159	158	0	0	317	697	48%
Pt. Edward	26	28	0	0	54	102	45%
Pt. Franks	20	23	0	0	43	93	53%
Pt. Lambton	32	33	0	0	65	100	46%
Sarnia	396	382	0	0	778	1408	65%
Shetland	0	0	0	0	0	53	55%
Sombra	31	30	0	0	61	91	0%
Thedford	33	41	0	0	74	130	67%
Watford	47	50	0	0	97	199	57%
Wilkesport	22	17	0	0	39	65	49%
Wyoming	95	101	0	0	196	346	57%
TOTALS	**2,051**	**2,081**	**0**	**0**	**4,132**	**7,717**	**54%**

	Library Programs (attendance)						
	Q1-20256	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
General	0	0	0	0	0	0	0%
Alvinston	342	410	0	0	752	1,790	42%
Arkona	105	344	0	0	449	667	67%
Brigden	2,098	1848	0	0	3,946	9,139	43%
Bright's Grove	362	421	0	0	783	1,421	55%
Camlachie	62	217	0	0	279	324	86%
Clearwater	982	827	0	0	1,809	2,764	65%
Corunna	1393	1321	0	0	2,714	3,566	76%
Courtright	131	186	0	0	317	560	57%
EarlyON Centres	1,157	1315	0	0	2,472	4,268	58%
Florence	50	90	0	0	140	97	144%
Forest	508	663	0	0	1,171	3,326	35%
Grand Bend	151	254	0	0	405	608	67%
Headquarters	944	680	0	0	1,624	2,188	74%
Inwood	130	102	0	0	232	455	51%
Makerspace (Independent)	145	159	0	0	304	695	44%
Mobile Library	742	802	0	0	1,544	2,324	66%
Mooretown	74	18	0	0	92	626	15%
Oil Springs	31	81	0	0	112	442	25%
Petrolia	838	1532	0	0	2,370	5,367	44%
Pt. Edward	140	284	0	0	424	520	82%
Pt. Franks	107	111	0	0	218	638	34%
Pt. Lambton	170	256	0	0	426	471	90%
Sarnia	2,572	2,621	0	0	5,193	10,074	52%
Shetland	0	0	0	0	0	49	0%
Sombra	93	76	0	0	169	183	92%
Thedford	104	121	0	0	225	364	62%
Watford	252	246	0	0	498	1,256	40%
Wilkesport	74	87	0	0	161	343	47%
Wyoming	356	489	0	0	845	2,086	41%
TOTALS	**14,113**	**15,561**	**0**	**0**	**29,674**	**56,611**	**52%**

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	15	3	30	33	94	4	10	0	28	**217**	**210**	103%
Q2 - 2026 Hours	67	5.5	160.5	129	126.5	16	16	0	119	**640**	**648**	99%
Q2 - 2026 Attendance	30	5	55	71	115	8	27	0	72	**383**	**395**	97%
Q3 - 2026 Bookings	0	0	0	0	0	0	0	0	0	**0**	**230**	0%
Q3 - 2026 Hours	0	0	0	0	0	0	0	0	0	**0**	**577.5**	0%
Q3 - 2026 Attendance	0	0	0	0	0	0	0	0	0	**0**	**314**	0%
Q4 - 2026 Bookings	0	0	0	0	0	0	0	0	0	**0**	**205**	0%
Q4 - 2026 Hours	0	0	0	0	0	0	0	0	0	**0**	**537.5**	0%
Q4 - 2026 Attendance	0	0	0	0	0	0	0	0	0	**0**	**370**	0%
YTD Bookings	**34**	**5**	**57**	**66**	**171**	**7**	**20**	**22**	**54**	**436**		
YTD Hours	**150.5**	**8**	**297**	**263.5**	**233.5**	**28**	**37.5**	**72**	**233**	**1,090.0**		
YTD Attendance	**52**	**17**	**112**	**170**	**213**	**14**	**49**	**24**	**132**	**651**		

Sarnia Library Theatre & Meeting Room Rentals							
	Q1-2026	Q2-2026	Q3-2026	Q4-2026	YTD	2025 Total	YTD %
Internal Bookings							
Bookings	3	43	0	0	**46**	**6**	**767%**
Hours	3	103.9	0	0	**106.9**	**30**	**356%**
Attendance	8	0.00	0	0	**8**	**232**	**3%**
External Bookings							
Bookings	131	145	0	0	**276**	**361**	**76%**
Hours	405.75	445.5	0	0	**851.25**	**1,273.5**	**67%**
Attendance	4,890	6,469	0	0	**11,359**	**19,401**	**59%**
Total Bookings	**134**	**188**		**190.5**	**513**		
Total Hours	**408.75**	**549.40**		**549.4**	**1,507.55**		
Total Attendance	**4,898**	**6,469**		**6,469**	**17,836**		

Total Number of Volunteers						
Q1-2026	**Q2-2026**	**Q3-2026**	**Q4-2026**	**YTD**	**2025 Total**	**YTD %**
8	8	0	0	16	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 Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Museums, Gallery and Archives Second 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 and 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 second quarter of 2026.

DISCUSSION

Enhancing Access, Inclusion and Community Engagement

During the second quarter, the Museums, Gallery and Archives continued to enhance access by offering multiple ways for residents to connect with Lambton County's art, history and heritage. Across the four sites, 2,286 people participated in on-site programs, while off-site outreach reached an additional 1,470 participants. Online resources, virtual experiences and digital collection content complemented in-person offerings, reducing geographic and physical barriers and providing more inclusive ways for residents to participate in culture.

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 second quarter.

	JNAAG		LCA		LHM		OMC	
	Q2 2025	Q2 2026	Q2 2025	Q2 2026	Q2 2025	Q2 2026	Q2 2025	Q2 2026
Visitors	764	**450**	126	**117**	877	800	500	**592**
Tour Participants	131	**58**	22	**0**	201	202	198	**43**
Special Event Participants	192	**455**	0	**0**	179	64	88	**27**
On-Site Program Participants	567	**568**	77	**11**	555	563	43	**144**
Facility Rental Users	0	**51**	0	**0**	0	0	0	**19**
Second Quarter Total	1,654	**1,582**	225	**128**	1,812	**1,629**	829	**825**

**OMC uses an app for the Oil Field Driving Tour. In the first quarter, 40 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 second quarter of 2026:

Second Quarter Exhibits:

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. *The Lingering Instant* April 17 to August 30, 2026. *Together Apart, Under One Roof* April 17 to August 30, 2026.	**LCA** *Petrolia 150th Anniversary* on display until 2026.
LHM *Lambton Gallery* Permanent Exhibit. *Collections Centre* Permanent Exhibit. *Historic Buildings* Permanent Exhibits, May to October 2026. *Bluewaterland: Dive into the Depths* May 13 to October 18, 2026	**OMC** *Main Gallery* Permanent Exhibit. *100 Years as a National Historic Site* Temporary display at Sarnia Library until late 2026. *Historic Buildings* Permanent Exhibits, May to October 2026.

