



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

Wednesday, June 17, 2026
Council Chambers, Wyoming

Page

1. Call to Order - Committee of the Whole

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

2. Disclosures of Pecuniary Interest

If any.

3. INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION

A) Information Reports

4 - 6

a) Information Report dated June 17, 2026 Regarding Pulse Creek Bridge Update.

7 - 12

b) Information Report dated June 17, 2026 Regarding Public Consultation on Proposed Ministers Zoning Order - Cargill Sarnia Export Grain Terminal (DS 07-01-26).

B) Reports Requiring a Motion

13 - 16

a) Report dated June 17, 2026 Regarding Fire Prevention Feasibility Review.

17 - 29

b) Report dated June 17, 2026 Regarding Sarnia Organic Waste Collection.

C) Other Business

4. PUBLIC HEALTH SERVICES DIVISION - Emergency Medical Services Department

A) Information Reports

30 - 37

a) Information Report dated June 17, 2026 Regarding Lambton EMS Master Plan Update.

B) Other Business

5. CULTURAL SERVICES DIVISION

A) Reports Requiring a Motion

- 38 - 62 a) Report dated June 17, 2026 Regarding Revised Circulation Policy.
- 63 - 67 b) Report dated June 17, 2026 Regarding Bright's Grove Library Expansion Project.
- 68 - 71 c) Report dated June 17, 2026 Regarding Museums, Gallery and Archives Collections Management April 2026.

B) Other Business

6. LONG-TERM CARE DIVISION

A) Information Reports

- 72 - 75 a) Information Report dated June 17, 2026 Regarding 2026 Quality Initiative Report for Long-Term Care.

B) Other Business

7. CORPORATE SERVICES DIVISION

A) Information Reports

- 76 - 80 a) Information Report dated June 17, 2026 Regarding Court Services - 2026 1st Quarter Activity and Statistical Report.

B) Reports Requiring a Motion

- 81 - 85 a) Report dated June 17, 2026 Regarding Policing Grant Consultation.
- 86 - 88 b) Report dated June 17, 2026 Regarding Municipal Election: Restricted Acts.

C) Other Business

8. FINANCE, FACILITIES AND ACQUISITIONS DIVISION

No agenda items.

A) Other Business

9. SOCIAL SERVICES DIVISION

A) Information Reports

- 89 - 92 a) Information Report dated June 17, 2026 Regarding Child Care Facility Development Update.

	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 Thiffault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
INFORMATION ITEM:	County Road 22 – Pulse Creek Bridge Replacement Update

BACKGROUND

The replacement of the Pulse Creek Bridge (County Structure No 22-3-066) on County Road 22 (London Line) in the City of Sarnia has been planned for several years.

The original steel beam bridge, spanning the centre section of the existing road platform, is of unknown age. Two rigid frame concrete extensions were added in 1954 and 1956 by the Department of Highways Ontario to provide an effective width for 4-lanes. The last major rehabilitation in 1984 was completed by the Ministry of Transportation and the structure was downloaded to the County of Lambton in the late-1990s.

Consideration of County Road 22, being part of the Emergency Detour Route (“EDR”) for Highway 402, construction will be completed using a two-stage construction approach. The work includes an item to replace a section of large diameter transmission watermain for the Lambton Area Water Supply System (“LAWSS”) which was identified during the planning stages. LAWSS is responsible for those costs.

With funding for the replacement in place, the project was tendered earlier this year with McLean-Taylor Construction Ltd. of St. Marys being the successful bidder.

DISCUSSION

The Pulse Creek Bridge (County Structure No 22-3-066), located on County Road 22 (London Line) in the City of Sarnia, is a 12.2 metre structure consisting of a steel girder centre section with rigid frame extensions. Due to the varied age and condition of the existing structure, it is being replaced.

The project was tendered earlier this year with McLean-Taylor Construction Ltd. of St. Marys being the successful bidder.

The bridge replacement design consists of precast pre-stressed concrete box girders with cast in place abutments and footings supported by helical piles. The proposed work also includes the replacement of a section of a LAWSS transmission watermain. McLean-Taylor Construction is tentatively set to begin June 22, 2026 with the watermain replacement along the south side of County Road 22 under Pulse Creek.

Given that County Road 22 is part of the EDR for Highway 402, construction will be completed in two stages to allow traffic to be maintained. The first stage of the bridge replacement, starting this summer, will see traffic reduced to an alternating single traffic lane. The second stage of the bridge replacement is anticipated in late fall of 2026 which will involve opening a portion of the newly constructed bridge to allow for two-way traffic with reduced lane widths.

The Contractor anticipates continuation of construction activities into the winter months until a time when weather conditions suspend activity. Construction is scheduled to be completed in summer of 2027.

FINANCIAL IMPLICATIONS

The bridge replacement costs are \$3.9 million (County) with watermain replacement costs totaling \$690,544 (LAWSS) plus net HST. The County's portion of the project is funded through Long-Term Financing and Grant funding as part of the 2026 and previously approved County of Lambton Budgets.

CONSULTATIONS

The County's Consultant, GEI Canada, and the Finance, Facilities & Acquisitions Division were consulted in preparation of this report.

STRATEGIC PLAN

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

- Continuing to implement strong financial plans, policies, and practices that bolster and safeguard municipal services and infrastructure;
- Committing to a sound Asset Management Plan to maintain and fund critical infrastructure; and
- Developing and implementing a long-term financial plan that includes reserves and reserve funds, debt and tax rate strategy, and revenue growth and diversification.

CONCLUSION

The Pulse Creek Bridge on County Road 22 in the City of Sarnia has deteriorated to the point where replacement of the structure is required. McLean-Taylor Construction Ltd. of St. Marys Ontario was the successful bidder and was awarded the contract.

The total costs for the bridge replacement project are estimated at \$3.9 million plus net HST. LAWSS will be reimbursing the County for their watermain work in the amount of \$690,544 plus net HST.

Construction of the Pulse Creek Bridge is to start in June of 2026, with completion expected in summer of 2027. Construction will be completed in phases to maintain traffic flow along County Road 22 to maintain the Emergency Detour Route for Highway 402.

	
INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Corrine Nauta, Manager
REVIEWED BY:	Jason Cole, P.Eng., General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
INFORMATION ITEM:	Public Consultation on Proposed Minister's Zoning Order Cargill Sarnia Export Grain Terminal (#DS 07-01-26)

BACKGROUND

The Ministry of Municipal Affairs and Housing (“**MMAH**”) continues to review a request for a Minister’s Zoning Order (“**MZO**”) related to Cargill’s Sarnia Export Grain Terminal. The review considers Cargill’s request for restrictive zoning provisions in the City of Sarnia and Village of Point Edward in light of the facility’s role in Ontario’s agricultural export and agri-food network, and within the context of the Province’s broader objective of increasing housing supply.

Staff brought a report to Committee of the Whole (“Committee”) on May 20, 2026, informing Council that the County has submitted its technical comments to MMAH in response to its request for comments regarding the Cargill MZO request. The submission, provided to the Committee on May 20, 2026, was technical in nature and did not express support for or opposition to the requested MZO.

MMAH has now communicated to Staff that it is now soliciting public input on the MZO.

DISCUSSION

On June 10, 2026, the attached correspondence was received from MMAH advising the County of Lambton that the request for a MZO to restrict sensitive land uses around Cargill Sarnia Export Grain Terminal in the City of Sarnia has been posted to Environmental Registry of Ontario (“**ERO**”) for public comment. The 30-day public commenting period runs from June 10 to July 10, 2026.

Public Consultation on Proposed Minister's Zoning Order (page 2)
Cargill Sarnia Export Grain Terminal (#DS 07-01-26)

June 17, 2026

An outline of the ERO posting is attached to this report. The ERO posting and supporting materials are available at the following link:

[Request for a Minister's Zoning Order to restrict sensitive land uses around Cargill Sarnia Export Grain Terminal in the City of Sarnia](#)

The public is invited to make their submissions through the ERO portal.

FINANCIAL IMPLICATIONS

None.

CONSULTATIONS

The General Manager of Infrastructure & Development Services and Senior Planning Official for the County of Lambton were consulted regarding the subject matter.

STRATEGIC PLAN

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

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

CONCLUSION

The County of Lambton previously provided its technical comments to MMAH in response to MMAH's request for comments regarding the Cargill MZO request. The submission, presented in the May 20, 2026, report to Lambton County Committee of the Whole, was technical in nature and did not express support for or opposition to the requested MZO. MMAH has informed that it is now soliciting public input on the MZO through the ERO. The County will take this opportunity to resubmit its prior technical submissions through the formal ERO process for consideration by MMAH.

As part of the next step in the process, consideration of the MZO rests solely with MMAH following completion of the public consultation period.

DS 07-01-26

Subject: FW: Cargill MZO Request - Municipal Correspondence Update

From: Boyd, Erick (MMAH) <Erick.Boyd@ontario.ca>

Sent: Wednesday, June 10, 2026 10:21 AM

To: Corrine Nauta <Corrine.Nauta@county-lambton.on.ca>; Stephane Thiffeault <Stephane.Thiffeault@county-lambton.on.ca>; Jim Burns <jburns@villageofpointedward.com>; Eric Hyatt <eric.hyatt@sarnia.ca>; Kay Grant <kay.grant@sarnia.ca>; Adam MacDonald <adam.macdonald@sarnia.ca>; Jason Cole <jason.cole@county-lambton.on.ca>; William Nywening <William.Nywening@county-lambton.on.ca>; Jarod Preston <Jarod.Preston@county-lambton.on.ca>

Cc: Kerr, Ian (MMAH) <Ian.Kerr@ontario.ca>; Martin, Andrea (She/Her) (OMAF) <Andrea.L.Martin@ontario.ca>; Doncaster, Michele (OMAF) <michele.doncaster@ontario.ca>; Clark, Lindsay (MMAH) <Lindsay.Clark@ontario.ca>; Kim, Gabriel (MMAH) <Gabriel.Kim@ontario.ca>

Subject: RE: Cargill MZO Request - Municipal Correspondence Update

CAUTION: This email originated from outside your organization. Exercise caution when opening attachments or clicking links, especially from unknown senders.

Good morning everyone,

I am writing to advise this group that the Cargill MZO Environmental Registry of Ontario notice is now published. The 30 day public commenting period runs from June 10 to July 10.

Here is a link to the posting:

[Request for a Minister's Zoning Order to restrict sensitive land uses around Cargill Sarnia Export Grain Terminal in the City of Sarnia](#)

Have a good day,
Erick

Erick Boyd, RPP, MCIP

Manager, Community Planning & Development | Western Municipal Services Office
Municipal and Housing Operations Division
Ministry of Municipal Affairs and Housing | Ontario Public Service
226-688-0058 | erick.boyd@ontario.ca



Taking pride in strengthening Ontario, its places and its people

Book time to meet with me



Environmental Registry of Ontario

Request for a Minister's Zoning Order to restrict sensitive land uses around Cargill Sarnia Export Grain Terminal in the City of Sarnia

ERO (Environmental Registry of Ontario) number	026-0562
Notice type	Regulation
Act	Planning Act, R.S.O. 1990
Posted by	Ministry of Municipal Affairs and Housing
Notice stage	Proposal
Proposal posted	June 10, 2026
Comment period	June 10, 2026 - July 10, 2026 (30 days) Open
Last updated	June 10, 2026

There is no requirement to post this notice on the Environmental Registry of Ontario, but we want to hear your thoughts. Submit a comment and tell us what you think. [Learn about the consultation process and types of notices on the registry.](#) ([/page/consultation-process](#)).

This consultation closes at 11:59 p.m. on:
July 10, 2026

Proposal summary

The Ministry of Municipal Affairs and Housing received a request to make a Minister's Zoning Order pursuant to clause 47(1)(a) of the *Planning Act* in the City of Sarnia. The Ministry is seeking input on whether this request should be considered and any additional information that may help inform the Minister's decision-making.

Why consultation isn't required

Part II of the *Environmental Bill of Rights Act, 1993* does not apply to proposals to make a Minister's Zoning Order (MZO) under subsection 47(1) of the *Planning Act*, or to amend or revoke an MZO under subsection 47(8) of the *Planning Act*.

Although not required, the ministry is providing public notice of this request for consultation.

Proposal details

A Minister's Zoning Order, made pursuant to clause 47(1)(a) of the *Planning Act*, regulates the use of land and the erection, location and use of any building or structure on the land, and prevails over the existing municipal zoning by-law to the extent there is any conflict.

The Minister is considering a request from Cargill Limited to prohibit all sensitive land uses (e.g., residential development) within 300 metres of Cargill's Sarnia Export Grain Terminal (Terminal) and apply holding provisions/conditions requiring the completion of technical studies within a 301–650 metre buffer (see location map below). This request is supported by the Minister of Agriculture, Food and Agribusiness.

The proposed MZO area includes lands within the City of Sarnia and the Village of Point Edward in the County of Lambton and the lands are designated in municipal official plans for commercial, employment, institutional, open space, and residential uses.

To help ensure decisions are made in a transparent manner and support government priorities, the Ministry is seeking feedback on whether this request should be considered and any additional information that may help inform a decision.

Supporting materials

Related files

[Planning Justification Report - 101 Exmouth Street, Sarnia \(December 2025\)](https://ero.ontario.ca/public/2026-05/Planning%20Justification%20Report%20-%20101%20Exmouth%20Street%2C%20Sarnia%20%28December%202025%29.pdf) (<https://ero.ontario.ca/public/2026-05/Planning%20Justification%20Report%20-%20101%20Exmouth%20Street%2C%20Sarnia%20%28December%202025%29.pdf>) pdf.(Portable Document Format file) 5.97 MB


[Location Map](https://ero.ontario.ca/public/2026-05/Location%20Map.png) (<https://ero.ontario.ca/public/2026-05/Location%20Map.png>) png.(Portable Graphics Format file) 600.5 KB

View materials in person

Some supporting materials may not be available online. If this is the case, you can request to view the materials in person.

Get in touch with the office listed below to find out if materials are available.

Municipal Services Office - Western Ontario
659 Exeter Road
Floor 2
London, ON
N6E 1L3
Canada

 [800-265-4736](tel:800-265-4736)

Comment

Let us know what you think of our proposal.

Have questions? Get in touch with the contact person below. Please include the ERQ (Environmental Registry of Ontario) number for this notice in your email or letter to the contact.

[Read our commenting and privacy policies. \(/page/commenting-privacy\)](#)

Submit by mail

mmahzoningorders@ontario.ca
Municipal Services Office - Central Ontario
(Priority Projects)
12th floor
777 Bay Street
Toronto, ON
M7A 2J3
Canada

**Connect with
US**

Contact
mmahzoningorders@ontario.ca

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	DEVELOPMENT SERVICES
PREPARED BY:	Corrine Nauta, Manager
REVIEWED BY:	Jason Cole, P.Eng., General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
SUBJECT:	Fire Prevention Services Feasibility Review

BACKGROUND

The Development Services Department (the “**Department**”) received the attached correspondence from the Lambton County Fire Chiefs Association dated February 20, 2026, requesting a review of the feasibility of establishing Fire Prevention Inspection Services (“**FPIS**”).

Several member municipalities, including Warwick, Petrolia, Dawn-Euphemia, Oil Springs, and Brooke-Alvinston, have supported the request. Others have also expressed interest, subject to a suitable business model, service structure, and cost framework.