Developing Partnerships That Increase Participation in Culture

In the second quarter of 2026, staff continued to work with community organizations and partners to extend the reach of cultural services beyond County facilities. Off-site outreach activities engaged 1,470 participants across the four sites, a 59 percent increase from 925 participants in the same period in 2025. Oil Museum of Canada saw the largest increase, reaching 1,059 participants through off-site outreach compared with 329 in the second quarter of 2025.

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 online, along with their social media engagement this quarter.

	JNAAG		LCA		LHM		OMC	
	Q2 2025	Q2 2026	Q2 2025	Q2 2026	Q2 2025	Q2 2026	Q2 2025	Q2 2026
Website Visits*	15,340	**21,964**	42,344	**48,288**	42,344	**48,288**	42,344	**48,288**
Social Media Viewers** (Collections Content only)	2,143	**4,439**	52,348	**177,619**	9,727	**107,862**	14,280	**45,490**
Social Media Engagement (Collections Content only)	519	**1,954**	8,246	**11,095**	1,257	**2,798**	4,924	**1,534**
Collections Database* (Past Perfect)	n/a	**n/a**	1,430	**1,597**	1,430	**1,597**	1,430	**1,597**
Virtual Tour Engagement	19	**11**	n/a	**n/a**	58	**29**	61	**22**

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

***Changed from "reach" to "viewers" based on Meta's reporting change.*

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 Q2 numbers for 2026.

	JNAAG		LCA		LHM		OMC	
	Q2 2025	Q2 2026	Q2 2025	Q2 2026	Q2 2025	Q2 2026	Q2 2025	Q2 2026
Offsite Outreach Participants	110	**119**	186	**97**	300	**195**	329	**1,059**

Managing Resources Efficiently and Effectively

This quarter, staff continued to make effective use of County facilities and digital resources to support public access. Facility rentals at JNAAG and OMC welcomed 70 users, while website visits and online collection searches increased compared with the same period in 2025. These efforts support efficient use of existing spaces and technology while broadening access to Lambton County's cultural collections.

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 second quarter of 2026, the Museums, Gallery, and Archives continued to provide a broad range of exhibitions, programs, outreach and online access opportunities. Overall on-site participation totaled 4,164. Digital use and off-site outreach showed strong growth. These results demonstrate continued progress across the six strategic priorities of the Cultural Services Strategic Plan 2022 to 2026 and ongoing efforts to make Lambton County's history, art and heritage accessible to residents and visitors.

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:	**September 16, 2026**
INFORMATION ITEM:	**Expanded Library Hours on Municipal Election Day**

BACKGROUND

As a public service that provides free access to technology and wireless Internet for those with a County Library card, Lambton County Library branches provide a location for residents to participate in the upcoming 2026 municipal election where online voting is available.

DISCUSSION

Lambton County Library branches offer free Wi-Fi to anyone visiting its premises, providing they bring their own devices such as smartphones or tablets. Library branches also offer computer workstations (with Internet connections) that can be accessed with a valid Lambton County Library card. Library cards are free for anyone who can verify their identity and address that identify them as living, working, studying or owning property in Lambton County. Library cards are also free for anyone living in a First Nations community in Ontario. Library cards are valid for a two year period, at which point they can be renewed by verifying identity and address.

With library locations across Lambton County, 17 libraries will be open on election day, Monday, October 26, 2026. To support the efforts of the lower-tier municipalities offering online voting, ten libraries were selected to offer expanded hours on election day to provide ample opportunities for local residents to visit public libraries to access technology, should they require it. Thirty-four (34) extra opening hours have been added to the library's operations on October 26, 2026.

The adjusted election day hours on Monday, October 26, 2026 are as follows:

Alvinston Library	10:00 a.m. to 8:00 p.m.
Arkona Library	3:00 p.m. to 8:00 p.m.
Brigden Library	2:00 p.m. to 8:00 p.m.
Camlachie Library	10:00 a.m. to 8:00 p.m.
Corunna Library	10:00 a.m. to 8:00 p.m.
Grand Bend Library	9:00 a.m. to 8:00 p.m.
Point Edward Library	10:00 a.m. to 8:00 p.m.
Port Franks Library	10:00 a.m. to 8:00 p.m.
Port Lambton Library	10:00 a.m. to 8:00 p.m.
Watford Library	10:00 a.m. to 8:00 p.m.

The following libraries will continue to operate with their regular operating hours on election day, Monday, October 26, 2026:

Clearwater Library	9:00 a.m. to 8:00 p.m.
Florence Library	3:00 p.m. to 8:00 p.m.
Forest Library	9:00 a.m. to 8:00 p.m.
Petrolia Library	9:00 a.m. to 8:00 p.m.
Sarnia Library	9:00 a.m. to 8:00 p.m.
Wyoming Library	10:00 a.m. to 8:00 p.m.

FINANCIAL IMPLICATIONS

While the Department will incur additional labour costs on Monday, October 26, 2026, to fully staff the 34 additional operating hours, the increased labour costs will be off-set by an existing surplus in staffing dollars from gapping that has occurred in several positions as a result of unplanned leaves of absences that resulted in wage gapping as the recruitment process was underway.

CONSULTATIONS

The Deputy CAO / General Manager, Cultural Services and the Library Operations Supervisor were consulted in the creation of this report.

STRATEGIC PLAN

Offering expanded hours to support the lower-tier municipalities efforts in conducting a municipal election supports the Corporation's areas of effort related to Services and Communications and Partnerships. By making free library services available for a longer period on election day, the County of Lambton Libraries Department is providing responsive services and aligning service delivery to emerging needs. This initiative is also driven by the ongoing partnership between the upper and lower tier municipalities who share responsibility for the delivery of library service through the provision of suitable physical spaces, and the provision of library service.

CONCLUSION

Lambton County Library branches offer free access to technology and wireless Internet for those with a Lambton County library card. Our library branches provide a location for residents to participate in the upcoming 2026 municipal election that offer online voting.

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:	**September 16, 2026**
SUBJECT:	**Libraries Donations April 1 to June 30, 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 April 1 to June 30, 2026:

- $40 from an anonymous donation for the purchase of adult materials
- $164.70 from donation boxes
- A book, "*Releasing The Wisdom Of Stone*" by James E. Deahl
- Just over 400 pieces of new Lego including connector parts, bearing elements and hinge plates from Lena Martens, Petrolia

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.

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, April 1 to June 30, 2026 Report be accepted.

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 Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
SUBJECT:	**Museums, Gallery and Archives Collections Management July 2026**

BACKGROUND

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

As the governing body of the Museums, Gallery and Archives, Committee must review all artifact and art donations offered to these facilities and approve their acceptance into the permanent collection, after consideration of the recommendations of the Manager, Museums, Gallery and Archives. The following list of donations is from the month of July 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 month of July 2026.

Attachment A – Museums, Gallery and Archives Donations July 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 month of July 2026 and are recommended for refusal.

Institution	Details	Reason for Refusal	Offered By
Lambton County Archives	Photo of Petrolia High School 1949-50.	Triplicate of items in the collection.	Name not given.
Lambton County Archives	Petrolia Highschool photos 1922 to 1924.	Duplicates of items in collection.	Catherine Oliver
Lambton County Archives	Set of Canadian Encyclopedia Britannica.	Outside of collections mandate.	Name not given.
Lambton Heritage Museum	Slide projector.	Duplicate of item in collection. Referred to Forest Museum.	Robert Vaughn
Lambton Heritage Museum	Toboggan, egg baskets and small tricycle.	Duplicate of items in collection.	Liana Pitel
Lambton Heritage Museum	Gramophone and radio.	Duplicate of items in collection. Referred to Moore Museum.	Tom Heath
Oil Museum of Canada	Photo of Petrolia High School 1949-50.	Outside of collection mandate. Referred to Lambton County Archives.	Name not given.

FINANCIAL IMPLICATIONS

The cost associated with the acceptance of items into the permanent collection and commitment to ongoing stewardship of material culture is incorporated into the annual operating budgets of the department. Artifact purchases are funded through a reserve established from monetary donations set aside for this purpose.

CONSULTATIONS

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

STRATEGIC PLAN

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

CONCLUSION

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

RECOMMENDATION

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

Museum, Gallery and Archives Donations July 2026

Institution	Council Report Information	Contact	City
Lambton County Archives	2 panoramic images with names of Petrolia Highschool students, 1922-1924.	Catherine Oliver	Toronto
Lambton County Archives	Collection of materials related to Mary Steward that includes local histories about Moore Township, Brigden, and various family histories.	Elsie Urry	Sarnia
Lambton County Archives	Nursing Certificate of Emma Augustine, 1908, Arkona 150 material, Arkona Lions brochure.	Judy McLellan	Parkhill
Lambton County Archives	Photos and project information related to building the new St. Clair Tunnel.	Anne Marie Vermeulen	Point Edward
Lambton Heritage Museum	Items used at the Ausable United Church including an overhead projector and Viewplex projector with carrying case, accessories (2), slides and film strips.	Ausable United Church	Thedford
Lambton Heritage Museum	Pair of pince-nez spectacles and carrying case.	Joe Agocs	Brights Grove
Oil Museum of Canada	Digital scans of photographs of Hank Millman's White Rose gas station in Port Franks.	Sheila Davis	Forest
Oil Museum of Canada	Metal oil derrick model used in filming of National Reality Competition Show.	Carissa DaSilva	Sarnia
Oil Museum of Canada	Two paintings of William Gillespie (International Driller), and scythe blade made in Austria.	Helen Maddock	Petrolia

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:	**September 16, 2026**
SUBJECT:	**Amendment to Services and Fees Schedule: Copying Costs at Public Libraries**

BACKGROUND

The County of Lambton Services and Fees Schedule outlines the costs to be charged for a variety of services offered by the County of Lambton Libraries Department, including the costs to photocopy or print documents.

The costs for copying and printing have remained unchanged for a number of years; however, a change in the print management system used by the Libraries Department has necessitated the review of copying / printing costs charged by the Department.

DISCUSSION

Recently, the County of Lambton Libraries Department modernized its printing and copying services by implementing a new web application known as Princh. This application allows library card holders to submit print jobs to the printers at any Lambton County Library location from their home, or from any device. (Previously, printing and copying could only be completed at the library by using a public computer workstation located inside the library).

For at least a decade, the Libraries Department has charged $0.25 / piece of paper when printing at a Lambton County Library location. However, Princh calculates printing costs based on each side of a piece of paper that is printed. When asked, the company was unable to modify its settings to switch from per side printing to per page printing. To date, employees have continued to collect $0.25 / page from print users as per the County's Services and Fees Schedule; however, Princh displays an incorrect calculation on the user's screen (based on per side printing costs) which causes confusion amongst the users of the service.

The Libraries Department has determined that it would be desirable to change printing / copying costs to a per side pricing model to eliminate the confusion between the Princh application and the library's services and fees schedule. The Department has examined its current printing copying costs including paper costs and equipment leasing and maintenance costs and proposes that a charge of $0.15 / side would be adequate.

A secondary advantage to implementing the per side pricing would allow the Department to further examine the ability for patrons to use eCommerce options including paying for their printing costs online using their own devices.

The Libraries Department is implementing a new Integrated Library System ("**ILS**") in November 2026. This is the system that manages most essential library functions such as the borrowing of materials, the library's catalogue and new purchases for the collection. It would be preferable to build and launch the new system with the final printing / copying payment structure in place. As a result, the Department prefers to seek an amendment to the current Services and Fees Schedule, rather than await the next scheduled annual review which will not come into effect until after the launch of the new ILS.

FINANCIAL IMPLICATIONS

The change in printing costs from $0.25 / piece of paper to $0.15 / side will likely be negligible as a double-sided copy will now cost an additional $0.05 for patrons, while a single-sided copy will cost $0.10 less.

CONSULTATIONS

The Technical Services Supervisor, the Executive Assistant / Administrative Services Supervisor and the Library Operations Supervisor were consulted in the creation of this report.

STRATEGIC PLAN

The change to on-demand printing services reinforces the County of Lambton's Area of Effort #2: Services and Communications by anticipating and aligning service delivery to emerging needs and expectations.

CONCLUSION

The amendment to printing / copying costs for the County of Lambton Libraries Department will help reduce confusion amongst users of the Library's printing / copying services and create opportunities for increased usage of this library service, as it is more accessible and convenient for users.

RECOMMENDATION

a. **That the chargeable rate for Copying (Copier / Computer) – Black & White and Copying (Copier / Computer) – Colour services rendered set out on page 11 of Schedule "A" of By-Law No. 1 of 2026, found under the subject heading "Other Products & Services (continued)" both be amended to $0.15 / side, effective October 7, 2026.**

b. **That the appropriate By-Law amending By-Law No. 1 of 2026 be presented to County Council to implement the revised chargeable rate the services described in paragraph (a) above.**

	LONG-TERM CARE DIVISION
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**ADMINISTRATION**
PREPARED BY:	**Michael Gorgey, General Manager**
REVIEWED BY:	**Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Long-Term Care Occupancy – January to June 2026**

BACKGROUND

The Long-Term Care Division (“**Division**”) manages and operates three Long-Term Care Homes (“**LTCH**”) within Lambton County: Marshall Gowland Manor in Sarnia, Lambton Meadowview Villa in Petrolia, and North Lambton Lodge in Forest. Together, these Homes have a total of 341 beds.

The Division’s financial model is directly linked to its occupancy rates, with the provincial funding policy stipulating that each LTCH must maintain an average annual occupancy rate of 97% to optimize funding. This threshold is crucial for sustaining operational budgets and ensuring that adequate resources are available to meet the care needs of residents.