DISCUSSION

The Ontario Building Code (the “**OBC**”) and Ontario Fire Code (the “**OFC**”) are companion regulations that govern building safety throughout a building’s lifecycle. The OBC sets minimum standards for design and construction during planning, permitting, and construction. Once construction is complete and building permits are closed, the OFC governs the ongoing operation, inspection, testing, maintenance, and fire safety requirements of occupied buildings. Building and Fire Prevention Officials therefore operate within closely related regulatory environments.

Under the *Fire Protection and Prevention Act, 1997* and the OFC, municipalities are responsible for fire prevention, inspections, enforcement, and public fire safety education. Meeting these responsibilities has become increasingly complex due to evolving regulatory requirements, specialized training needs, and fluctuating service demands.

A shared service model may provide a practical and cost-effective approach to enhancing service capacity, consistency, and continuity across participating municipalities. A County-led FPIS model could support municipalities in meeting their legislative obligations through a coordinated and scalable service delivery framework.

A County-led FPIS model could build on the Department's existing centralized service delivery framework by providing:

- Access to specialized expertise and qualified fire prevention personnel;
- Consistent application of regulatory standards and enforcement practices;
- Coordinated service delivery across interested municipalities; and
- Operational efficiencies through shared resources and economies of scale.

This concept warrants further review to determine whether existing County resources and expertise could support municipal fire prevention responsibilities through a shared service model. While staff are not aware of a comparable Ontario model, the concept presents potential service delivery efficiencies and operational synergies that merit further evaluation.

Before any implementation is considered, a feasibility review and business case analysis is required to assess service delivery options, governance, staffing, financial implications, cost-recovery mechanisms, liability considerations, and service levels to determine whether FPIS is viable.

FINANCIAL IMPLICATIONS

Council's support for the feasibility review has no direct financial implications. Any related workload will be managed within existing resources.

If the County proceeds with a business case analysis and identifies a practical service model, the financial implications for interested municipalities will be presented for future consideration and structured on a full cost-recovery basis.

CONSULTATIONS

The Chief Administrative Officer and General Manager, Infrastructure & Development Services for the County of Lambton, and the Director of Fire & Emergency Services for the Township of Warwick, were consulted in preparing 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.

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 request from the Lambton County Fire Chiefs Association provides a basis to evaluate a coordinated approach to delivering Fire Prevention Inspection Services.

A feasibility review and business case analysis would determine whether a County-led FPIS model is practical, sustainable, and capable of enhancing fire prevention service delivery for participating municipalities. Any future service model would be subject to Council consideration and structured on a 100% cost-recovery basis, with costs allocated to participating municipalities.

Council support is requested to allow the Department to complete the review and report back with its findings.

RECOMMENDATIONS

- 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.**



LAMBTON COUNTY FIRE CHIEFS ASSOCIATION

February 20, 2026

Lambton County Building Services
Corrine Nauta
Chief Building Official

Further to our prior conversations, the municipalities of the Township of Warwick, The Town of Petrolia, The Township of Dawn Euphemia, The Village of Oil Springs and Brooke Alvinston would like to investigate the possibility of the County of Lambton creating a "Fire Inspection Services" division to conduct fire prevention inspections on commercial properties within respective municipalities.

At this time, this would allow the County of Lambton to investigate the possibility of creating and operating this division to determine business case analysis.

We can supply any information you may require assisting with your analysis of this business case.

We look forward to your response.

Thank You

Brad Goodhill

Brad Goodhill
Director of Fire & Emergency Services
Township of Warwick

Cc

Rick Cousins	Fire Chief	Petrolia North Enniskillen Fire Dept.
Don Ewing	Fire Chief	Township of Dawn Euphemia
John Berdan	Fire Chief	Village of Oil Springs
Steve Knight	Fire Chief	Brooke AlvinstonRequest Letter

 <p style="text-align: center;">INFRASTRUCTURE & DEVELOPMENT SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	PUBLIC WORKS
PREPARED BY:	Jason Cole, P. Eng., General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
SUBJECT:	City of Sarnia Organic Waste Collection Program

BACKGROUND

The County of Lambton (“**the County**”) manages the disposal of municipal solid household waste for all local partner municipalities. Waste collection services are arranged by each local municipality. These roles and responsibilities are set out in the *Municipal Act, 2001*.

Municipally collected solid waste generated in the County is shipped to either the County owned Dawn Landfill site or one of the two Waste Management of Canada Corporation (“**WMCC**”) private facilities located in the County: Twin Creeks Landfill, in Warwick and Petrolia Material Recovery Facility (“**MRF**”). Waste disposal at the Twin Creeks Landfill and Petrolia MRF is governed by the Waste Management Agreement between The Corporation of the County of Lambton and Waste Management of Canada Corporation dated July 25, 1995. This Agreement was amended in 2008 with the expansion of the Twin Creeks Landfill and remains in effect until the year 2035.

Residential recycling services were recently transferred to a Producer Responsibility Organization model and are generally no longer managed by municipalities. The County of Lambton also facilitates Household Hazardous Waste disposal for all County residents, in partnership with Clean Harbors. Yard waste is managed independently by local municipalities, either through curbside pick-up service or depot locations; specifically in Lambton County by the City of Sarnia, St. Clair Township, Municipality of Lambton Shores, Town of Plympton-Wyoming, Town of Petrolia, and Village of Point Edward.

In 2027, the City of Sarnia will begin to include organic waste ‘green bin’ collection as part of its curbside waste collection services. The City of Sarnia green bin collection program is scheduled to begin in late spring of 2027.

DISCUSSION

On April 30, 2018, the Province of Ontario issued its *Food and Organic Waste Policy Statement*. As part of that policy, a target was set to reduce and resource recover 70% of food and organic waste generated by single-family dwellings in municipalities in Southern Ontario beyond certain population and density thresholds. To facilitate this target, it also directed that those municipalities meeting the threshold criteria shall provide curbside collection of food and organic waste to single-family dwellings in urban settlement areas. Currently, the City of Sarnia is the only municipality within the County of Lambton meeting the provincial criteria. To comply with the Provincial direction, the City of Sarnia included provision for organics collection and disposal as part of its recent contract tender to provide waste collection services from 2027 to 2033, and beyond. A report dated January 19, 2026 to Sarnia City Council to award the curbside waste collection contract award (including organic waste collection and processing) is attached.

By implementing an organic waste curbside collection and processing program, the City of Sarnia will be diverting waste currently directed to landfill, managed through the County of Lambton waste disposal contract. The City of Sarnia has estimated that cost savings of \$50,000 to \$150,000 may be realized by the reduction of tipping fees paid by the County for waste disposal, depending on program participation. The City of Sarnia has asked that the County of Lambton cover the equivalent landfilling costs for material diverted through their green bin program through a directed payment between the two municipalities. Redirecting the landfill tipping fee savings from the County budget to the City of Sarnia will assist the City in mitigating a small portion of the significant cost increase to their budget to run the organic waste program.

Based on typical diversion rates for other municipalities in Ontario, and considering education and participation 'ramp-up' for the introduced program, the City of Sarnia's projection range for organics diversion and associated costs are reasonable. Reconciling the actual diverted tonnages of organic waste will be challenging and unlikely to be cost effective for the volume of waste and savings. Costing based on estimated diversion rates is recommended, with ongoing review based on available information.

FINANCIAL IMPLICATIONS

It is anticipated that this proposal will not increase the County budget as savings from reduced tipping fees for waste from the City of Sarnia would be redirected to the City to offset their costs for organic waste processing.

CONSULTATIONS

The City of Sarnia was consulted as part of the preparation of this report.

STRATEGIC PLAN

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

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

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

- Adopting and promoting environmentally sustainable practices in the face of climate change; and
- Undertaking environmental initiatives that protect and enhance woodlots and the County's natural heritage features, and target waste reduction, energy conservation, lower fuel consumption, and the use of sustainable technologies and processes.

CONCLUSION

The City of Sarnia will begin an organics collection green bin program in the spring of 2027 to comply with the provincial *Food and Organic Waste Policy Statement*. Implementation of this program will divert organic waste from the landfill, reducing those associated disposal fees for the County of Lambton. The City of Sarnia has requested that the County of Lambton consider redirecting those disposal cost savings to assist in their provincially mandated program costs.

RECOMMENDATIONS

- a) Subject to paragraph (b) below, the County of Lambton will contribute \$100,000 per year toward the City of Sarnia Source Separate Organic Waste Processing Services program beginning in 2027 and prorated by month (at the monthly rate of \$8,333.33) for partial year implementation.**
- b) That the contribution contemplated in paragraph (a) above be subject to annual reviews and be subject to available diversion rate data and continued program participation, and be subject to the County saving no less than the amount of its contribution in waste disposal fees directly on account of the City's diversion of organic waste from landfill.**



THE CORPORATION OF THE CITY OF SARNIA
People Serving People

**ENGINEERING AND OPERATIONS
OPEN SESSION REPORT**

TO: Mayor and members of Council
FROM: David Jackson, General Manager of Engineering and Operations
DATE: January 19, 2026
SUBJECT: Solid Waste Management – Contract Award

Recommendation

It is recommended:

1. That Sarnia City Council accept the alternative proposal submitted by Marcotte Disposal Inc. for Contract 25-110 – Curbside Waste Collection Services, in the amount of \$18,257,619.59 including the non-rebatable portion of HST; and
2. That Sarnia City Council accept the proposal submitted by Marcotte Disposal Inc. for Contract 25-114 Waste Transfer Station, in the amount of \$1,427,489.28 including the non-rebatable portion of HST; and
3. That Sarnia City Council accept the proposal by Convertus Canada LTD for Contract 25-104 Source Separated Organic Waste Processing Services – Scenario C: Food, Household Organic, Yard and Pet waste, Diapers and Sanitary Products, in the amount of \$5,159,324.86 including the non-rebatable portion of HST; and
4. That Sarnia City Council authorize the Mayor and Clerk to sign the necessary agreements.

Executive Summary

The curbside waste collection contract expires in 2027 and provincial requirements for the City to implement a green bin program require changes to our solid waste management program.

This report recommends award of three contracts:

1. Curbside waste collection – bi-weekly collection of garbage and bulk items; weekly collection of green bin organics, yard waste, and public receptacles

2. Transfer site - for bulking waste for more efficient transportation to organics processing facility and landfill
3. Organic processing – to create a compost material from the new green bin program

The contracts are for a seven-year term with option to extend for an additional three years. Annual increases will be based on CPI.

With the implementation of the new green bin service there is a significant increase to overall program cost. The total estimated increase is ~\$1,136,000 which would require ~1.25% increase to the tax rate. While this increase is lower than many other municipalities have experienced with this same service change and new contracts, staff are exploring options to mitigate the impact. The plan is to implement the new program in spring 2027 which will spread the increase over two years.

Background

The current Curbside Waste Collection contract expires in June 2027, all options to extend have been exhausted. Waste management related procurement needs to be completed well in advance of the contract start date to allow contractors to procure equipment.

As noted in the [Waste Master Plan](#), the provincial government has implemented major changes to how solid waste is managed in the province. The provincial Food and Organic Waste Policy Statement, issued on April 30, 2018, requires municipalities the size of Sarnia to implement an organic waste program. These provincially required changes result in significant impacts to the other solid waste services and the overall cost. Staff prepared multiple requests for proposal that included different service options to be able to choose the optimal service levels and mitigate the overall cost increase related to the introduction of a new service.

The contracts will span a 7-year initial term with the possibility of three-year additional term, at the City's sole discretion. The anticipated start date is spring 2027.

Comments

CURBSIDE WASTE COLLECTION
[25-110 - Curbside Waste Collection Services](#)

Curbside collection is provided for single unit residential as well as some Industrial/Commercial/Institutional (ICI) and some multi-family properties along the routes. There are approximately 25,100 total stops for curbside collection.

With the changes to the program, pricing for several alternative options were requested so that there was flexibility to select the preferred service level.

Pricing alternatives were requested for:

- Automated (cart) or manual collection
- Weekly automated (cart) green bin collection
- Weekly or bi-weekly garbage collection
- Bulk item collection options including monthly, quarterly, or on-demand
- Seasonal peak yard waste collection

The negotiated request for proposals (NRFP) closed on November 20, 2025, with four bids received. The bid packages were reviewed and evaluated by the project evaluation committee. The initial financial evaluations were based on bi-weekly garbage, weekly green bin, seasonal peak yard waste collection, and quarterly bulk item collection.

Table 1 - Automated Curbside Collection Submissions

Proponent	Technical Score	Total Annual Price (Including net HST)	Financial Score	Total
Marcotte	500.00	\$3,522,347.18	350.00	850.00
Emterra	516.67	\$3,841,529.04	320.92	824.32
Miller Waste	515.00	\$5,767,716.98	213.75	720.23
Waste Management	456.67	\$5,462,332.33	225.70	682.37

Table 2 - Manual Curbside Collection Submissions

Proponent	Technical Score	Total Annual Price (Including net HST)	Financial Score	Total
Marcotte	500.00	\$3,729,479.66	350.00	850.00
Emterra	516.67	\$4,569,136.04	285.68	802.35
Miller Waste	515.00	\$6,016,656.95	213.75	731.95

Marcotte received the highest score for both the automated and manual bid options and advanced to the negotiation stage of the procurement process. The two different pricing options presented were for automated or manual

garbage collection, but the pricing for green bin organic collection was automated for both. Marcotte provided an alternative proposal with their submission for manual collection for garbage and semi-automated for green bin at a significantly lower price. Through the negotiation process we were able to further reduce the price for this modified proposal to an annual total cost of \$2,608,231.37. This proposal includes:

- Every other week manual garbage collection, including bulk item
- Weekly semi-automated green bin, yard waste, and small brush collection

The alternative proposal is significantly cheaper than the initial proposal cost for either the automated or manual collection option. The alternative proposal also provides improved service for yard waste collection by accepting it every week of the year.

With a green bin program that intends to accept a broad range of materials including diapers and pet waste, the amount of garbage disposed is significantly reduced. Implementing bi-weekly garbage collection as part of the new green bin program will both encourage residents to utilize the green bin and provide a savings of ~\$335k/year compared to keeping weekly garbage collection. It is common practice for municipalities to reduce garbage collection to bi-weekly in conjunction with a green bin program.

Staff had prepared the procurement based on the broader industry trend towards automated collection but with optional pricing for some manual collection. Municipalities commonly switch to fully automated collection due to cost and labour challenges. One bidder proposed solely for the fully automated option and the other two bidders provided more competitive pricing for the automated option. Marcotte also provided more competitive pricing for the fully automated option compared to the partially automated option, however the cart purchase price also needs to be factored into the comparison for evaluation.

Marcotte's alternative proposal for semi-automated collection provides significant cost savings, offers better quality service, and provides more local employment opportunities. Marcotte has provided exceptional service throughout its existing garbage and yard waste contract with the City.

The organics processing contractor for the green bin material provides a price incentive for inclusion of yard waste as it enhances the quality of their end product. The alternative proposal that collects both green bin and yard waste material together reduces the overall curbside collection program cost and will result in a lower processing cost per tonne. If all curbside yard waste is sent to

the organic processing facility instead of the City's compost site then we can review the compost site operation to for potential cost savings to help reduce the cost of the overall waste management program.

The alternative proposal is \$914,000 cheaper annually than the formal low bid submission resulting in a total savings of \$6,398,000 over the life of the seven-year contract.

Staff recommend implementing the alternative proposal that provides for bi-weekly manual collection of garbage and bulk items, along with weekly semi-automated collection of green bins, yard waste, and public receptacles.