DISCUSSION

The *Fixing Long-Term Care Act, 2021* (“**FLTCA**”) governs the operational and funding policies of long-term care homes in Ontario. Under the FLTCA, the *Level of Care Per Diem Funding Policy* (“**Policy**”) outlines the financial structure, including specific rules and conditions under which LTCHs receive daily funding based on the level of care provided, known as a Level of Care Per Diem (“**LOC Funding**”). The LOC Funding a LTCH receives is determined by the number of approved beds and the percentage of those beds that are occupied throughout the year.

To receive 100% of the LOC Funding, LTCHs must maintain a minimum occupancy rate of 97%. If this target is not met, the home receives funding based only on actual "resident days" (the number of days beds are physically occupied by residents), as per the conditions outlined in the Policy. This structure makes maintaining high occupancy rates essential for LTCHs to access full funding, thus ensuring optimal operation.

The attached occupancy report details each LTCH's performance in meeting the LOC Funding thresholds in January to June of 2026 compared to the same period in 2025. It is worth noting that all three LTCHs continue to experience strong demand, with significant waitlists across all levels of accommodation. However, achieving these occupancy targets can be challenging, particularly when admissions are paused due to outbreak protocols being activated in response to infectious disease events.

The LTCHs are actively working to fill all available beds as quickly as possible. The ongoing demand for long-term care, as indicated by the significant waitlists across all three LTCHs, highlights the increasing need for such services in the community.

Admissions can be delayed for various reasons, such as pending assessments by Ontario Health atHome, delays in bed offer acceptance, or the need to accommodate internal waitlists for residents wishing to transfer between different levels of accommodation within the same LTCH. However, by continuing to closely manage factors affecting admissions and bed availability, the County's LTCHs are well-positioned to maintain full funding, meet the growing needs of the aging population, and provide consistent, high-quality care to residents.

FINANCIAL IMPLICATIONS

Maintaining occupancy rates is critical to the financial stability of LTCHs, as it directly impacts revenue generated through the "Other Accommodation" funding envelope. Several factors contribute to fluctuations in revenue, primarily the ability to sustain high occupancy levels.

Delays in admissions, stemming from external assessments, infection control measures, and resident preferences can create short-term revenue shortfalls. For instance, during infectious disease outbreaks admissions are temporarily halted, reducing the number of resident days that can be counted toward the 97% occupancy target. Additionally, multiple bed offers may be made before a prospective resident accepts placement, further prolonging vacancy periods.

To manage these fluctuations, each LTCH maintains internal waitlists to ensure swift transfers between accommodation levels, maximizing bed utilization and mitigating financial risks associated with vacancies.

CONSULTATIONS

None.

STRATEGIC PLAN

In keeping with the Mission Statement of the County of Lambton, the programs provided by this Division contribute to the enhanced quality of life in Lambton County through building a community where residents are safe and healthy; feel a sense of belonging, pride, and purpose; and care for one another.

CONCLUSION

All three LTCHs are currently operating at full capacity, meeting the Ministry of Health and Ministry of Long-Term Care's requirement for at least 97% occupancy to receive full LOC Funding. This achievement ensures the LTCHs maximize their funding, which is critical to maintaining high standards of care. Despite challenges such as infectious disease outbreaks and delayed admissions, effective management has allowed the LTCHs to fill beds and sustain occupancy targets.

The ongoing demand for long-term care, as indicated by the significant waitlists across all three LTCHs, highlights the increasing need for such services in the community. By continuing to closely manage factors affecting admissions and bed availability, the LTCHs are well-positioned to maintain full funding, meet the growing needs of the aging population, and provide consistent, high-quality care to residents.

COUNTY OF LAMBTON - LONG TERM CARE DIVISION
2026 OCCUPANCY REPORT

Period: Jan to June

YTD Days = 181	**Lambton Meadowview Villa**				**Marshall Gowland Manor**				**North Lambton Lodge**			
Approved Beds	125				127				89			
Total Occupancy (Based on Beds)	**2026** #	%	**2025** #	%	**2026** #	%	**2025** #	%	**2026** #	%	**2025** #	%
Long Term Care	124	99%	123	99%	126	99%	125	99%	88	99%	87	99%
Year-to-Date												
Total Available Elder Days	22,625		22,625		22,987		22,806		16,109		15,928	
*Ministry Funding Target (97%)	21,946		21,946		22,297		22,122		15,626		15,450	
Actual YTD	22,421	99.1%	22,303	98.6%	22,807	99.2%	22,673	99.4%	15,912	98.8%	15,739	98.8%
Bed Breakdown												
Private Beds	57	46%	57	47%	47	37%	46	37%	33	37%	33	38%
Semi-Private Beds	12	10%	12	10%	22	17%	25	20%	16	19%	18	20%
Ward Beds	55	45%	54	44%	57	45%	54	43%	39	44%	36	42%

*Based on Long Term Care beds

LONG-TERM CARE DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**ADMINISTRATION**
PREPARED BY:	**Michael Gorgey, General Manager**
REVIEWED BY:	**Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Ministry of Long-Term Care Staffing Funding Amalgamation and Reporting Changes**

BACKGROUND

Long-Term Care Homes in Ontario receive funding through a number of Ministry of Long-Term Care ("**MLTC**") programs and funding envelopes. Historically, staffing-related funding has been delivered through multiple funding streams, including the Level-of-Care ("**LOC**") envelopes, the Nurse and Personal Support Worker ("**PSW**") Staffing Supplement, the Allied Health Professional ("**AHP**") Staffing Supplement, and the PSW Permanent Wage Enhancement program.

Many of these staffing investments were introduced during the COVID-19 pandemic to support the Province's commitment to increase average direct care hours for residents and stabilize the long-term care workforce. While these programs have become permanent, they have continued to operate as separate funding streams with distinct reporting and reconciliation requirements.

On April 30, 2026, the MLTC announced changes to the administration of these funding programs. Effective April 1, 2026, staffing-related funding programs have been consolidated into the existing LOC funding envelopes. The changes are intended to simplify funding administration, reduce reporting requirements, and provide greater flexibility for long-term care operators. The County's long-term care homes do not anticipate any material financial impact as a result of these changes.

DISCUSSION

Funding Amalgamation

Effective April 1, 2026, the following staffing funding programs have been incorporated into the Nursing and Personal Care ("**NPC**") and Program and Support Services ("**PSS**") envelopes:

- Personal Support Worker Permanent Wage Enhancement
- Nurse and PSW Staffing Supplement
- Allied Health Professional Staffing Supplement

The funding associated with these programs has not been reduced. Rather, the funding is now delivered through the existing LOC funding structure. The MLTC has indicated that this change is intended to reduce administrative burden, simplify reporting requirements, and provide greater flexibility for homes in managing staffing resources.

Under the new model, funding previously provided through the Nurse and PSW Staffing Supplement and PSW Permanent Wage Enhancement programs has been added to the NPC envelope. Funding previously provided through the AHP Staffing Supplement has been added to the PSS envelope.

The amalgamation does not alter the methodology used to determine overall funding allocations and will not result in changes to funding levels for County-operated homes.

Administrative Impact

The most significant impact for staff is the reduction in reporting requirements. Prior to amalgamation, separate reporting and reconciliation processes existed for the staffing supplement and wage enhancement programs. These requirements have now been integrated into the existing Annual Reconciliation Process used for the LOC envelopes.

The MLTC estimates that homes will experience a reduction of approximately six reporting submissions annually as a result of these changes.

The County's long-term care homes are expected to benefit from reduced administrative workload and greater flexibility in managing eligible expenditures within the LOC envelopes.

Staffing Requirements Remain Unchanged

While funding delivery has changed, the Province's staffing expectations remain unchanged.

Long-term care homes must continue to:

- Pay eligible PSWs the permanent $3.00 per hour wage enhancement;
- Meet legislated provincial average direct hours of care targets;
- Comply with all existing funding accountability and reconciliation requirements; and
- Maintain staffing levels required under the *Fixing Long-Term Care Act, 2021*.

The amalgamation does not reduce staffing expectations or obligations placed on long-term care operators.

Additional Changes

The MLTC has also expanded eligible expenditures within the envelope to include up to 45 minutes per resident per month of Nutrition Manager time. Previously, these costs were funded through other mechanisms. This change provides additional flexibility in allocating nutrition management expenses.

Occupancy Considerations

Funding incorporated into the NPC and PSS envelopes will now be subject to the same occupancy adjustment provisions that apply to existing LOC funding. Homes with more than 65 licensed beds are expected to maintain occupancy targets of 97% for long-stay beds and 90% for interim beds to retain full funding.

The County of Lambton's homes have historically maintained strong occupancy levels and do not anticipate any material impact from this change.

FINANCIAL IMPLICATIONS

There are no direct financial implications arising from the funding amalgamation.

The MLTC has confirmed that the amalgamation is intended to be revenue neutral and will not reduce funding allocations to long-term care homes. The change affects how funding is administered, reported, and reconciled rather than the amount of funding received.

The County's homes will continue to receive funding for staffing investments and the PSW Permanent Wage Enhancement through the consolidated LOC funding envelopes

CONSULTATIONS

Information regarding these changes was provided by the MLTC through a provincial sector webinar and accompanying guidance materials. Administration staff continue to monitor updates from the MLTC regarding funding policies and reporting requirements.

STRATEGIC PLAN

In keeping with the Mission Statement of the County of Lambton, these changes support the efficient administration of long-term care services by reducing administrative burden and allowing greater flexibility in directing resources toward resident care and quality of life.

CONCLUSION

The Ministry of Long-Term Care has consolidated several staffing-related funding programs into the existing Level-of-Care funding envelopes effective April 1, 2026.

The changes are intended to simplify funding administration, reduce reporting requirements, and provide greater flexibility for long-term care operators while maintaining existing staffing investments and accountability requirements.

The County's long-term care homes do not anticipate any material financial impact as a result of these changes and will continue to use available funding to support resident care and meet provincial staffing requirements.

CORPORATE SERVICES DIVISION	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	COURT SERVICES
PREPARED BY:	Kelly Wiebenga, Supervisor
REVIEWED BY:	Olivia Leger, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	September 16, 2026
INFORMATION ITEM:	Court Services – 2026 2nd Quarter Activity and Statistical Report

BACKGROUND

The Court Services Department (the "**Department**") maintains statistical data on the number, type, and value of fines assessed and collected through the County's *Provincial Offences Act* (POA) court. This report provides Council with a summary and analysis of this data at the end of each quarter.

DISCUSSION

Total Charges Received

During the second quarter of 2026, the Department recorded 5,892 charges, representing a 43% increase from the prior quarter, and a 5% increase relative to the same quarter in 2025.

As of June 30, 2026, the Department has received equivalent to 48% of the charges issued in 2025.

Charges Laid by Enforcement Agency

With 2,634 charges issued, the Ontario Provincial Police ("**OPP**") recorded the highest second quarter total, representing an increase of 1,215 charges or 86% from the prior quarter and a 46% increase or 826 additional charges, relative to the same period in 2025.

Sarnia Police issued 1,135 charges in the second quarter, the second highest total among enforcement agencies, representing a slight decrease of 35 charges or 3% from the previous quarter. Compared with the same quarter in 2025, charges in 2026 declined by 565 or 33%.

Ministry of Transportation ("**MTO**") issued 1,039 charges in the second quarter, marking an increase of 459 charges or 79% from the previous quarter. Relative to the same quarter in 2025, MTO issued 32 more charges in 2026, representing a 3% year-over-year increase.

Municipalities issued 996 charges this quarter, an increase of 108 charges or 12%, from the previous quarter. Relative to the same quarter in 2025, municipalities issued 239 fewer charges in 2026, a decline of 19%.

All other enforcement agencies issued 88 charges in the second quarter, a 51% increase from the previous quarter, but a 21% decrease relative to the second quarter of 2025.

Charges Laid by Act

Charges laid under the *Highway Traffic Act* accounted for 71% of all charges laid during the second quarter. Municipal By-Laws represented 17% of charges, while the *Liquor Licence and Control Act* and *Cannabis Control Act* collectively accounted for 5%. The remaining 7% were laid under various other provincial statutes.

Charges laid under the *Trespass to Property Act* and *Safe Streets Act* continue to be higher than historical levels. A total of 150 charges were laid during the second quarter, an increase of 56% over the previous quarter. However, this total was 8% lower than the number of charges laid in the second quarter of 2025.

Courtroom Activity

During the second quarter of 2026, a total of 3,580 matters were heard, representing a 5% increase over the previous quarter and a 35% increase compared to the same quarter in 2025. The Department held twenty (20) regular court dates, five (5) blitz court dates, one (1) special trial date and three (3) judicial pre-trial dates. There were six (6) court closure dates in this second quarter to accommodate annual judicial conferences.

Early Resolution Meetings

In the second quarter, twenty (20) Early Resolution Meeting ("**ERM**") dates were held, during which 1,833 ERMs were scheduled. This reflects a decrease of 360 matters compared to the previous quarter, corresponding with a reduction of two ERM dates.

The Municipal Prosecutor held nine (9) ERM days this quarter. The Department, together with the Municipal Prosecutor have strategically implemented enhanced resourcing efforts, commencing in the first quarter and continuing throughout the reporting period, with additional Municipal Prosecution resources assigned to three (3) court dates, allowing ERMs and court appearances to proceed concurrently. This allows for more ERM dates to take place and ultimately more matters to be addressed efficiently.

The Ministry of Transportation ("**MTO**") Prosecutor held eleven (11) ERM dates this quarter, three more than the previous quarter and six more than the same quarter in 2025.

Collectively, these efforts have eliminated ERM backlogs and improved the timely resolution of matters across both Municipal and MTO prosecutions.

<u>New Fines Ordered</u>

In the second quarter of 2026, newly ordered fines totaled $2,804,370, an increase of $2,164,200 ($338%) from the previous quarter. Compared to the same quarter in 2025, newly ordered fines in 2026 were higher by $2,058,878 (276%).