WASTE TRANSFER STATION

The City requires a local transfer station where curbside collection trucks can drop off waste, which will then be consolidated into larger trucks for transportation to the final destination. Additionally, the City also requires the contractor to allow public drop off of solid waste materials at the transfer station location.

[25-114 Waste Transfer Station](#)

The tender closed on October 31, with two bids received. The bid packages were reviewed with Engineering, Purchasing and Legal Staff.

Table 3 - Waste Transfer Station Submissions

Proponent	Technical Score	Annual Price (Including Net HST)	Financial Score	Total
Marcotte Disposal (Transco)	505.00	\$203,927.04	350.00	855.00
Sarnia Paving Stone Ltd. (Waste Depot)	535.00	\$321,545.32	221.97	756.97

Marcotte Disposal has been the City's garbage and leaf and yard waste collection contractor for many years. They currently provide transfer station services for the City.

Staff anticipated limited bidders for this proposal as only a few businesses within the City have the required approvals to operate a transfer site.

ORGANIC PROCESSING

The City requires a facility that can process the green bin organic waste into a beneficial reuse material. Additionally, transportation of the material from the local transfer site to the processing facility is also required.

[25-104 Source Separate Organic Waste Processing Services](#)

The negotiated request for proposals (NRFP) closed on June 23, 2025, with four bids received. The bid packages were reviewed and evaluated by the project evaluation committee.

Pricing was requested for different scenarios of material type. The results are summarized as follows:

Table 4 - Organic Processing Submissions

Proponent	Technical Score	Scenario A Financial Score	Scenario B Financial Score	Scenario C Financial Score
Convertus Canada Ltd.	558.33	350.00	350.00	350.00
Generate Resource Recovery	518.33	162.60	166.40	0.00
Invest Corp.	511.67	283.33	0.00	0.00
SBE Limited Partnership	468.33	291.21	304.91	0.00

Financial scores resulting in a score of "0.00" indicate that the Proponent opted to not submit for that waste scenario.

Convertus was the top ranked submission for all material scenarios. Detailed financial results from Convertus for each waste scenario:

Table 5 - Organic Processing Submission Details

Waste Scenario	Estimated Annual Tonnage	Price per Tonne (including transportation)	Annual cost including non-rebateable HST	Total cost including non-rebateable HST
A: Food and Household Organic Waste Only	1678	\$108.12	\$181,425.36	\$1,269,977.52

B: Food, Household Organic and Pet Waste	2695	\$113.21	\$305,095.56	\$2,135,668.92
C: Food, Household Organic, Yard and Pet Waste, Diapers and sanitary Products	9,499	Tiered pricing depending on volume Low - \$96.93 Medium - \$86.75 High - \$77.59	\$737,046.41	\$5,159,324.86

Total cost is based on a seven-year contract term.

Pricing option 'A' is only for typical food and household organic waste. Pricing option 'B' adds pet waste on top of standard food waste. Pricing option 'C' adds yard waste, diapers and sanitary products.

Pricing option 'C' is cheaper per tonne as including yard waste is beneficial for the decomposition process and final compost material produced. This option of allowing yard waste to be mixed with other organic waste allows us to consider savings in the curbside collection service by having one truck collect both organic and yard waste and not needing a separate curbside yard waste collection during peak periods.

The annual price for option 'C' of \$737,046.41 is based on the most competitive rate of \$77.59/tonne. The estimated tonnage is assuming a medium participation rate and the City sending all compost material to the organics processing facility. Sending our yard waste for processing at the facility increases the total cost of processing but achieves the lowest processing cost/tonne.

The difference in cost between option 'B' with no yard waste and option 'C' with yard waste is ~\$430k. Comingling the organic waste and yard waste results in an estimated overall savings of \$200k/year, when factoring in savings from a separate yard waste collection of ~\$630k/year, while providing better service with weekly yard waste collection year-round.

The estimated tonnage volume used for bidding purposes is high and will vary based on public participation rates. In the initial years of the new service the tonnage is very likely to be lower and would result in a corresponding lower

processing cost. With reduced material going to the compost site staff will review the compost site operation for cost saving opportunities.

Many municipalities struggle to achieve high levels of participation in the green bin programs. This processing facility can accept a large variety of waste which allows for the opportunity to simplify participation to increase participation rates. Allowing pet waste and diapers in the green bin also mitigates challenges with switching garbage collection to every other week. Additionally, participation in a green bin program is more likely to grow when convenient options are provided.

The Convertus facility in London utilizes an in-vessel composting process to create compost material. The facility has been in operation since 2007 and provides services to several municipalities including the City of London and City of St. Thomas.

The organics processing contract is a price per tonne and the final cost will vary each year depending on the weight of material processed.

Staff recommend proceeding with option 'C' with the organics program accepting a broad range of materials, including; household organic waste, diapers, pet waste, yard waste, and brush.

Consultation

The following personnel were consulted in the award recommendation:

- Senior Procurement Specialist
- Procurement Supervisor
- Compliance Superintendent, Environmental Services
- Manager, Environmental Services
- General Manager of Engineering and Operations

Broad public consultation was completed as part of the [Waste Master Plan](#) in 2024.

Financial Implications

There are three contracts for the solid waste management program included for award in this report.

Table 6 - Solid Waste Management Program Financial Summary

Contract	Annual Price (Including Net HST)	Term (Years)	Total Price (Including Net HST)
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Curbside Collection	\$2,608,231.37	7	\$18,257,619.59
Transfer Site	\$203,927.04	7	\$1,427,489.28
Organics Processing	\$737,046.41	7	\$5,159,324.86
Total	\$3,504,093.90	7	\$24,844,433.73

The green bin cart procurement will proceed next. The estimated cost for the carts is ~\$1.5M. These will either need to be paid for as a one-time up-front cost with a small annual ongoing cost or could be financed over 10 years at ~\$200k/year.

The estimate for the total solid waste management contracted services is ~\$3.7M/year. The 2026 curbside waste collection program budget for garbage, yard waste, and brush is a total of \$2,563,977.

The new program results in an overall estimated increase of \$1,136,000 to the solid waste management programs. This will require an approximate 1.25% increase to property taxes. The green bin program adds a new service, and all municipalities are experiencing significant cost increases with their solid waste management programs. Green bin programs take some time for participation rates to grow, which may result in lower organics processing costs during the initial years of the program.

While the cost increase is significant, some municipalities have seen their waste program costs almost double with this similar service change and updated contracts. The third-party organics implementation plan suggested that the green bin collection program alone could cost \$2.5M.

The new program is proposed to start in late spring 2027, so the overall tax increase will be spread over the 2027 and 2028 budgets.

The contracts will increase each year based on a CPI based formula.

Lambton County is responsible for landfill disposal of the City's garbage. Sarnia stands as the only lower tier municipality obligated to implement a green bin program. Staff plan to engage in discussion with the County to establish an equitable way to deal with this new service requirement. With Sarnia sending material to the organic waste processor instead of the landfill, the County will see a reduction in their landfilling costs. If status quo is maintained, then the City is penalized by having to pay additional costs for processing that organic waste while the County sees the financial savings of reduced landfilling. Staff estimate the County savings could be in the range of \$50k - \$150k depending on

participation rates. For example, one option is that the County covers the equivalent landfilling costs for the material we divert to the green bin.

Reviewed by:

David Jackson
General Manager of Engineering and
Operations

Approved by:

Chris Carter
Chief Administrative Officer

This report was prepared by Lindsay Jackson, Executive Assistant, Engineering and Operations.

Attachments: None



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:	June 17, 2026
INFORMATION ITEM:	Lambton EMS Master Plan Progress Update

BACKGROUND

On November 15, 2023, County Council was presented with the Lambton EMS Master Plan which outlined the service’s objectives for the 5-year period from 2024 to 2028. The objectives of the Master Plan were to:

- Examine past performance;
- Predict future demand; and
- Identify opportunities for improvement.

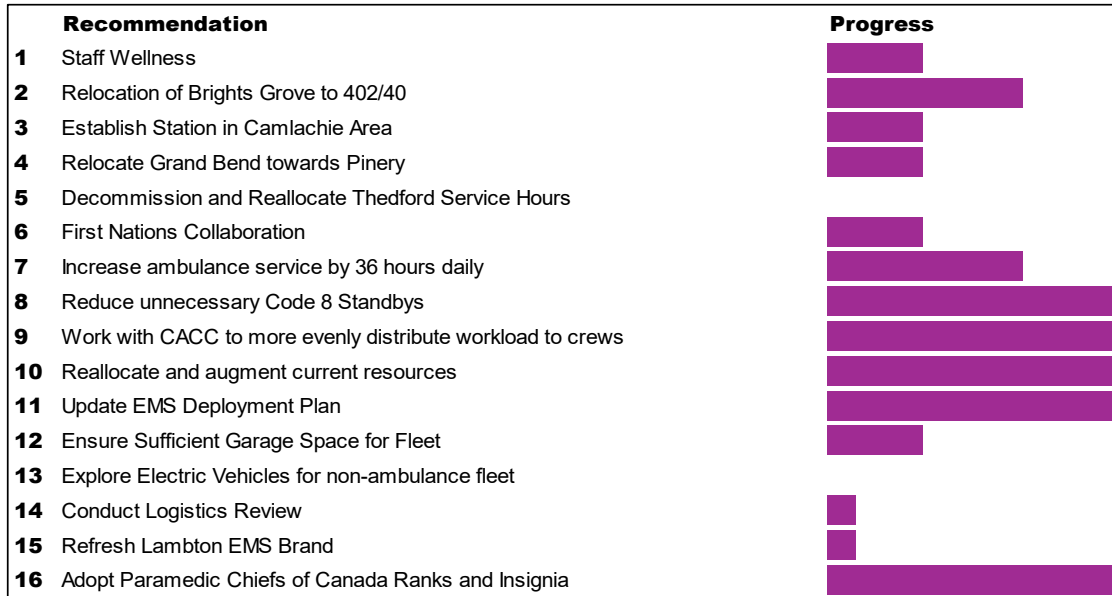
Within the opportunities for improvement, the Master Plan laid out strategies to improve response times, system performance, and efficiency while addressing staff wellness through workload management, well-being supports, and refreshed identity.

Since the endorsement of the Lambton EMS Master Plan, substantial progress has been made towards the completion of the Master Plan’s 16 recommendations. The purpose of this report is to provide County Council with an update on that progress.

DISCUSSION

This report will expand on the progress of the Master Plan’s 16 recommendations, describing them as ‘Not Started’, ‘Initiated’, ‘In Progress’, ‘Substantial Progress’, or ‘Complete’. The summary table below provides a visual indicator of progress in the Master Plan’s 16 recommendations to date (Figure 1).

Figure 1 – Summary of Progress on Master Plan Recommendations



RECOMMENDATION # 1 – MAINTAIN PRIORITY ON STAFF WELLBEING. IDENTIFY OPPORTUNITIES TO SUPPORT STAFF. MONITOR AND REPORT TO COUNCIL AND STAFF.

Status: In Progress

The Master Plan’s first recommendation was intentionally put first in order to demonstrate to staff the department and the County’s recognition of the personal impacts of the work of paramedics and the commitment to continuously work to support them. This recommendation is directly aligned with the County’s Strategic Plan objective #4, “*Progressive Organizational Culture.*”

Since the adoption of the Master Plan, the service has continued to place staff at the centre of its decision-making. The addition of two (2) new ambulance shifts, along with updates to the deployment plan, have made significant improvements to staff workload.

The service was successful this year in acquiring a \$25,000 grant from the Ministry of Health to advance mental health supports for Public Safety Personnel. This grant has enabled training for staff in mental health resilience, training for leadership in developing best practices in mental health supports for front-line personnel, information sessions for the family members of EMS staff, and suicide intervention training for Peer Support team members.

Over the past two (2) years, the service has introduced new opportunities for front-line leadership development through a new Acting Superintendent program and the recruitment of Field Training Officers from within the ranks. These positions will help succession planning within the department, positioning front-line staff for advancement opportunities as they arise.

To further the department's progress on staff well-being, the service aims to improve uptake and access to mental health supports, focus on attendance management to decrease down-staffing and provide more opportunities for staff to take their desired vacation time, explore new shift rotation patterns, and enhance staff recognition efforts.

RECOMMENDATION # 2– RELOCATE BRIGHT'S GROVE STATION TO A NEW HEADQUARTERS TO BE BUILT IN THE AREA OF HIGHWAYS 40 AND 402.

Status: In Progress

In June 2025, Lambton EMS opened a temporary station at Upper Canada Drive in Sarnia to house the two (2) additional peak-hour shifts introduced in 2024 and 2025. The Upper Canada station also has sufficient space to house the Emergency Support Unit as well as the Community Paramedic and Community Health Integrated Care vehicles. This facility will operate until the opening of the new EMS Headquarters, anticipated to be completed in 2028.

Most recently, the new headquarters project has advanced through the recent issuance of a Request for Proposals for architecture, design and costing. The deadline for completion of the design is December 31, 2026, after which a tender will be issued for the build. Groundbreaking for the headquarters is anticipated in the spring of 2027.

With the addition of the peak-hour shifts in the Upper Canada/Headquarters area at Highways 40 and 402, this paves the way to begin planning for the relocation of Bright's Grove station equipment and staff directly to the proposed Camlachie station (see Recommendation #3).

RECOMMENDATION # 3 - ESTABLISH NEW STATION IN CAMLACHIE

Status: Initiated

Discussions have been held with the administration of the Town of Plympton-Wyoming to explore opportunities for collaboration for a station build in Camlachie. These discussions are ongoing.

Staff will continue to work with the Town of Plympton-Wyoming to advance this project and will report back to County Council with options at the appropriate time.

RECOMMENDATION # 4 - RELOCATE GRAND BEND STATION CLOSER TO PINERY PROVINCIAL PARK

Status: Initiated

Similar to the Camlachie station, discussions have been held with the administration of the Municipality of Lambton Shores to explore opportunities for collaboration to construct a possible combined fire & EMS station. A location closer to the Pinery is recommended in order to provide sufficient and timely EMS coverage to the Thedford and Port Franks areas.

Staff will continue to work with Lambton Shores to advance this project and will report back on construction and lease options once better known.

RECOMMENDATION # 5 - RELOCATE THEDFORD DAYTIME COVERAGE TO FOREST, RELOCATE NIGHTTIME COVERAGE WHERE MOST REQUIRED**Status: Not Started**

Relocation of Thedford coverage is dependent on the relocation of the Grand Bend station and cannot progress until that time.

RECOMMENDATION # 6 - EXPLORE OPPORTUNITIES TO COLLABORATE AND SUPPORT ESTABLISHMENT OF FIRST NATIONS AMBULANCE SERVICES AT KETTLE AND STONY POINT AND WALPOLE ISLAND**Status: In Progress**

Lambton EMS has been working with the leadership at Walpole Island First Nation as well as the Ministry of Health Field Office to advance the establishment of an Indigenous-led ambulance service for the community. Discussions have progressed well and, in the interim, Lambton EMS will establish an updated Tiered Response Agreement with the Walpole Island Fire Department to support response to life-threatening emergencies on the Island.

Further, the Community Paramedicine (“CP”) program and the Community Health Integrated Care (“CHIC”) team have been collaborating with Indigenous health services at Walpole Island First Nation, Aamjiwnaang First Nation and Kettle and Stony Point First Nation to support health initiatives in all three (3) communities.

The service was also successful in acquiring a Health Canada Emergency Treatment Fund grant to enhance the Indigenous health services provided through EMS programs. This application was made successful through the support of the Sarnia-Lambton Ontario Health Team and the Indigenous Communities Advisory Council.

Lambton EMS will continue to seek opportunities to collaborate and advance work on this recommendation.

RECOMMENDATION # 7 - INCREASE AMBULANCE SERVICE BY 36 HOURS (3 ADDITIONAL 12-HOUR AMBULANCES FOR PEAK HOURS)**Status: Substantial Progress**

Through Council-approved enhancements, 12 hours of new daily ambulance service to address peak-hour demand were added in Sarnia in 2024 and an additional 12 hours in 2025. These enhancements have been very effective in increasing service capacity while decreasing the need to draw ambulances in from surrounding communities and reducing staff workload. As call volumes had not increased to the degree anticipated between 2023 and 2024, staff did not bring forward a recommendation for the third enhancement in 2026. As reported to Council in April 2026, call volumes did increase in 2025 and had returned to predicted levels. A recommendation for the third enhancement will be considered for inclusion in the County's 2027 budget by examining service demand and need.

RECOMMENDATION # 8 - REDUCE UNNECESSARY CODE 8 ASSIGNMENTS WHILE MORE EQUITABLY DISTRIBUTING CODE 8 ASSIGNMENTS BETWEEN STATIONS.**Status: Completed****RECOMMENDATION # 9 - WORK WITH WALLACEBURG CENTRAL AMBULANCE COMMUNICATIONS CENTRE (CACC) TO MONITOR CREW WORKLOAD AND ASSIGN LOWER PRIORITY CALLS AND STANDBYS TO THOSE CREWS WITH GREATER AVAILABILITY.****Status: Completed****RECOMMENDATION # 10 - REALLOCATE AND AUGMENT CURRENT RESOURCES ACROSS THE COUNTY TO OBTAIN A MORE BALANCED UTILIZATION PROFILE AND REDUCED WORKLOAD VARIANCE BETWEEN STATIONS****Status: Completed****RECOMMENDATION # 11 - UPDATE AND MONITOR THE EMS DEPLOYMENT PLAN TO OPTIMIZE RESOURCE UTILIZATION AND RESPONSE TIMES****Status: Completed**

The completion of these objectives has had a significant impact on service capacity. Through the work of the Master Plan, opportunities were identified to reduce unnecessary fleet relocations (Code 8 standbys). Lambton EMS worked with front-line staff and the Central Ambulance Communications Centre ("**CACC**") to update the Lambton EMS Deployment Plan, as reported to County Council in September 2024. Since implementation of the Deployment Plan, the service has reduced Code 8 standbys by 50%, decreasing staff workload, fuel costs and vehicle wear and tear, while maintaining response times within the Response Time Performance Plan targets.

Work is currently underway to further reduce Code 8 standbys through the use of Artificial Intelligence as a pilot project with the Wallaceburg CACC and a third-party vendor.

The Deployment Plan is meant to be an organic document that is updated as needed to enhance response throughout the county. The introduction of the Medical Priority Dispatch System at Wallaceburg CACC in November this year is anticipated to further refine prioritization to ensure patients with the highest need get the fastest response.

RECOMMENDATION # 12 - ENSURE SUFFICIENT GARAGE SPACE TO MAINTAIN CLIMATE CONTROL FOR RESPONSE VEHICLES

Status: In Progress

The addition of the temporary station at Upper Canada has helped to ensure all in-service vehicles can be kept in a climate-controlled environment to protect temperature-sensitive medications and equipment. Completion of the new headquarters, in addition to the proposed Camlachie and Grand Bend stations, will help ensure this deliverable is met.

RECOMMENDATION # 13 - INVESTIGATE FEASIBILITY OF CONVERTING NON-AMBULANCE VEHICLES TO ELECTRIC VEHICLES

Status: Not Started

At this time, the service has not procured electric vehicles (“EVs”) due to difficulties sourcing appropriate EVs for use in the EMS environment. The service's goal is to replace the next supervisor vehicle scheduled for replacement with an EV. Provincial funding for the CP program is not currently sufficient for replacement of the CP fleet vehicles but, should this be resolved, EVs would also be examined for the CP program.

EV charging stations have been included in the scope of design for the new EMS headquarters.

RECOMMENDATION # 14 - CONDUCT REVIEW OF LOGISTICS OPERATIONS TO ENSURE BEST PRACTICES ARE IDENTIFIED AND ADOPTED

Status: Initiated

Provisioning and maintaining ambulances and their stations requires significant logistical coordination. The procurement and distribution of supplies, monitoring of inventory levels, and ensuring compliance with mandated preventive maintenance schedules for fleet vehicles and equipment are time-consuming activities that rely heavily on Operations Superintendents and Program Support personnel.

Staff have recently implemented a new inventory management system as the first step in a broader review of logistics operations. Over the coming months, a more comprehensive

assessment will be conducted, with any resulting recommendations brought forward for consideration through the 2027 budget process.

RECOMMENDATION # 15 - REFRESH LAMBTON EMS BRAND (NAME, UNIFORM CRESTS AND VEHICLE MARKINGS)**Status: Initiated**

As a component of the establishment of the CHIC team, a distinct brand identity was developed in 2024 with the intent to create an easily recognizable and trusted presence in the community. This has been successful and well regarded among clients and allied service providers.

Building on that work, County Council was updated on the intent to launch a service-wide brand refresh for EMS as reported to Committee on [June 18, 2025](#). Since that time, a survey for staff input has been drafted but not yet distributed due to competing priorities within the department. It is hoped that work can be progressed on this recommendation within the current year.

RECOMMENDATION # 16 - ADOPT PARAMEDIC CHIEFS OF CANADA RANKING NOMENCLATURE**Status: Completed**

In February 2026, in collaboration with the Human Resources Department, Lambton EMS implemented the Paramedic Chiefs of Canada ranking nomenclature to align with EMS agencies across Ontario and Canada. This move was undertaken in concert with an internal reorganization of the EMS leadership structure to position the service to deliver on its strategic priorities and future opportunities.

FINANCIAL IMPLICATIONS

The costs associated with progressing through the recommendations of the Master Plan, to date have been approved by Council through the County's budget process. Any and all future costs associated with completing the Master Plan's recommendations will be brought forward to County Council for their consideration through the appropriate budget process.

CONSULTATIONS

Collaboration with Lambton EMS staff, Human Resources, Wallaceburg CACC, Ministry of Health Emergency Health Services Division Southwest Field Office, Sarnia-Lambton Ontario Health Team, Municipality of Lambton Shores, the Town of Plympton-Wyoming, and Walpole Island First Nation has been integral to the advancement of the Lambton EMS Master Plan deliverables.

STRATEGIC PLAN

The Lambton EMS Master Plan supports the County of Lambton's Strategic Plan areas of effort, specifically:


- Area of Effort #2 - *Service and Communications*
- Area of Effort #3 - *Community Development, Health, and Wellness*
- Area of Effort #4 - *Progressive Organizational Culture*
- Area of Effort #5 - *Partnerships*
- Area of Effort #6 - *Corporate Sustainability*

CONCLUSION

At the halfway mark of the Lambton EMS Master Plan, most deliverables are on track for completion within the plan's timeframes and notable improvements have been made to the service's operations, as a result.

The current focus is to advance the EMS Base capital construction project located at the Western Sarnia-Lambton Research Park, as approved by Council in the 2025 Budget. Future relocation of stations in Plympton-Wyoming and Lambton Shores will need to be advanced in order to progress the remainder of the service-improvement initiatives contained within the recommendations. Realistically, these are not expected to be completed before the end of 2028.

Successful completion of the Master Plan objectives take time, have budgetary implications and require working closely with partner municipalities. Staff remain committed to collaboration and consultation with our partners, seeking council approval for all budget-related items, and communicating progress as we go.

	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:	June 17, 2026
SUBJECT:	Revised Circulation Policy

BACKGROUND

Lambton County Council serves as the Lambton County Public Library Board as a result of Bill Pr113 which received Royal Assent on June 23, 1994. Lambton County Library operates as an operating department (Libraries Department) within the organizational structure of the Cultural Services Division. The Library operates in accordance with a number of policies that have been adopted by Lambton County Council and / or senior staff members of the Library. Lambton County Council last approved a revision to the Department’s Circulation Policy in 2023.

DISCUSSION

The Libraries Department’s Circulation Policy defines the Library’s membership and how the Library will loan materials.

With the introduction of the Library of Things collection (e.g. sports kits, projectors, ukeleles, etc.), it became necessary to update the Circulation Policy to include more fulsome references to the Library of Things collection, including the requirement for the completion of a waiver for adults borrowing these items, the exclusion of this collection from Library by Mail or Mobile Library Service, and a full schedule of borrowing limits and renewal periods. The revised policy, illustrating which updates have been made, is attached to this report for Committee’s consideration, at Appendix “A”. Clean copies of the revised policy can be found at Appendix “B.”

FINANCIAL IMPLICATIONS

None.

Revised Circulation Policy (page 2)

June 17, 2026

CONSULTATIONS

The Library Operations Supervisor, the Technical Services Supervisor and the Assistant County Solicitor/Deputy Clerk were consulted throughout the process to revise the Circulation Policy and the revision and / or creation of the Schedules.

STRATEGIC PLAN

The guidance provided by policies allows the Department to provide efficient and responsive services to Lambton's residents.


CONCLUSION

The adoption of this revised policy will ensure the Libraries Department is operating with guidance that reflects the current nature of the Library's collection.

RECOMMENDATION

That Lambton County Council approve the Circulation Policy and its associated Schedules attached at Appendix "B" to this report.

Appendix "A"

	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNTY LIBRARY POLICY MANUAL			
	Subject:	Circulation Policy	Section R02	Index #02
	Effective Date:	May 6, 2026	Approved By: Lambton County Council	
	Revision Date:	March 19, 2026		
	Drafted on:	November 20, 2019		

PURPOSE

The purpose of this policy is to define the library policies and procedures for membership to the Lambton County Library (the "Library") and borrowing library materials from the Library's Collection.

POLICY

Lambton CountyThe Library strives to make its Collection accessible to the community in a free and equitable manner while reasonably protecting its resourcesCollection. It does so through the application of consistent rules and regulations in accordance with the *Public Libraries Act* (R.S.O. 1990, c. P.44, section 23), departmental and corporate policies.

RESPONSIBILITY

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

DEFINITIONS

"**Accessible borrower cards**" provide access to Lambton County Library resources for patronsthe Collection for Cardholders who self-identify as homebound, have a condition restricting their ability to physically access the Library, lack transportation, or ~~who~~ have a cognitive disability.

"**Branch Use**" is a category that provides Lambton County Library employees with access to Lambton County Library resourcesthe Collection for the Library's internal use,

Appendix "A"

such as for program delivery.

"Adults" are individuals aged eighteen (18) years and older.

"Cardholder" means an individual with an active, unexpired Library membership card, regardless of the type of membership.

"Child" or "Children" are individuals aged zero (0) to twelve (12).

"Circulation" means borrowing of library materials from the Collection.

"Collection" means the Library's resources and materials available to be borrowed by Cardholders in accordance with this policy.

"County" means The Corporation of the County of Lambton.

"Institutional borrower cards" provide staff of local organizations with access to Lambton County Library's resources and collections the Collections.

"Library of Things" is a collection of non-traditional library materials, resources and items comprising part of the Collection, as outlined in the attached Schedule B.

"Loan Period" is the total number of days that one can keep a specific item before renewing or returning it to the Library.

"Non-Residents" are individuals who do not live, work, attend school or own property in the County of Lambton, or who do not live on a First Nations reserve in Ontario.

"Parent" is any person who is either the natural, adoptive, foster parent, or legal guardian of the Child.

"Reciprocal Borrowing" is an agreement between two or more library systems which allows library patrons members of one system to freely use the services of another. The patrons members of both library systems benefit by being able to use the most convenient location, regardless of municipal boundaries.

"Teens" are individuals aged thirteen (13) to seventeen (17).

"Transitional Membership" is used for individuals who are unable to provide identification showing proof of address.

Appendix "A"

REGULATIONS

1. Membership

- 1.1. Library membership is free for anyone who lives, works, attends school or owns property in Lambton County or lives on a First Nations reserve in Ontario.
- 1.2. Membership will be granted for a period of two years, at which point membership may be renewed. Cardholders will be contacted by email to provide notification of the pending expiry.
- 1.3. Identification must be provided ~~in order~~ to obtain Library membership. For adults, one piece of photo identification is sufficient if it includes current and accurate address information; otherwise at least two pieces of identification are required and at least one must include current address information. For Children, one piece of identification is sufficient, along with one piece of identification from the ~~named parent / guardian~~Parent.
 - 1.3.1. Acceptable documents (physical or electronic) for verifying a borrower's identity and / or address include any of the following:
 - Any benefit statement issued by the Government of Canada and / or the Province of Ontario;
 - Bank account statement;
 - Citizenship Card / Certificate;
 - Employer-issued Photo I.D. Card or pay stub;
 - Health Card with photo;
 - Insurance Policy (property, auto, life);
 - Motor Vehicle Permit;
 - Nexus Card;
 - Old Age Security (OAS) card;
 - Ontario College of Teachers' Registration Card;
 - Ontario Photo Card;
 - Ontario Registered Early Childhood Educator Registration Card;
 - Passport;
 - Property Tax Assessment/bill or Mortgage/Rental/Lease Agreement;
 - School Report Card or valid Student Card;
 - Secure Certificate of Indian Status;
 - Utility Bill (telephone, hydro, gas, water, internet or television service);
 - Valid Driver's License or Temporary Driver's License;
 - Written verification from a social service agency confirming a person's identity and / or temporary address.
 - 1.3.2. Transitional membership will be granted to an individual who is unable to provide identification showing proof of address. For individuals with transitional memberships, borrowing is limited to two items, with some exceptions to the ~~Collection~~ type ~~of material~~ borrowed. ~~Transitional memberships expire every three months.~~
- 1.4. Membership may be suspended for violating ~~Lambton County~~the Library's Rules of Conduct or other policies.

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- 1.5. Should a membership expire, the record will be deleted after a period of three years. Only memberships free from outstanding fees or items will be deleted.
- 1.6. ~~Lambton County~~The Library has reciprocal borrowing agreements with neighbouring library systems, including the Municipality of Chatham-Kent and Middlesex and Huron Counties. Library ~~cardholders~~members from Chatham-Kent, Middlesex and Huron may register with ~~Lambton County~~the Library to obtain free Library membership upon presentation of their library card from the neighbouring library system and valid photo ID.
- 1.7. Memberships for ~~Lambton County~~the Library may be purchased for those who do not meet the free eligibility criteria. Purchased memberships (Non-Resident Memberships) are available on a bi-annual basis at a cost set forth in the ~~Corporation of the County of Lambton~~County's *Services and Fees Schedule* for an eligibility period of two-years.

2. Library Cards

- 2.1. Library cards issued by the ~~County of Lambton~~Library remain the property of the Library and are non-transferable.
- 2.2. By becoming a ~~member of the Lambton County Library~~Cardholder, and using a library card, the borrower agrees to present their library card (physical or virtual) each time ~~materials~~items from the Collection are borrowed (or present appropriate identification); return all items borrowed; pay replacement and processing fees for lost or damaged ~~materials~~items from the Collection; report promptly a lost or stolen card to avoid charges; notify the Library of any change of address and / or telephone number and abide by the ~~Corporation of the County of Lambton~~Library's Rules of Conduct and all policies set forth by ~~Lambton County~~the Library.
- 2.3. Cardholders must report lost or stolen library cards. Lost, stolen, or damaged cards must be replaced by the ~~member~~Cardholder at a cost set forth in the ~~Corporation of the County of Lambton~~County's *Services and Fees Schedule*.
- 2.4. Cardholders are responsible for any item(s) checked out on their library cards.
- 2.5. Parents are responsible for ~~materials~~Collection items borrowed by their Children or Children in their care. Parents are also responsible for any fees associated with ~~materials~~Collection items borrowed by their Children or Children in their care.
- 2.6. ~~Materials~~Collection items selected by Children are the responsibility of their Parents.