The substantial increase in newly ordered fines reflects several exceptional high-value fines imposed during the quarter under statues such as the *Environmental Protection Act*, *Ontario Water Resources Act*, and *Occupational Health and Safety Act*. Given the infrequent nature of such fines, quarterly fine revenue can fluctuate significantly, and the increase observed in this reporting period is not considered representative of normal activity levels.

As many of these fines were issued with extended payment periods, the associated revenue has been projected to not be fully realized within the current budget year, ultimately limiting the Department's ability to offset expenses.

<u>Enforcing Payment of Defaulted Court Ordered Fines</u>

A total of $213,498 in defaulted fines was recovered during the reporting period, consisting of $163,245 in in-house collections and $50,253 in third-party collections. While in-house collections increased by $22,635 from the previous quarter, lower third-party recoveries contributed to an overall decrease of $12,924 in total collections from the previous quarter.

<u>Court Security and Prisoner Transportation ("**CSPT**")</u>

Court security costs are projected to increase by a minimum of $200,000 beyond the amount approved in the 2026 budget, in light of enhanced court security measures being recommended by the Ministry of Solicitor General.

The Province provides funding to partially offset court security costs. After receipt of the 2026 Provincial Court Security and Prisoner Transportation Grant, staff are projecting a funding shortfall of approximately $1 million, whereby the Department is required to fund the additional expenses necessary to maintain the mandated court security services.

FINANCIAL IMPLICATIONS

The Department is projected to provide a total of approximately $2.3 million in grants to the member municipalities, through court security costs (approximately $1.7 million) and the annual policing grant ($600,000). These expenses put significant cost pressures on the Department, should the Court not generate sufficient fine revenue to offset these expenses.

CONSULTATIONS

Not applicable.

STRATEGIC PLAN

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

CONCLUSION

While significant fines were imposed during the reporting period, the associated revenue is not expected to be fully realized within the current budget year, limiting the Department's ability to offset the rising Court Security and Prisoner Transportation costs, which continue to exert pressure on the Department's budget.

Quarterly Statistical Report - Court Services Department
Executive Summary - Provincial Offences Administration 2026

		Q1	Q2	Q3	Q4	YTD Total	2025 Total	% Prior
Charges by Act	Highway Traffic	2,758	4,157	-	-	6,915	13,730	50%
	Liquor License	45	273	-	-	318	883	36%
	Cannabis Act	9	19	-	-	28	69	41%
	Mun By-laws	906	1,023	-	-	1,929	4,293	45%
	Prov Other	397	420	-	-	817	2,049	40%
	Total Current Year	**4,115**	**5,892**	**-**	**-**	**10,007**	**21,024**	**48%**
							2025 Total	**% Prior**
Charges by Agency	Min of Transportation	580	1,039	-	-	1,619	3,359	48%
	Municipalities	888	996	-	-	1,884	4,054	46%
	OPP	1,419	2,634	-	-	4,053	7,535	54%
	Other	58	88	-	-	146	360	41%
	Sarnia Police	1,170	1,135	-	-	2,305	5,716	40%
	Total Current Year	**4,115**	**5,892**	**-**	**-**	**10,007**	**21,024**	**48%**
							2025 Total	**% Prior**
Charges Received	Part 1 - Prov Offence	2,885	4,853	-	-	7,738	16,451	47%
	Part 2 - Parking	852	736	-	-	1,588	2,748	58%
	Part 3 - Summons	378	303	-	-	681	1,825	37%
	Total Current Year	**4,115**	**5,892**	**-**	**-**	**10,007**	**21,024**	48%
	Total Prior Year	**4,996**	**5,862**	**6,573**	**3,593**			
	Change +/- Volume	- 881	30	- 6,573	- 3,593			
	Change +/- %	82%	101%	0%	0%			

		Q1	Q2	Q3	Q4	YTD Total	2025 Total	% Prior
Courtroom Activity	Part 1	2,377	2659	-	-	5,036	7,446	68%
	Part 2	-	0	-	-	-	21	0%
	Part 3	1,044	921	-	-	1,965	5,280	37%
	Federal			-	-	-	19	0%
	Total Current Year	**3,421**	**3,580**	**-**	**-**	**7,001**	**12,747**	55%
	Total Prior Year	**2,977**	**2,645**	**3,749**	**3,376**			
	Change +/- Volume	**444**	935	- 3,749	- 3,376			
	Change +/- %	**115%**	**135%**	**0%**	**0%**			

		Q1	Q2	Q3	Q4	YTD Total	2025 Total	% Prior
New Fines Ordered	Federal	$ -	$ -	$ -	$ -	$ -	$ 14,870	0%
	Highway Traffic	$ 402,962	$ 472,660	$ -	$ -	$ 875,622	$ 1,582,853	55%
	Liquor License	$ -	$ -	$ -	$ -	$ -	$ -	0%
	Mun By-laws	$ 55,476	$ 34,545	$ -	$ -	$ 90,021	$ 158,555	57%
	Parking	$ 31,142	$ 27,586	$ -	$ -	$ 58,728	$ 100,657	58%
	Prov Other	$ 150,590	$ 2,269,580	$ -	$ -	$ 2,420,170	$ 1,703,035	142%
	Total Current Year	**$ 640,170**	**$ 2,804,371**	**$ -**	**$ -**	**$ 3,444,541**	**$ 3,559,970**	97%
	Total Prior Year	**$ 851,018**	**$ 745,492**	**$ 732,321**	**$ 1,231,139**		**-$ 115,429**	
	Change +/- Volume	**-$ 210,848**	**$ 2,058,879**	**-$ 732,321**	**-$ 1,231,139**		**Difference**	
	Change +/- %	**75%**	**376%**	**0%**	**0%**			

		Q1	Q2	Q3	Q4	YTD Total
Fine Payments	Current, Own Office	$ 407,496	$ 470,017	$ -	$ -	$ 877,513
	Defaulted / Overdue	$ 140,610	$ 163,245	$ -	$ -	$ 303,855
	Collection Agencies	$ 85,812	$ 50,253	$ -	$ -	$ 136,066
	Other POA Locations	$ 62,526	$ 66,921	$ -	$ -	$ 129,447
	LESS: Refunds, Adj., etc.					
	Total	**$ 696,444**	**$ 750,436**	**$ -**	**$ -**	**$ 1,446,880**

YTD excludes reimbursements to other courts and the Province.

		2026	2025	2024	2023	2022
O/S Accounts Rec'ble	A/R MAR/2026	$ 3,954,408	$ 3,449,646			
	New Revenue	$ 2,804,371	$ 1,231,139			
	Less Current Fines Pd	$ 232,086	$ 696,039			
	Less Overdue Fines Pd	$ 163,245	$ 165,650			
	Less Fines Pd at Agency	$ 50,253	$ 46,350			
	A/R JUN/2026	**$ 6,313,194**	**$ 3,772,746**	**$ 2,852,073**	**$ 3,123,736**	**$ 2,580,553**

CORPORATE SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**LEGAL SERVICES / CLERK'S**
PREPARED BY:	**Olivia Leger, General Manager**
REVIEWED BY:	**Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Inaugural Meeting 2027-2028 Term**

BACKGROUND

This report serves to remind Council of the various meetings and appointments that will take place following the Warden and Deputy Warden election on December 9, 2026.