3. Privacy of Records

- 3.1. ~~Lambton County~~The Library respects the privacy of individuals and operates in accordance with the *Public Library Act* (R.S.O. 1990, c. P.44) and the ~~Corporation of the County of Lambton's~~County's *Freedom of Information and Protection of Privacy Policy* (A19.02).

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4. Membership Types

- 4.1. Membership types are categorized as follows: Adult, Teen, Child, Transitional, Accessible, Institutional, Branch Use and Non-Resident.
- 4.2. Those seeking Accessible membership status and Institutional membership status are required to apply to ~~Lambton County~~the Library. The limits, loan periods, and fees for these memberships are outlined in the attached Schedule A.
- 4.3. Institutional memberships must be applied for using the *Lambton County Library Institutional Borrower Form* (R02.02.004).
- 4.4. Accessible memberships must be applied for using the *Lambton County Library Accessible Borrower Form* (R02.02.003).
- 4.5. Adult, Teen, Child, Transitional and Non-Resident memberships are applied for using the *Lambton County Library Borrower Registration Form* (R02.02.002).
- 4.6. Branch Use membership cards are only created by the Technical Services Supervisor.

5. Borrowing ~~Materials~~

- 5.1. A loan period enables fair access to the ~~library's resources~~Collection by all ~~patrons~~Cardholders.
- 5.2. Loan periods and borrowing limits are determined by membership type and are outlined in the attached Schedule A. The loan periods for items in the Library of Things vary depending on the particular item to be borrowed, and the Library may alter the loan periods for such items in response to Cardholder demand and available supply.
- 5.3. A valid ~~Lambton County~~library card for the Library ~~card~~card (physical or virtual) is required to borrow ~~material from the~~ Collection and is to be presented each time items are borrowed from the Library (or present appropriate identification). Only Cardholders with a valid library card, with a balance owing of less than the maximum threshold and not subject to a Notice of Trespass in good standing will be permitted to borrow from the Collection.
- 5.4. Although the majority of items are available for loan, some items may be restricted to use within the library only. Restrictions may be temporary to meet a temporary need or may be permanent.
- 5.5. Cardholders may renew ~~library materials~~their borrowing of an item from the Collection up to a maximum of three loan periods; however, ~~materials~~Collection items with holds cannot be renewed.
- 5.6. ~~Lambton County~~The Library participates in an Interlibrary Loan (ILLO) system administered by the Ontario Library Service (OLS). The loan period for inter-library loan materials is 21 days unless a shorter period of time is specified by the lending library. To borrow materials from ILLO, ~~members~~you must ~~have~~be a valid ~~Lambton County Library membership~~Cardholder.
- 5.6.1. ~~Lambton County~~The Library offers ILLO services as set out in the Interlibrary Loan Policy (R02.04).
- 5.6.2. ~~Lambton County~~The Library will not charge ~~patrons~~Cardholders for

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interlibrary loan, unless charged by the lending library.

- 5.6.3. A service fee will be imposed by the Library for ILLO materials that are not picked up, as outlined in the County of Lambton County's Services and Fee Schedule.
- 5.6.4. The number of ILLO requests per Cardholder is limited to five ten (105) per month.
- 5.7. *A Library of Things Release of Liability, Waiver of Claims, Assumption of Risks and Indemnity Agreement* must be completed by adultsCardholders aged 18 years and older whobefore being permitted to borrow items from the Library of Things collection.
- 5.8. The *Library of Things Release of Liability, Waiver of Claims, Assumption of Risks and Indemnity Agreement* for a Cardholder will remain on file with the Library and apply to a Cardholder's subsequent loans from the Library of Things. In the event the Library of Things is updated, a new Library of Things Release of Liability, Waiver of Claims, Assumption of Risks and Indemnity Agreement may be required for the Cardholder to borrow items from the Library of Things, at the sole discretion of the Manager, Library Services.
- 5.9. Items from the Library of Things collection may only be borrowed by individualsCardholders aged 18 years and older.
- 5.10. Items in the Library of Things collection must be checked out and returned from a Library location during that location's hours of operation. Items from the Library of Things may not be returned to any Library book drop location. Items from the Library of Things are not available to patronsCardholders participating in the Library by Mail service or the Mobile Library Service.

6. Holds

- 6.1. PatronsCardholders may place holds by telephone, in person or online for materialsitems in the Collection which are currently held by Lambton Countythe Library, or on order for the Collection.
- 6.2. ItemsCollection items placed on a hold will be held for seven calendar days.
- 6.3. A maximum of 40 holds (on physical materials) per library-cardCardholder are permitted at any one time.

7. Fees

- 7.1. Lambton CountyThe Library issues and collects fees on lost and damaged materialitems from the Collection.
- 7.2. Fines and fees may apply to materials borrowed through the ILLO system. Fines and replacement fees for ILLO materials are set by the lending library. Some lending libraries charge borrowing fees to access the material. Lambton County Library patronsCardholders will be advised of any borrowing fees and agree to pay applicable fees.
- 7.3. Lambton CountyThe Library will use reminder notices and issue invoices in an effort to prompt payment for overdue or lost materialsCollection items.

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- 7.4. ~~A Cardholder's~~ borrowing privileges may be suspended if fees reach the maximum threshold.
- 7.5. Parents are held responsible for fees incurred by their Children or Children in their care.
- 7.6. Fees owing on Institutional Borrower cards ~~fees~~ are the responsibility of the individual borrower.
- 7.7. In certain special and unusual circumstances, fees may be forgiven as outlined in the *Overdue Accounts and Write-Off Policy* (F23.01).
- 7.8. ~~Library~~ Cardholders are responsible for damaged, lost or stolen ~~materials~~ Collection items, and will be responsible for any replacement costs as outlined in the ~~Corporation of the County of Lambton County's~~ Services and Fees Schedule.
- 7.9. ~~Materials~~ Collection items that are 30 days overdue are considered lost, and ~~patrons~~ Cardholders will be invoiced a replacement fee.
- 7.10. In the event a ~~library~~ Cardholder finds a lost book after paying the replacement fee, the Cardholder will be refunded, provided the lost item is returned within 90 days of ~~the~~ original invoice date.
- 7.11. Refunds are not applicable to interlibrary loan materials.
- 7.12. The Library will not waive replacement fees ~~from~~ for items that have been returned to the Library after six months from the original invoice date.
- 7.13. ~~It may not be desirable to replace a specific item with an identical one. As a result, Lambton County~~ The Library will not accept ~~patron~~ Cardholder-supplied replacement copies of damaged, lost or stolen ~~materials~~ Collection items.
- 7.14. All fees are listed annually in the ~~Corporation of the County of Lambton County's~~ Services and Fees Schedule.

ASSOCIATED DOCUMENTS

The Corporation of the County of Lambton Freedom of Information and Protection of Privacy Policy (A19.02)
 The Corporation of the County of Lambton Services and Fees Schedule
 Lambton County Library Accessible Borrower Form
 Lambton County Library Borrower Registration Form
 Lambton County Library Circulation Policy - Schedule A (R02.02.001)
Lambton County Library Circulation Policy - Schedule B (R02.02.002)
 Lambton County Library Interlibrary Loan Policy (R02.04)
 Lambton County Library Institutional Borrower Form
 Lambton County Library Write-Off Policy (F23.01)
 Library of Things Release of Liability, Waiver of Claims, Assumption of Risks ~~and~~ indemnity Agreement


POLICY HISTORY

REVISION	DATE	PREPARED BY
Circulation Policy R02.02	Page 7 of 10	Rev. July <u>March</u> 2026 Libraries Dept.

Appendix "A"

Revised	May 26, 2026	Manager, Library Services
Revised	August 22, 2023	Manager, Library Services
Revised	December 30, 2021	Manager, Library Services
Revised	November 20, 2019	Manager, Library Services
Revised	February 3, 2016	Branch Services Manager
Revised	December 1, 2008	General Manager, Community Services
Revised	April 1, 2008	General Manager, Community Services
Revised	July 4, 1997	Chief Librarian
Created	April 12, 1995	Chief Librarian

Appendix “A”

	The Corporation of the County of Lambton Cultural Services Division Lambton County Library				
	Subject:	Circulation Policy - Schedule A	Section R02	Index #02	Document #001
	Effective Date:	February 1, 2021	Approved By: Lambton County Council		
	Revision Date:	May 26, 2026			
	Drafted on:	November 19, 2019			

BORROWER CATEGORIES


CATEGORY	BORROWING LIMITS (# of items per card)	LOAN PERIOD FOR MATERIALS	FEES & FINES (AV & READING MATERIALS)
Adults (18 +)	50	Print: 3 weeks AV: 14 days Library of Things: 5 – 21 days, subject to item.	Subject to fees as per Services and Fee Schedule
Teen (13-17)	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Child (0-12)	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Transitional	2	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Accessible	50	Print: 8 weeks AV: 28 days	Subject to fees as per Services and Fee Schedule
Institutional	50	Print: 3 weeks AV: 14 days Library of Things: 5 – 21 days, subject to item.	Subject to fees as per Services and Fee Schedule
Branch Use	10	Print: 3 weeks AV: 14 days	Not subject to replacement costs
Cultural Services Staff	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Non-Resident	25	Print: 3 weeks AV: 14 days Library of Things: 5 – 21 days, subject to item.	Subject to fees as per Services and Fee Schedule

Appendix "A"

REVISION HISTORY

REVISION	DATE	PREPARED BY
Revised	December 30, 2021	Manager, Library Services
Revised	November 20, 2019	Manager, Library Services
Revised	February 3, 2016	Branch Services Manager
Revised	December 1, 2008	General Manager, Community Services
Revised	April 1, 2008	General Manager, Community Services
Revised	July 4, 1997	Chief Librarian
Created	April 12, 1995	Chief Librarian

Appendix “B”

	THE CORPORATION OF THE COUNTY OF LAMBTON LAMBTON COUNTY LIBRARY POLICY MANUAL			
	Subject:	Circulation Policy	Section R02	Index #02
	Effective Date:	May 6, 2026	Approved By: Lambton County Council	
	Revision Date:	March 19, 2026		
	Drafted on:	November 20, 2019		

PURPOSE

The purpose of this policy is to define the library policies and procedures for membership to the Lambton County Library (the “**Library**”) and borrowing from the Library’s Collection.

POLICY

The Library strives to make its Collection accessible to the community in a free and equitable manner while reasonably protecting its Collection. It does so through the application of consistent rules and regulations in accordance with the *Public Libraries Act* (R.S.O. 1990, c. P.44, section 23), departmental and corporate policies.

RESPONSIBILITY

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

DEFINITIONS

"Accessible borrower cards" provide access to the Collection for Cardholders who self-identify as homebound, have a condition restricting their ability to physically access the Library, lack transportation, or have a cognitive disability.

"Branch Use" is a category that provides Library employees with access to the Collection for the Library’s internal use, such as for program delivery.

"Adults" are individuals aged eighteen (18) years and older.

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"Cardholder" means an individual with an active, unexpired Library membership card, regardless of the type of membership.

"Child" or "Children" are individuals aged zero (0) to twelve (12).

"Circulation" means borrowing from the Collection.

"Collection" means the Library's resources and materials available to be borrowed by Cardholders in accordance with this policy.

"County" means The Corporation of the County of Lambton.

"Institutional borrower cards" provide staff of local organizations with access to the Collections.

"Library of Things" is a collection of non-traditional library materials, resources and items comprising part of the Collection, as outlined in the attached Schedule B.

"Loan Period" is the total number of days that one can keep a specific item before renewing or returning it to the Library.

"Non-Residents" are individuals who do not live, work, attend school or own property in the County of Lambton, or who do not live on a First Nations reserve in Ontario.

"Parent" is any person who is either the natural, adoptive, foster parent, or legal guardian of a Child.

"Reciprocal Borrowing" is an agreement between two or more library systems which allows library members of one system to freely use the services of another. The members of both library systems benefit by being able to use the most convenient location, regardless of municipal boundaries.

"Teens" are individuals aged thirteen (13) to seventeen (17).

"Transitional Membership" is used for individuals who are unable to provide identification showing proof of address.

REGULATIONS

1. Membership

- 1.1. Library membership is free for anyone who lives, works, attends school or owns property in Lambton County or lives on a First Nations reserve in Ontario.

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- 1.2. Membership will be granted for a period of two years, at which point membership may be renewed. Cardholders will be contacted by email to provide notification of the pending expiry.
- 1.3. Identification must be provided to obtain Library membership. For adults, one piece of photo identification is sufficient if it includes current and accurate address information; otherwise at least two pieces of identification are required and at least one must include current address information. For Children, one piece of identification is sufficient, along with one piece of identification from the Parent.
 - 1.3.1. Acceptable documents (physical or electronic) for verifying a borrower's identity and / or address include any of the following:
 - Any benefit statement issued by the Government of Canada and / or the Province of Ontario;
 - Bank account statement;
 - Citizenship Card / Certificate;
 - Employer-issued Photo I.D. Card or pay stub;
 - Health Card with photo;
 - Insurance Policy (property, auto, life);
 - Motor Vehicle Permit;
 - Nexus Card;
 - Old Age Security (OAS) card;
 - Ontario College of Teachers' Registration Card;
 - Ontario Photo Card;
 - Ontario Registered Early Childhood Educator Registration Card;
 - Passport;
 - Property Tax Assessment/bill or Mortgage/Rental/Lease Agreement;
 - School Report Card or valid Student Card;
 - Secure Certificate of Indian Status;
 - Utility Bill (telephone, hydro, gas, water, internet or television service);
 - Valid Driver's License or Temporary Driver's License;
 - Written verification from a social service agency confirming a person's identity and / or temporary address.
 - 1.3.2. Transitional membership will be granted to an individual who is unable to provide identification showing proof of address. For individuals with transitional memberships, borrowing is limited to two items, with some exceptions to the Collection type borrowed.
- 1.4. Membership may be suspended for violating the Library's Rules of Conduct or other policies.
- 1.5. Should a membership expire, the record will be deleted after a period of three years. Only memberships free from outstanding fees or items will be deleted.
- 1.6. The Library has reciprocal borrowing agreements with neighbouring library systems, including the Municipality of Chatham-Kent and Middlesex and Huron Counties. Library members from Chatham-Kent, Middlesex and Huron may register with the Library to obtain free Library membership upon presentation of their library card from the neighbouring library system and valid photo ID.

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1.7. Memberships for the Library may be purchased for those who do not meet the free eligibility criteria. Purchased memberships (Non-Resident Memberships) are available at a cost set forth in the County's *Services and Fees Schedule* for an eligibility period of two-years.

2. Library Cards

- 2.1. Library cards issued by the Library remain the property of the Library and are non-transferable.
- 2.2. By becoming a Cardholder, and using a library card, the borrower agrees to present their library card (physical or virtual) each time items from the Collection are borrowed (or present appropriate identification); return all items borrowed; pay replacement and processing fees for lost or damaged items from the Collection; report promptly a lost or stolen card to avoid charges; notify the Library of any change of address and / or telephone number and abide by the Library's Rules of Conduct and all policies set forth by the Library.
- 2.3. Cardholders must report lost or stolen library cards. Lost, stolen, or damaged cards must be replaced by the Cardholder at a cost set forth in the County's *Services and Fees Schedule*.
- 2.4. Cardholders are responsible for any item(s) checked out on their library cards.
- 2.5. Parents are responsible for Collection items borrowed by their Children or Children in their care. Parents are also responsible for any fees associated with Collection items borrowed by their Children or Children in their care.
- 2.6. Collection items selected by Children are the responsibility of their Parents.

3. Privacy of Records

3.1. The Library respects the privacy of individuals and operates in accordance with the *Public Library Act* (R.S.O. 1990, c. P.44) and the County's *Freedom of Information and Protection of Privacy Policy* (A19.02).

4. Membership Types

- 4.1. Membership types are categorized as follows: Adult, Teen, Child, Transitional, Accessible, Institutional, Branch Use and Non-Resident.
- 4.2. Those seeking Accessible membership status and Institutional membership status are required to apply to the Library. The limits, loan periods, and fees for these memberships are outlined in the attached Schedule A.
- 4.3. Institutional memberships must be applied for using the *Lambton County Library Institutional Borrower Form* (R02.02.004).
- 4.4. Accessible memberships must be applied for using the *Lambton County Library Accessible Borrower Form* (R02.02.003).
- 4.5. Adult, Teen, Child, Transitional and Non-Resident memberships are applied for using the *Lambton County Library Borrower Registration Form* (R02.02.002).
- 4.6. Branch Use membership cards are only created by the Technical Services Supervisor.

Appendix "B"**5. Borrowing**

- 5.1. A loan period enables fair access to the Collection by all Cardholders.
- 5.2. Loan periods and borrowing limits are determined by membership type and are outlined in the attached Schedule A. The loan periods for items in the Library of Things vary depending on the particular item to be borrowed, and the Library may alter the loan periods for such items in response to Cardholder demand and available supply.
- 5.3. A valid library card for the Library (physical or virtual) is required to borrow from the Collection and is to be presented each time items are borrowed from the Library (or present appropriate identification). Only Cardholders with a valid library card, with a balance owing of less than the maximum threshold and not subject to a Notice of Trespass will be permitted to borrow from the Collection.
- 5.4. Although the majority of items are available for loan, some items may be restricted to use within the library only. Restrictions may be temporary to meet a temporary need or may be permanent.
- 5.5. Cardholders may renew their borrowing of an item from the Collection up to a maximum of three loan periods; however, Collection items with holds cannot be renewed.
- 5.6. The Library participates in an Interlibrary Loan (ILLO) system administered by the Ontario Library Service (OLS). The loan period for inter-library loan materials is 21 days unless a shorter period of time is specified by the lending library. To borrow materials from ILLO, you must be a valid Cardholder.
 - 5.6.1. The Library offers ILLO services as set out in the Interlibrary Loan Policy (R02.04).
 - 5.6.2. The Library will not charge Cardholders for interlibrary loan, unless charged by the lending library.
 - 5.6.3. A service fee will be imposed by the Library for ILLO materials that are not picked up, as outlined in the County's *Services and Fee Schedule*.
 - 5.6.4. The number of ILLO requests per Cardholder is limited to ten (10) per month.
- 5.7. A *Library of Things Release of Liability, Waiver of Claims, Assumption of Risks and Indemnity Agreement* must be completed by Cardholders aged 18 years and older before being permitted to borrow items from the Library of Things.
- 5.8. The *Library of Things Release of Liability, Waiver of Claims, Assumption of Risks and Indemnity Agreement* for a Cardholder will remain on file with the Library and apply to a Cardholder's subsequent loans from the Library of Things. In the event the Library of Things is updated, a new *Library of Things Release of Liability, Waiver of Claims, Assumption of Risks and Indemnity Agreement* may be required for the Cardholder to borrow items from the Library of Things, at the sole discretion of the Manager, Library Services.
- 5.9. Items from the Library of Things may only be borrowed by Cardholders aged 18 years and older.
- 5.10. Items in the Library of Things must be checked out and returned from a Library location during that location's hours of operation. Items from the

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Library of Things may not be returned to any Library book drop location. Items from the Library of Things are not available to Cardholders participating in the Library by Mail service or the Mobile Library Service.

6. Holds

- 6.1. Cardholders may place holds by telephone, in person or online for items in the Collection which are currently held by the Library, or on order for the Collection.
- 6.2. Collection items placed on a hold will be held for seven calendar days.
- 6.3. A maximum of 40 holds (on physical materials) per Cardholder are permitted at any one time.

7. Fees

- 7.1. The Library issues and collects fees on lost and damaged items from the Collection.
- 7.2. Fines and fees may apply to materials borrowed through the ILLO system. Fines and replacement fees for ILLO materials are set by the lending library. Some lending libraries charge borrowing fees to access the material. Cardholders will be advised of any borrowing fees and agree to pay applicable fees.
- 7.3. The Library will use reminder notices and issue invoices in an effort to prompt payment for overdue or lost Collection items.
- 7.4. A Cardholder's borrowing privileges may be suspended if fees reach the maximum threshold.
- 7.5. Parents are held responsible for fees incurred by their Children or Children in their care.
- 7.6. Fees owing on Institutional Borrower cards are the responsibility of the individual borrower.
- 7.7. In certain special and unusual circumstances, fees may be forgiven as outlined in the *Overdue Accounts and Write-Off Policy* (F23.01).
- 7.8. Cardholders are responsible for damaged, lost or stolen Collection items, and will be responsible for any replacement costs as outlined in the County's *Services and Fees Schedule*.
- 7.9. Collection items that are 30 days overdue are considered lost, and Cardholders will be invoiced a replacement fee.
- 7.10. In the event a Cardholder finds a lost book after paying the replacement fee, the Cardholder will be refunded, provided the lost item is returned within 90 days of the original invoice date.
- 7.11. Refunds are not applicable to interlibrary loan materials.
- 7.12. The Library will not waive replacement fees for items that have been returned to the Library after six months from the original invoice date.
- 7.13. The Library will not accept Cardholder-supplied replacement copies of damaged, lost or stolen Collection items.
- 7.14. All fees are listed annually in the County's *Services and Fees Schedule*.

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ASSOCIATED DOCUMENTS

The Corporation of the County of Lambton Freedom of Information and Protection of Privacy Policy (A19.02)
 The Corporation of the County of Lambton Services and Fees Schedule
 Lambton County Library Accessible Borrower Form
 Lambton County Library Borrower Registration Form
 Lambton County Library Circulation Policy - Schedule A (R02.02.001)
 Lambton County Library Circulation Policy - Schedule B (R02.02.002)
 Lambton County Library Interlibrary Loan Policy (R02.04)
 Lambton County Library Institutional Borrower Form
 Lambton County Library Write-Off Policy (F23.01)
 Library of Things Release of Liability, Waiver of Claims, Assumption of Risks Agreement

POLICY HISTORY

REVISION	DATE	PREPARED BY
Revised	May 26, 2026	Manager, Library Services
Revised	August 22, 2023	Manager, Library Services
Revised	December 30, 2021	Manager, Library Services
Revised	November 20, 2019	Manager, Library Services
Revised	February 3, 2016	Branch Services Manager
Revised	December 1, 2008	General Manager, Community Services
Revised	April 1, 2008	General Manager, Community Services
Revised	July 4, 1997	Chief Librarian
Created	April 12, 1995	Chief Librarian

Appendix “B”

	The Corporation of the County of Lambton Cultural Services Division Lambton County Library				
	Subject:	Circulation Policy - Schedule A	Section R02	Index #02	Document #001
	Effective Date:	February 1, 2021	Approved By: Lambton County Council		
	Revision Date:	May 26, 2026			
	Drafted on:	November 19, 2019			

BORROWER CATEGORIES

CATEGORY	BORROWING LIMITS (# of items per card)	LOAN PERIOD FOR MATERIALS	FEES & FINES (AV & READING MATERIALS)
Adults (18 +)	50	Print: 3 weeks AV: 14 days Library of Things: 5 – 21 days, subject to item.	Subject to fees as per Services and Fee Schedule
Teen (13-17)	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Child (0-12)	50	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Transitional	2	Print: 3 weeks AV: 14 days	Subject to fees as per Services and Fee Schedule
Accessible	50	Print: 8 weeks AV: 28 days	Subject to fees as per Services and Fee Schedule
Institutional	50	Print: 3 weeks AV: 14 days Library of Things: 5 – 21 days, subject to item.	Subject to fees as per Services and Fee Schedule
Branch Use	10	Print: 3 weeks AV: 14 days	Not subject to replacement costs
Non-Resident	25	Print: 3 weeks AV: 14 days Library of Things: 5 – 21 days, subject to item.	Subject to fees as per Services and Fee Schedule


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REVISION HISTORY

REVISION	DATE	PREPARED BY
Revised	December 30, 2021	Manager, Library Services
Revised	November 20, 2019	Manager, Library Services
Revised	February 3, 2016	Branch Services Manager
Revised	December 1, 2008	General Manager, Community Services
Revised	April 1, 2008	General Manager, Community Services
Revised	July 4, 1997	Chief Librarian
Created	April 12, 1995	Chief Librarian

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Appendix “B”

	The Corporation of the County of Lambton Cultural Services Division Lambton County Library				
	Subject:	Circulation Policy - Schedule B	Section R02	Index #02	Document #002
	Effective Date:	May 22, 2026	Approved By: Lambton County Council		
	Revision Date:	May 22, 2026			
	Drafted on:	May 22, 2026			

LIBRARY OF THINGS WAIVER REQUIRED ITEMS

Item Name	Loan Length	# Loans/Card	Renewal Allowed	# of Renewals	Replacement Cost	Borrower Limits
Binoculars	7 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Culture Pass	7 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Daisy Reader	21 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use

Appendix "B"

eReader	21 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Fishing Rod	7 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Garden Seeds	N/A	10	N/A	N/A	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Huron Transit Pass	5 days	1	No	0	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Memory Care Kit	21 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Nintendo Switch 2 Gaming Console	14 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+)

Appendix “B”


						Institutional Non-Resident Branch Use
Ontario Park Pass	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Projector	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Radon Kit	21 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Snowshoes	7 days	4	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Sports Kit - Baseball	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Sports Kit - Basketball	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Sports Kit - Pickleball	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Sports Kit - Soccer	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Sports Kit - Tennis	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Telescope	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail

Appendix “B”

Tool Kit	7 days	1	Yes	3	See Services & Fee Schedule	18+ No Transitional No Mail
Ukulele	21 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Walking Poles	7 days	4	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Wi-Fi Hotspot	14 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use
Yoto Player Kit or card pack	21 days	1	Yes	3	See Services & Fee Schedule	Only Available to the following memberships: Adult (18+) Institutional Non-Resident Branch Use

REVISION HISTORY

REVISION	DATE	PREPARED BY
Created	May 22, 2026	Manager, Library Services

 <p style="text-align: center;">CULTURAL SERVICES DIVISION</p>	
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:	June 17, 2026
SUBJECT:	Bright's Grove Library Expansion Project

BACKGROUND

In 2017 the City of Sarnia and the County of Lambton partnered to engage the services of a consultant to undertake a study of the three libraries located in the City of Sarnia. Lighthouse Consulting Inc. and LGA Architectural Partners undertook a public consultation process and studied the existing use of the three libraries, including Bright's Grove Library. The study revealed there were barriers with accessibility, safety, programming and access to technology at the three libraries and at Bright's Grove Library, the study called for an expansion to accommodate the use and create more links to Gallery in the Grove, along with a requirement to make the second story of the building accessible. The study was presented to City of Sarnia Council in September 2017 and the recommendations contained in the report were supported. The study was also presented to and endorsed by Lambton County Council on October 18, 2017, resulting in the following motion:

#15: Arnold/Cook:

- a) That Council direct staff to continue discussions with the City of Sarnia to determine the municipality's next steps relating to the physical buildings, and develop an implementation plan for any proposed physical changes to the branches based on the scope of work determined.*
- b) That Council direct staff to incorporate the consultant's recommendations related to library administrative and process improvements and service delivery changes into the department's ongoing planning initiatives, implementing those that do not result in additional financial costs, and creating implementation plans for larger projects that require budget approvals in future years.*

Carried.

On January 20, 2021, Committee A.M. received a status update, advising that in 2019 the City of Sarnia accepted a \$10,000 contribution from Gallery in the Grove to put towards the costs of an architectural design for an addition to, and renovation of, the Bright's Grove Library. Throughout 2020, Lambton County Library staff and representatives from Gallery in the Grove participated in discussions led by staff members from the City of Sarnia and an architect with a goal of developing concept design drawings for an expansion and cost estimates. At that time, the proposed expansion of space reflected the intended use of the facility as a community hub for the growing residential area while aspiring to meet many of the best practice guidelines set forth by the Administrators of Rural and Public Libraries of Ontario in library design. Council received a copy of the concept drawings and floor plan with the January 20, 2021, report and the following motion was approved:

#14: Weber/Marriott:

- a) *That Council supports in principle, the re-location of the Mallroad Library to the Clearwater Arena, pending the outcome of the public consultation process undertaken by the City of Sarnia and endorsement by City of Sarnia Council.*
- b) *That Council supports the cost of up to \$100,000 to provide for new furnishings, fixtures and equipment, cabling infrastructure, signage, security gates, shelving and moving expenses associated with the proposed relocation of the Mallroad Library as an item referred to the 2021 County Budget.*
- c) *That Council directs staff to continue working with the City of Sarnia and representatives from Gallery in the Grove to further develop plans for expansion at the Bright's Grove Library.*

Carried.

In January 2023, Lambton County Council also approved the Joint Library Facilities Review which examined Lambton County Library's branches in terms of their location and condition to ensure that Lambton's library service was adequate for its existing population and could meet the needs of its future population. The Joint Library Facilities Review supported the concept of expanding Bright's Grove Library, noting that the additional square footage it would generate would contribute to maintaining an appropriate level of library space to address Lambton's projected population growth.

On April 17, 2024, Committee received an information report that provided an update on the project including details such as:

- The Bright's Grove Library Committee was awaiting the final design of the Bright's Grove Library, including any necessary site development work being undertaken by the City of Sania to learn the full cost of the project.
- The City of Sarnia retained the services of a specialist to provide a capital fundraising campaign for the City's use.

The purpose of this report is to provide Council with an update on the Bright's Grove Library expansion project and to seek direction from Council as it relates to:

- (a) the temporary closure of the Bright's Grove Library to facilitate the expansion project;
- (b) the temporary staffing model to support the expansion project; and
- (c) the allocation of available funds toward design consultation work, in preparation for the project completion.

DISCUSSION

Since 2024, the Bright's Grove Library Committee has continued to meet regularly to continue receiving updates from the City of Sarnia about the design and tender process, along with continuing conversations about a capital fundraising campaign.

On May 25, 2026, City of Sarnia staff provided tender results to Sarnia City Council, and Council subsequently awarded the tender to K&L Construction Ltd., with a construction contract value of \$5,452,449.17. Added to this is contingency funding of \$280,000 and project management services of \$131,066. It is estimated that the construction timeframe is approximately 14 months.