In addition to the typical committee and Board appointments, there will be a special meeting of the members (County Council) of The County of Lambton Community Development Corporation ("**CLCDC**") called for the purpose of electing its new directors. This meeting will take place following the election of the Warden and Deputy Warden.

DISCUSSION

After the CLCDC members' special meeting, the following meetings will take place:

A. Striking Committee

The Striking Committee will meet immediately following the CLCDC members' meeting. Members of the Striking Committee need to be defined by each municipal group. Thus, at the meeting, each municipal group will be asked to appoint one (1) member (from their municipal group) to the Striking Committee for 2027-2028. Each appointed member and the Warden will make up the membership of the Striking Committee.

As a reminder, municipal groups are organized as follows:

GROUP A	**GROUP B**	**GROUP C**	**GROUP D**
SOUTH	**NORTHWEST**	**CENTRAL**	**NORTH**
St. Clair	Sarnia	Petrolia	Lambton-Shores
Dawn-Euphemia		Enniskillen	Plympton-Wyoming
Brooke-Alvinston		Point Edward	Warwick
		Oil Springs	

Once appointed by their municipal group, the Striking Committee members (in addition to the Warden) will then meet to do the following:

1. Elect a Chair and Vice-Chair;

2. Appoint one (1) member, in addition to the Warden, to the **Board of Tourism Sarnia-Lambton (TSL)**, each for a two-year term;

3. Appoint one (1) member from each municipal group, for a total of four (4) members to the **Creative County Committee**, in addition to the Warden, each for a two-year term;

4. Appoint one (1) member to the **Lambton Community Safety and Well-Being** for a two-year term; and

5. Appoint one (1) member from each municipal group, for a total of four (4) members, in addition to the Warden, to the **Audit Committee**, for a one-year term.

B. Committee of the Whole

Following the Striking Committee meeting, members of the Committee of the Whole (all members of Council) will meet briefly. The Committee of the Whole will:

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

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

3. Appoint one (1) member to the **Lambton Senior Advisory Committee**, for a two-year term;

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

5. Appoint one (1) member to the **County of Lambton Adult Enrichment Centre Advisory Committee**, for a two-year term;

The Warden and Deputy Warden will act as the Chair and Vice-Chair, respectively, for the Committee of the Whole, unless Council determines otherwise.

Following the Striking Committee and the Committee of the Whole, members will resume the County Council meeting and conclude and adjourn that meeting.

An additional report will be provided to Council in advance of the Warden and Deputy Warden election held on December 9, 2026, detailing the process of the day’s events.

FINANCIAL IMPLICATIONS

Not applicable.

CONSULTATIONS

The Chief Administrative Officer and all General Managers were consulted in this matter.

STRATEGIC PLAN

Not applicable.

CONCLUSION

Not applicable.

FINANCE, FACILITIES AND ACQUISITIONS DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**DIVISIONAL SUPPORT SERVICES**
PREPARED BY:	**Karen Bettridge, CPA, Manager**
REVIEWED BY:	**Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
SUBJECT:	**2027 New Capital Grant Requests**

BACKGROUND

The County of Lambton continues to pursue opportunities to ensure that limited resources are allocated effectively, efficiently, and as economically as possible for the upcoming 2027 Budget. As reported in the 2nd quarter 2026 budget monitoring report, cost containment efforts are being implemented across County Divisions with the objective of maintaining the forecast of a balanced year-end position for 2026. These measures are essential as the County anticipates budgetary challenges in 2027 and beyond.

To support these efforts, it is recommended to extend the ongoing moratorium on "new" capital grant requests prior to heading into the 2027 Budget deliberations.

DISCUSSION

Under the *Municipal Act, 2001*, Council has the authority to provide grants to organizations. However, given current economic conditions and financial pressures required to meet the County's 2027 strategic goals, staff recommend maintaining the moratorium on new capital grant requests originally adopted in 2021.

The County continues to face financial challenges in key service areas, including Affordable Housing, Homelessness, Long-Term Care, Court Services and, subject to further Council instructions and directions, supporting The County of Lambton Community Development Corporation ("**CLCDC**") operations. Moreover, U.S. tariffs have slowed cross-border trade, creating uncertainty for local businesses and industries that are significant partners in Lambton's economy. These pressures may increase demand for social services as local employers face higher costs and competitiveness challenges.

CONSULTATIONS

Consultations have taken place with the Chief Administrative Officer and County Clerk.

STRATEGIC PLAN

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

CONCLUSION

County Divisions will continue to monitor the financial impact of the economic environment and explore methods and opportunities to sustain the operations of key services. It is critical to prioritize activities that drive the highest value for the residents of Lambton County and align with the County's Strategic Plan.

RECOMMENDATION

That County Council authorize staff to continue the moratorium on any new capital grants for the 2027 County Budget as a response to controlling and containing costs in the upcoming 2027 Budget.

SOCIAL SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**CHILDREN'S SERVICES**
PREPARED BY:	**Kim Godin, Manager**
REVIEWED BY:	**Melissa Fitzpatrick, General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Child Care Facility Development Update**

BACKGROUND

At its meeting on May 7, 2025, Lambton County Council passed the following motion:

#10: Loosley/McRoberts:

a) *That Council approve and authorize staff to proceed with adding an additional 24 preschool spaces to the design, engineering and construction of the child care facility located at Lambton Meadowview Villa, in Enniskillen Township for a total of 73 new licensed child care spaces ("Project") at an additional estimated cost of $1,123,331 funded by provincial grants for a total estimated Project cost of $6,980,519.*

b) *That staff continue to provide County Council with quarterly project updates, including capital budget monitoring updates.*

Carried.

The new child care facility in Enniskillen Township will provide a total of 73 new licensed child care spaces, including 10 infant, 15 toddler, and 48 preschool spaces for children ages zero (0) to four (4). Construction is anticipated to be completed in 2026.

DISCUSSION

The new Lambton Meadowview Villa Child Care Centre began development in February 2026, with construction milestones continuing to be achieved and the project remaining on schedule for completion in November 2026.

Exterior work is advancing, including masonry, ACM panels, siding, curbs and sidewalks. The base course of asphalt is scheduled for early September, along with completion of the playground area and reinstatement of the seniors' walkway. The final asphalt surface will be completed closer to project completion.

Interior finishes are also progressing, with drywall complete, painting underway, and ceiling systems, lighting, and flooring installation in progress. Final painting and finishing work will continue over the coming weeks.

Site development is advancing, with playground and landscaping preparations underway and signage finalized for installation in October. Coordination of accessibility, parking and traffic flow elements will continue as part of the broader Lambton Meadowview Villa site development and Town of Enniskillen approval process.