With the tender approved, City of Sarnia staff and the contractor will make arrangements to formalize the construction schedule, but it is understood that both parties may wish to start the project this summer. The construction of the addition will be taking place on the north side of the building where the entrance to the library is situated. The construction work itself, in addition to the construction vehicle traffic required on site will not be conducive to continue regular operations. It will be desirable to close the library for the duration of the construction project and re-direct library patrons to neighbouring library branches including Clearwater, Sarnia, Point Edward and Camlachie.

Presently 66 staffing hours are allocated to Bright's Grove Library, which operates 50 hours / week. Last year, Bright's Grove library circulated just over 37,000 items and just over 1,400 people took part in library programs. It will be necessary to adjust operations in neighbouring libraries to account for the temporary re-direction of patrons from Bright's Grove to other libraries. While Sarnia and Clearwater have a sufficient number of weekly hours operating seven days a week, it will be necessary to double staff at Clearwater for all shifts to handle increased circulation and foot traffic. Additionally, adding one service day a week to both Point Edward and Camlachie Libraries should assist in managing the expected increased foot traffic at these libraries, along with double staffing at Point Edward Library. It is anticipated that 39 hours of staffing time per week can be re-assigned to these three library branches. Additional 27 hours of staffing time per week will be accounted for in vacant position(s).

Now that there is certainty from the City of Sarnia that the project is moving forward, the County of Lambton will be required to equip and furnish the new library, as set out in the Division of Responsibilities Agreement. Given the size of the expansion, and that it is a purpose-built public library, the interior design and furnishing selections will be better

managed through a design company. This design and selection work must begin in 2026 so that furnishings and equipment are delivered in time for the library's opening in 2027. While there are no budgeted dollars set aside for this work presently, there is a donation for Bright's Grove Library in reserves of \$13,493.48 that may be used to begin this design work. Additionally, there was \$30,000 set aside in the 2026 budget to fund a service desk at Alvinston Library, however, an opportunity emerged this year to repurpose the existing service desk at the County of Lambton Administration Building instead, as it will be removed as part of a renovation of that space set to take place this summer. These combined available funds of \$43,493.48 may allow work to begin this year on designing the furnishing and equipment plan and the remaining cost for furnishings, equipment, and a larger collection will be placed in the 2027 draft budget.

FINANCIAL IMPLICATIONS

The Department will utilize existing reserves dedicated for the Bright's Grove Library, and re-allocate funds set aside in the 2026 budget for Alvinston Library to start this project. In 2027 however, there will be a requirement to fund the full furnishing of the new library space which includes an accessible service desk, shelving, a larger collection, furniture, technology products, audio visual equipment and other building furnishings and equipment.

CONSULTATIONS

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

STRATEGIC PLAN

The expansion of Bright's Grove Library advances the work completed in 2017 as part of the Sarnia Space and Service Needs Study, and in 2023 as part of the Joint Library Facilities Review. It also addresses long-standing health and safety and accessibility concerns identified at Bright's Grove Library, and permits the library to advance on many of the library's strategic goals related to collection development and program delivery.

CONCLUSION

The County of Lambton Libraries Department and representatives from the City of Sarnia have been working since 2017 to advance discussions surrounding the ability to make accessibility and customer service improvements to Bright's Grove Library. This new purpose-built public library will help the County of Lambton work toward its goal (set forth in the Joint Library Facilities Review) to increase its square footage of public library space by 2031 to meet forecasted population growth and to ensure that library spaces continue to be able to meet the demands of a modern community. This new library space will also be better able to meet facility standards established by Administrators of Rural and Urban

Public Libraries of Ontario (“**ARUPLO**”), which is a standard that was approved by Lambton County Council.

RECOMMENDATIONS

- a) That Council approve the temporary closure of Bright's Grove Library to facilitate the City of Sarnia's expansion and renovation of the facility for the duration of the construction period (“**Period of Closure**”).
- b) That Council approve the transfer of 39 operational hours of staffing from Bright's Grove Library to Point Edward Library, Camlachie Library and Clearwater Library, and temporarily adjust the hours of operation at Point Edward Library and Camlachie Library, to meet expected increased demand serving Bright's Grove residents, during the **Period of Closure**.
- c) That Council approve the use of available funds in the Bright's Grove Library Reserve in the amount of \$13,493.48 and available funds in the amount of \$30,000 previously dedicated toward the purchase of a service desk for Alvinston Library, to undertake the necessary design consultation work to furnish the expanded Bright's Grove Library with shelving and equipment;
- d) That Staff include the remaining cost for furnishings, equipment, and a larger collection for the Bright's Grove Library in the 2027 draft budget for Council's review and consideration.

 <p style="text-align: center;">CULTURAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	MUSEUMS, GALLERY & ARCHIVES
PREPARED BY:	Laurie Webb, Manager
REVIEWED BY:	Andrew Meyer, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
SUBJECT:	Museums, Gallery and Archives Collections Management April 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 April 2026.

DISCUSSION

Recommended for Acceptance

Attached are items recommended for acceptance that have been offered for donation to LHM, OMC, JNAG, and LCA in the month of April 2026.

Attachment A – Museums, Gallery and Archives Donations April 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 April 2026 and are recommended for refusal.

Institution	Details	Reason for Refusal	Offered By
Lambton County Archives	Collection of early 1900s schoolbooks.	Duplicates of items in collection. Referred to Moore Museum.	Name not given.
Lambton County Archives	Collection of fashion magazines from 1930s.	No local provenance.	Name not given.
Lambton Heritage Museum	Farmall tractor and farm equipment from Middlesex County.	No local provenance. Referred to Fanshawe Pioneer Village.	Name not given.
Lambton Heritage Museum	Sewing machine, child's rocking chair, planes, wood clamps.	No local provenance. Referred to Doon Pioneer Village.	Kathy Aikens
Lambton Heritage Museum	1900s wedding dress.	Duplicate of item in collection. Referred to Moore or Forest Museums.	Name not given.
Lambton Heritage Museum	Barn raising picture from farm of Andrew Hagens.	No local provenance. Referred to Norfolk County Archives.	Eric French
Lambton Heritage Museum	Phonograph.	No local provenance. Referred to Huron County Museum.	Beth Prudie
Judith & Norman Alix Art Gallery	Michael Thompson pencil on paper Queen Street Morning II, 2019 18 x 20 in.	Does not align with collection mandate.	Michael Thompson

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 April 2026 Report be accepted, and items recommended for acceptance be approved for inclusion in the respective permanent collections.

Museum, Gallery and Archives Donation April 2026

Institution	Council Report Information	Contact	City
Lambton County Archives	Certified copy of birth record for James Schwaderer ca. 1882.	Barbara Schwaderer	Big Rapids
Lambton County Archives & Lambton Heritage Museum	Lambton County Archives - Three photo albums containing 68 mostly identified cabinet cards/cart-de-visite images, 13 funeral cards, and additional photographic negatives primarily from Forest and Detroit. Lambton Heritage Museum - Approx 93 medicine and soda bottles pertaining primarily to Sarnia manufacturers.	Jamie McDougall	Kitchener
Lambton County Archives	Leather bill-fold containing documents and photos of Lt-Col. William Wallace MacVicar of the 149th Battalion, Sarnia.	Seaforth Highlanders of Canada	Vancouver
Lambton County Archives	Wedding invitation to the Paton-Fair wedding in Camlachie March 20th, 1893.	Leueen MacFarlane	Toronto
Lambton Heritage Museum	Leather vest that belonged to Orville Matthews, and framed picture of him.	Avril Helps	Corunna
Lambton Heritage Museum	Memorial plaque or "Widow's Penny" commemorating Joseph Martin Elliott of Point Edward, who died in service during World War I.	Patricia Brush	Smith Falls
Oil Museum of Canada	Marketing material, including photos, slides, negatives, reels, and videos of plant operations at Polymer/Polysar/Bayer/Lanxess in Sarnia.	Peter Snow	London
Oil Museum of Canada	Petrosar blazer worn by plant manager Bob Grimshaw, model of the plant, (2) \$10 bills featuring Polysar, framed and signed mission statement, and photo and newspaper clipping.	Sandi Grimshaw	Sarnia

 <p style="text-align: center;">LONG-TERM CARE DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	ADMINISTRATION
PREPARED BY:	Lacy Wicks, Quality Assurance Manager Matthew Butler, Manager Performance, Strategy and Innovation
REVIEWED BY:	Michael Gorgey, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
INFORMATION ITEM:	2026 Quality Initiative Report – Long-Term Care

BACKGROUND

The Fixing Long-Term Care Act 2021 (“FLTCA”) requires each Home to complete an annual Quality Improvement Plan (“QIP”) that is available to the public. Each Home determines priorities with guidance from Health Quality Ontario (“HQO”) and input of Elders, caregivers, Home’s Leadership, and Quality committee members. The QIPs are submitted to HQO to support the Provincial monitoring of long-term care performance.

DISCUSSION

The purpose of this report is to provide County Council with an overview of the 2026/27 Quality Improvement Plan priorities and initiatives across the County of Lambton’s three Long-Term Care Homes: Lambton Meadowview Villa (“**the Villa**”), Marshall Gowland Manor (“**the Manor**”), and North Lambton Lodge (“**the Lodge**”).

1) 2026/27 Divisional Priorities for all County of Lambton Long-Term Care Homes

a) Falls Reduction

Falls reduction is a priority across all County of Lambton Long-Term Care Homes. The Homes aim to maintain Elders’ access to preferred activities while implementing personalized plans of care to reduce fall risk. Each Home continues to implement evidence-informed strategies to reduce fall risk, including staff education, environmental interventions, and individualized care planning.

In 2026/27, all Homes will:

- Assess and evaluate new technologies to support falls prevention;
- Provide targeted education to staff on falls prevention and purposeful rounding practices; and

- Enhance restorative care programming to support mobility and reduce fall risk.

These efforts support a proactive, person-centered approach to falls prevention while maintaining Elders' independence, mobility, and quality of life.

b) Skin Integrity and Pressure Ulcer Reduction

County of Lambton Long-Term Care Homes monitor all Elders for changes in health conditions, including skin tears, to provide appropriate care. Based on recent trends, all three Homes prioritized reducing the incidence of worsening Stage 2–4 pressure ulcers in 2026/27.

Key initiatives include:

- Implementation of the PointClickCare (“**PCC**”) ChartPic application to enhance wound assessment and monitoring;
- Adoption of Registered Nurses' Association of Ontario (“**RNAO**”) Best Practice Guidelines and Clinical Pathways;
- Enhanced clinical education for nursing staff on skin and wound assessments; and
- Development and implementation of standardized skin assessments and treatment protocols.

These initiatives support earlier identification of skin concerns, improved tracking of changes in skin wounds, and provide greater consistency in treatment and monitoring.

c) Elder Experience and Person-Directed Care

Each year, our Homes conduct an Elder Feedback Survey to help inform quality initiatives. A priority following the 2025 survey is to improve Elder experience, particularly involvement in decisions about care and daily living in the Home.

To support this goal, all Homes will:

- Conduct targeted Elder satisfaction surveys throughout the year to gather real-time feedback;
- Analyse survey data, develop recommendations and share findings with leadership teams in the Homes; and
- Collaborate with Residents' and Family Councils on survey results.

In addition, each Home has identified unique opportunities to enhance the Elder experience.

2) Home-Specific Priorities**a) Lambton Meadowview Villa**

The Villa is focused on further improving Elders' involvement in decisions about their care and daily living. Initiatives include conducting additional pulse surveys, a review and enhancement of communication processes, including investigating

new technologies, and ongoing staff education on person-directed care practices.

b) Marshall Gowland Manor

The Manor is prioritizing improvements to the move-in experience for Elders and families. This includes reviewing and streamlining the move-in process and implementing a structured approach to gathering feedback on the move-in experience.

c) North Lambton Lodge

The Lodge is focused on strengthening the Care Conference process by standardizing structure and increasing interdisciplinary participation. This approach aims to improve communication and ensure care planning is aligned with Elders' preferences and goals.

3) Use of Data and Continuous Quality Improvement

All Homes utilize PCC's Insights reporting system to monitor performance indicators, including falls and pressure ulcers, and to compare results with provincial benchmarks such as Canadian Institute for Health Information ("CIHI") data.

Elder Feedback Surveys are used to gather satisfaction data on key areas in the Home, such as communication, recreation activities, clinical support, and preferences for daily living.

Quality indicators and Elder feedback survey results are reviewed:

- Monthly at leadership meetings;
- Quarterly through Internal Quality Team meetings; and
- Biannually at Quality Improvement Committee meetings.

This structured review process supports timely identification of trends and ongoing adjustment of quality improvement strategies.

FINANCIAL IMPLICATIONS

There are no financial implications arising from this report.

CONSULTATIONS

Each Home's Quality Council, Residents' Council, Family Council and Leadership Team were consulted on the initiatives in this report.

STRATEGIC PLAN


In keeping with the Vision and Mission Statements of the County of Lambton, the annual quality initiative reports contribute to enhancing quality of life in Lambton County through selecting priority areas, developing and completing action items and evaluating success.

CONCLUSION

The 2026/27 Quality Improvement Plans reflect a strong commitment to continuous quality improvement across all County of Lambton Long-Term Care Homes.

Priorities were developed using performance data, provincial guidance, and input from Elders, families, and staff. The plans focus on improving safety, enhancing quality of care, and strengthening the overall experience of Elders.

Each Home's QIP is publicly available, supporting transparency and accountability. Ongoing monitoring and evaluation will ensure progress toward established targets and continued improvement in the quality of care provided.

 <p style="text-align: center;">CORPORATE SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	COURT SERVICES
PREPARED BY:	Kelly Wiebenga, Supervisor
REVIEWED BY:	Olivia Leger, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
INFORMATION ITEM:	Court Services – 2026 1st 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 first quarter of 2026, the Department recorded 4,115 charges, representing a 15% increase from the prior quarter, but an 18% decrease relative to the same quarter in 2025.

As of March 31, 2026, the Department has received equivalent to 20% of the charges issued in 2025.

Charges Laid by Enforcement Agency

With 1,419 charges issued, the Ontario Provincial Police (“**OPP**”) recorded the highest first quarter total, representing a 5% decline from the prior quarter and a 40% increase or 407 additional charges, relative to the same period in 2025.

Sarnia Police issued 1,170 charges in the first quarter, the second highest total among enforcement agencies, representing an increase of 106 charges or 9% from the previous quarter. Compared with the same quarter in 2025, charges in 2026 declined by 500 or 30%.

Municipalities issued 888 charges this quarter, an increase of 567 charges or 177%, from the previous quarter. Relative to the same quarter in 2025, municipalities issued 229 fewer charges in 2026, a decline of 20%.

Ministry of Transportation (“**MTO**”) issued 580 charges in the first quarter, a decrease of 69 charges from the previous quarter. Compared with the same quarter in 2025, MTO issued 565 fewer charges in 2026, representing a 49% year-over-year decline.

All other enforcement agencies issued 58 charges in the first quarter, an 18% decline from the previous quarter, but a 12% increase relative to the first quarter of 2025.

Charges Laid by Act

In the first quarter, 67% of the total charges were laid under the *Highway Traffic Act*. Municipal By-Laws accounted for 22%, while charges under the *Liquor Licence and Control Act* and *Cannabis Control Act* together represented 1%. All other provincial statutes made up the remaining 10% of charges laid.

Charges laid under certain statutes have continued an upward trend in recent years. In the first quarter, 90 charges were issued under the *Trespass to Property Act*, reflecting a 10% increase from the previous quarter, but a 44% decrease compared to the same quarter in 2025.