In preparation for the centre's opening, Lambton Rural Child Care in collaboration with Children's Services staff are developing a "name the building" activity which will engage the families who will access the new child care centre. A committee comprised of Children's Services and Lambton Rural Child Care staff will review the submissions and select the successful name. The new building name is anticipated to be announced as part of the official opening and ribbon-cutting ceremony in 2027.

FINANCIAL IMPLICATIONS

Outlined below is the financial summary of the Lambton Meadowview Villa - Child Care Capital Budget that highlights the approved capital budget. To date the project remains on budget.

Expenditure	Total Budget
Development/Design/Architectural	$1,065,438
Construction	$5,280,488
Contingency @ 10%	$634,593
Total Estimated Cost	**$6,980,519**

Expenditure	Total Budget
Source of Funding	
Province: EDU Childcare/Start Up	$2,308,957
Province: ELCC Infrastructure	$1,123,331
Children Services Reserve	$1,636,380
Debenture	$1,911,851
Total Source of Funding	**$6,980,519**

CONSULTATIONS

Consultations have taken place with the General Manager, Social Services, the General Manager, Long-Term Care, Manager of Procurement and Projects, and the Executive Director of Lambton Rural Child Care.

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

The development of a new child care facility in the Township of Enniskillen serving the Town of Petrolia and surrounding rural communities, addresses priority growth areas for child care in Lambton County. As part of the provincial strategy under Canada Wide Early Learning and Child Care, municipalities are responsible for implementing directed growth plans to achieve a minimum child care access rate of 37% by 2026. This project will contribute to increasing access to licensed child care spaces and support the County in meeting its targeted access rate.

	SOCIAL SERVICES DIVISION
REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**HOMELESSNESS PREVENTION AND SOCIAL PLANNING**
PREPARED BY:	**Matt Joosse, Manager**
REVIEWED BY:	**Melissa Fitzpatrick, General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Inn of the Good Shepherd Lodge Expansion Project Update**

BACKGROUND

Affordable and supportive housing and shelter remain Council's priority as endorsed by Lambton County Council on July 5, 2023, and reaffirmed on May 7, 2025. To help advance this priority, The Inn of the Good Shepherd's Lodge ("**The Lodge**") is planning an expansion of its shelter space as previously approved by County Council on July 2, 2026.

This report serves to provide Council with an update on current shelter usage and on the status of The Lodge expansion project.

DISCUSSION

A review of shelter utilization across the shelter system, including The Lodge and the Overflow Shelter at Laurel Lea Church for the period of June 2026 through August 2026, indicates an overall shelter bed utilization rate of approximately 65%. While this utilization rate is lower than that observed in previous months, likely due in part to favorable and warmer weather conditions, it continues to demonstrate a sustained need for additional shelter capacity beyond the spaces available through the County's primary shelter, The Lodge. As cooler weather approaches, shelter utilization is anticipated to increase to approximately 90%, consistent with utilization levels observed during previous winter seasons.

To advance the shelter expansion at The Lodge, a project team comprising of staff from the County of Lambton and the Inn of the Good Shepherd ("**The Inn**") was established over the summer. Since that time, a Grant Agreement and Project Management Agreement between the County of Lambton and The Inn have been drafted in accordance with Council's direction of July 2, 2026. In addition, the Inn has selected a principal architectural firm, a land survey has been scheduled, and a public information session has been planned to support community awareness and engagement.

The public information session, hosted by The Inn, will take place on Thursday, September 17, 2026, from 6:30 p.m. to 7:30 p.m. in the gymnasium at the Salvation Army, located at 970 Confederation Street in Sarnia. The session is open to the public and will provide an opportunity for community members to learn more about the proposed expansion, view renderings and project plans, ask questions, and provide feedback. Staff from both The Inn and the County of Lambton will be available to present the plans and engage with attendees regarding the project.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

Consultations have taken place with the Inn of the Good Shepherd; Manager, Homelessness Prevention and Social Planning; Manager, Housing Services; Manager of Procurement and Projects; Assistant County Solicitor/Deputy Clerk, and General Manager, Social Services.

STRATEGIC PLAN

Delivering emergency shelter 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 need for additional emergency shelter capacity in the County of Lambton has remained consistent in the community for several years. This need was further identified in the County of Lambton's 10-Year Housing and Homelessness Plan 2026–2035, which calls for the addition of 40 shelter beds within the County by 2035. The proposed expansion at The Lodge will help address this identified need by increasing shelter capacity, consolidated at a single location, while ensuring that individuals experiencing homelessness have access to safe, accessible shelter and appropriate support when they are needed.

SOCIAL SERVICES DIVISION

REPORT TO:	**CHAIR AND COMMITTEE MEMBERS**
DEPARTMENT:	**ONTARIO WORKS**
PREPARED BY:	**Stacey Mullen, Manager**
REVIEWED BY:	**Melissa Fitzpatrick, General Manager** **Stéphane Thiffeault, Chief Administrative Officer**
MEETING DATE:	**September 16, 2026**
INFORMATION ITEM:	**Ontario Works Second 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 two of 2026.

DISCUSSION

Caseload Statistics

The OW average caseload from April 1, 2026 to June 30, 2026, was 3,112 households per month, including Temporary Care Assistance cases. This compares to an average of 3,040 households during the same period in 2025, representing a 2.4% 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 decreased in the second quarter of 2026 compared to the same period in 2025, with a total of 586 applications received compared to 694 in 2025. Applications for Emergency Assistance averaged 37 per month in the second quarter of 2026, compared to an average of 67 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 second 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 the second quarter of 2026, 48 clients participated in the program, and continue to report improved mental health, greater hopefulness, and a stronger commitment to personal goals, demonstrating the ongoing effectiveness of the program.

Building on the existing Brief Counselling Program partnership, quarterly group workshops will be introduced beginning in late fall 2026. Individuals will have the flexibility to register for one or more of the four sessions based on their interests and needs. Topics will include mental health and wellness, navigating unexpected change, managing anxiety and developing self-compassion. The workshops will support participants in strengthening resilience and emotional regulation while increasing their readiness to pursue employment, training or additional counselling supports.

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 second quarter of 2026, employment outcome has a slight increase compared to the first quarter of 2026, demonstrating continued client engagement in employment-related activities and stable employment outcomes across the caseload.

Employment Outcome	Quarter 1 2026	Quarter 2 2026
% of Caseload with Earnings	8.65%	9.06%
Average Monthly Earnings per Case	$830	$834
% of Terminations Exiting to Employment	28.84%	32.38%
% of Caseload Exiting to Employment	1.18%	1.55%

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. These initiatives demonstrate a continued commitment to community engagement and support local workforce development priorities.

LWES Outcomes (April 2026 to June 2026)	
Number of Intakes Completed	135
Number of Job Starts	28
Average Weekly Work Hours	29.41
Average Hourly Wage	$22.07
Percentage Employed at Three - month Checkpoint	24.40%
Percentage Employed at Twelve-month Checkpoint	5%
Performance Based Funding Earned*	$11,269.50

FINANCIAL IMPLICATIONS

None.

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.