Courtroom Activity

During this reporting period, a total of 3,421 matters were heard. The Department held twenty-four (24) regular court dates, six (6) special trial dates and two (2) judicial pre-trial dates.

Early Resolution Meetings

In the first quarter, twenty-two (22) Early Resolution Meeting (“**ERM**”) dates were held, during which 2,193 ERMs were scheduled, an increase of 639 matters from the previous quarter.

The Municipal Prosecutor held fourteen (14) ERM days this quarter. Additional Municipal Prosecution resources were deployed on eight (8) court dates, enabling ERMs and court appearances to proceed concurrently. This operational adjustment contributed to significant reductions in ERM backlog.

The Ministry of Transportation (“**MTO**”) prosecutor held eight (8) ERM dates this quarter; no MTO ERM dates were held in the first quarter of 2025. Additional MTO Prosecution resources added in July 2025 have supported substantial progress in addressing the backlog of pending MTO ERMs.

New Fines Ordered

In the first quarter of 2026, newly ordered fines totaled \$624,055, a decrease of \$489,178 from the previous quarter, which had included four large fines totaling nearly \$300,000. Relative to the same quarter in 2025 which included a \$106,000 fine, newly ordered fines in 2026 were lower by \$169,749 or 21%.

Enforcing Payment of Defaulted Court Ordered Fines

During the reporting period, \$140,610 was collected in-house, while third party collections totaled \$85,812. These amounts reflect a decrease of \$25,040 for in-house collections but an increase of \$39,462 in third-party collections compared with the previous quarter, resulting in an overall increase of \$16,548 in defaulted fines recovered.

Court Security and Prisoner Transportation (“CSPT”) Costs

Sarnia Police Service provides court security at both the POA Court and the Ontario Court of Justice. Recently, the Ministry of Solicitor General issued an All-Chiefs Memo that communicated a request from Ontario’s Chief Justices that, where possible, enhanced court security measures be adopted in all premises where court proceedings are conducted, including POA Court.¹

As a result of these enhanced court security measures, court security costs are projected to increase at minimum \$200,000 over and above what was included in the 2026 approved budget.

On March 25, 2026, the Department was notified that the Ministry of the Solicitor General would be continuing the Court Security and Prisoner Transportation (“CSPT”) Program in 2026. Funding allocations are based on each municipality’s proportional share of the total provincial CSPT costs in 2024. As a result, the County’s 2026 allocation will be \$714,610, representing an increase of \$162,105 over the funding received in 2025.

FINANCIAL IMPLICATIONS

Despite the \$162,105 increase to CSPT funding in 2026, the provincial funding remains insufficient to offset the rising costs of providing court security. This ongoing shortfall requires the Department to fund the additional expenses necessary to maintain mandated court security services.

¹ The enhanced court security measures include the following: (i) a single entrance for members of the public accessing the courthouse; (ii) actively screening using metal detectors or security wands on anyone entering the courthouse; and (iii) a security presence on every floor of a courthouse, with armed officers readily available to respond, when necessary.

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

Charge volumes have remained generally steady, with only a slight decrease compared to the same quarter in 2025. The Department has also made significant progress in reducing the court backlog. Notwithstanding this, rising CSPT costs combined with insufficient provincial funding continue to place additional 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	-	-	-	2,758	13,730	20%	
	Liquor License	45	-	-	-	45	883	5%	
	Cannabis Act	9	-	-	-	9	69	13%	
	Mun By-laws	906	-	-	-	906	4,293	21%	
	Prov Other	397	-	-	-	397	2,049	19%	
	Total Current Year	4,115	-	-	-	4,115	21,024	20%	
							2025 Total	% Prior	
Charges by Agency	Min of Transportation	580	-	-	-	580	3,359	17%	
	Municipalities	888	-	-	-	888	4,054	22%	
	OPP	1,419	-	-	-	1,419	7,535	19%	
	Other	58	-	-	-	58	360	16%	
	Sarnia Police	1,170	-	-	-	1,170	5,716	20%	
		Total Current Year	4,115	-	-	-	4,115	21,024	20%
							2025 Total	% Prior	
Charges Received	Part 1 - Prov Offence	2,885	-	-	-	2,885	16,451	18%	
	Part 2 - Parking	852	-	-	-	852	2,748	31%	
	Part 3 - Summons	378	-	-	-	378	1,825	21%	
		Total Current Year	4,115	-	-	-	4,115	21,024	20%
		Total Prior Year	4,996	5,862	6,573	3,593			
		Change +/- Volume	- 881	- 5,862	- 6,573	- 3,593			
		Change +/- %	82%	0%	0%	0%			
		Q1	Q2	Q3	Q4	YTD Total	2025 Total	% Prior	
Courtroom Activity	Part 1	2,377	-	-	-	2,377	7,446	32%	
	Part 2	-	-	-	-	-	21	0%	
	Part 3	1,044	-	-	-	1,044	5,280	20%	
	Federal	-	-	-	-	-	19	0%	
		Total Current Year	3,421	-	-	-	3,421	12,747	27%
		Total Prior Year	2,977	2,645	3,749	3,376			
		Change +/- Volume	444	- 2,645	- 3,749	- 3,376			
	Change +/- %	115%	0%	0%	0%				
		Q1	Q2	Q3	Q4	YTD Total	2025 Total	% Prior	
New Fines Ordered	Federal	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,870	0%	
	Highway Traffic	\$ 402,962	\$ -	\$ -	\$ -	\$ 402,962	\$ 1,582,853	25%	
	Liquor License	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	0%	
	Mun By-laws	\$ 55,476	\$ -	\$ -	\$ -	\$ 55,476	\$ 158,555	35%	
	Parking	\$ 31,142	\$ -	\$ -	\$ -	\$ 31,142	\$ 100,657	31%	
	Prov Other	\$ 150,590	\$ -	\$ -	\$ -	\$ 150,590	\$ 1,703,035	9%	
		Total Current Year	\$ 640,170	\$ -	\$ -	\$ -	\$ 640,170	\$ 3,559,970	18%
		Total Prior Year	\$ 851,018	\$ 745,492	\$ 732,321	\$ 1,231,139		-\$ 2,919,800	
		Change +/- Volume	-\$ 210,848	-\$ 745,492	-\$ 732,321	-\$ 1,231,139		Difference	
		Change +/- %	75%	0%	0%	0%			
		Q1	Q2	Q3	Q4	YTD Total			
Fine Payments	Current, Own Office	\$ 407,496	\$ -	\$ -	\$ -	\$ 407,496			
	Defaulted / Overdue	\$ 140,610	\$ -	\$ -	\$ -	\$ 140,610			
	Collection Agencies	\$ 85,812	\$ -	\$ -	\$ -	\$ 85,812			
	Other POA Locations	\$ 62,526	\$ -	\$ -	\$ -	\$ 62,526			
	LESS: Refunds, Adj., etc.								
		Total	\$ 696,444	\$ -	\$ -	\$ -	\$ 696,444		
<i>YTD excludes reimbursements to other courts and the Province.</i>									
		2026	2025	2024	2023	2022			
O/S Accounts Rec'ble	A/R DEC/2025	\$ 3,772,746	\$ 3,449,646						
	New Revenue	\$ 640,170	\$ 1,231,139						
	Less Current Fines Pd	\$ 338,478	\$ 696,039						
	Less Overdue Fines Pd	\$ 140,610	\$ 165,650						
	Less Fines Pd at Agency	\$ 85,812	\$ 46,350						
		A/R DEC/2025	\$ 3,848,016	\$ 3,772,746	\$ 2,852,073	\$ 3,123,736	\$ 2,580,553		

 <p style="text-align: center;">CORPORATE SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	COURT SERVICES
PREPARED BY:	Kelly Wiebenga, Supervisor Olivia Leger, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
SUBJECT:	Policing Grant Consultation

BACKGROUND

The Province transferred the administration of the *Provincial Offences Act* (“**POA**”) Court to the County of Lambton in 1999. At that time, County Council adopted a resolution that the County provide an annual grant of \$600,000 for five (5) years to the member municipalities to be divided and paid to each member municipality based on their percentage of total policing costs measured against all member municipalities in the County.

On March 1, 2023, at the County Council meeting, a request was made by the Council of the Town of Petrolia that the County review and consider an increase of the annual Policing Grant provided to member municipalities. In response to this request, on November 1, 2023, Council passed the following motion:

#5: Atkinson/Cook:

- a) That the County continue the annual Policing Grant to the local municipalities in their current amounts, for a total aggregate amount of \$600,000 shared between all municipalities, and to continue the same for 2024 year.*
- b) That staff be instructed to consult with all local municipalities on the potential discontinuation of the grant, and the potential timelines therefor, and return to Council with a report thereon by no later than July 2024.*

Carried.

Staff then returned to Committee of the Whole in June of 2024 advising that the member municipalities elected to continue receiving the Policing Grant of \$600,000 to be reallocated based on 2023 assessments and agreed that the future of the Policing Grant would be reassessed in two (2) years. To that end, on July 3, 2024, Council passed the following motion:

#12: Loosley/Sageman:

- a) *That the County continue providing the annual Policing Grant of \$600,000 in the 2025 budget and the grant be reallocated to each municipality based on 2023 property assessment data.*
- b) *That the Policing Grant provided to local municipalities be reassessed in two (2) years in preparation of the 2027 Budget.*

Carried.

Attached as Appendix “A” to this report is the allocated amounts paid to each member municipality in 2026.

Accordingly, the purpose of this report is to:

- a) advise Council of the consultation with member municipalities and the resultant recommendations as it relates to the future of the Policing Grant in preparation of the 2027 Budget; and
- b) seek direction from Council on the future of the Policing Grant.

DISCUSSION

For the reasons noted below, staff recommend discontinuing the Policing Grant.

As initially reported to Council in November 2025, the Department projected a year-end budget deficit of approximately \$320,000. This was driven by increased Court Security and Prisoner Transportation (“**CSPT**”) costs and a funding shortfall.¹

In 2026, the Department budgeted as a net-contributor to the general tax levy, projecting a surplus of \$50,000. However, since this time, the County has been advised that CSPT costs are projected to increase as a result of the recent recommendations from the Ministry of Solicitor General for enhanced court security measures at all POA and Criminal Courts in Ontario. As a result, CSPT costs are projected to be at minimum \$200,000 more than what was included in the Department’s 2026 approved budget.

Though collection activities are prioritized within existing workforce capacity, the overall landscape in terms of fine revenue and operating costs (including CSPT costs) has changed over the years. The total cost to administer the POA Court in Lambton per charges filed in 2025 was \$217.87 per charge.² In comparison, in 2010, it was \$164.98

¹ In 2025, Council will recall, the Department provided a total of \$1,891,410 in grants to the member municipalities allocated as follows: (1) \$600,000 of Policing Grant distributed to each member municipality based on property assessment data; and (2) \$1,291,410 of CSPT Grant paid to the City of Sarnia to cover the full cost of providing CSPT for both the POA Court and the Criminal Court (Ontario Court of Justice).

² This calculation includes Part 1 and Part 3 offences.

per charge;³ a 32% increase. Since 2019, the Department has consistently been in a year-end deficit position.⁴ Over the last 18 years, the Department has been in a year-end deficit position for 12 of the 18 years. Accordingly, like many other POA Courts throughout the Province, the County's fine revenue from the POA Program has been insufficient to fund the operations of the POA Court.

As such, in preparation for consultation with the Treasurers, County staff suggested a gradual phase-out of the Policing Grant over a six-year period commencing in 2028 and decreasing by \$100,000 each year thereafter, with the Policing Grant being fully eliminated by 2033. This approach was suggested to provide enough time to adjust budgets, as needed.

However, given the budget pressures of the POA Program and the anticipated redistribution of funds, the Treasurers determined that a phased approach to discontinuing the Grant was not required and recommended eliminating the Policing Grant effective 2027.⁵

FINANCIAL IMPLICATIONS

If Council eliminated the Policing Grant, the Court Services Department's operating budget will be reduced by \$600,000.

CONSULTATIONS

The County Treasurer and Chief Administrative Officer were consulted in preparation of this report, as well as member municipality Treasurers.

STRATEGIC PLAN

In keeping with the Principles and Values of the County 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

Council requested staff to reassess the Policing Grant in preparation of the 2027 Budget. After consultation with the Treasurers of the member municipalities, the recommendation

³ This calculation includes Part 1 and Part 3 offences.

⁴ Save and except for 2024, whereby the Department was in a year-end surplus position of approximately \$190,000 due to a one-time large environmental fine of \$900,000.

⁵ All member municipality Treasurers were invited to participate in the consultation process. Staff from 8 municipalities attended. Six of the municipalities voiced their preference on the future of the Policing Grant, all of which being in favour of discontinuing the Grant effective 2027.

Policing Grant Consultation (page 4)

June 17, 2026

is to discontinue the Policing Grant effective 2027, given the budget pressures of the POA Program.

RECOMMENDATION

That the County discontinue the annual Policing Grant of \$600,000 paid to Lambton County member municipalities, effective 2027.

Appendix "A"

County of Lambton Policing Grant		
Municipality	2023 % Levy Contribution	Allocated amount based on 2023 Levy Contribution
Sarnia	0.474	284,587
Lambton Shores	0.143	85,695
Petrolia	0.033	20,063
Plympton-Wyoming	0.075	45,032
Oil Springs	0.003	1,577
Pt. Edward	0.022	13,266
Brooke-Alvinston	0.022	12,961
Dawn-Euphemia	0.031	18,616
Enniskillen	0.024	14,626
St. Clair	0.141	84,450
Warwick	0.032	19,127
TOTAL	1.00	\$600,000.00

	CORPORATE SERVICES DIVISION
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	LEGAL SERVICES / CLERK'S
PREPARED BY:	Olivia Leger, General Manager
REVIEWED BY:	Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
SUBJECT:	Municipal Elections: Restricted Acts

BACKGROUND

Section 275 of the *Municipal Act, 2001* ("**Act**") restricts certain actions that the current County Council can take, if County Council is deemed to be in a "lame duck" position following the close of the nomination period (August 21, 2026) and/or the general election (October 26, 2026).

In other words, section 275 of the Act would deem this County Council "lame duck" if either:

- (a) less than three-quarters of its members (12 members) had filed nomination papers by the 2:00 p.m., August 21, 2026, nomination deadline; or
- (b) there was no opportunity for at least three-quarters of the current members (13 members) to return to County Council following the general election held on October 26, 2026.

Section 275 of the Act prohibits Council from carrying out any of the following actions if either of the foregoing applied:

- (i) appointing or removing from office of any officer;
- (ii) hiring or dismissing any employee;
- (iii) disposing of any real or personal property which has a value exceeding \$50,000 at the time of disposal; and
- (iv) making any expenditures or incurring any other liability which exceeds \$50,000 (collectively referred to as "Restricted Acts").¹

¹ Clauses (iii) and (iv) do not apply if the disposition or liability was included in the 2026 Budget adopted by County Council.

The purpose of this report is to remind County Council of the Restricted Acts, should County Council be deemed “lame duck” in either instance, and to consider adopting a temporary delegated authority by-law, should County Council be deemed “lame duck”.

DISCUSSION

The nomination period for the 2026 municipal election began May 1, 2026, and closes on August 21, 2026 at 2:00 p.m. Upon the expiry of the nomination period, staff will ascertain confirmation on the status of each of our current Council members and determine whether the “lame duck” provisions of the Act apply to County Council for the period of August 21, 2026 to October 26, 2026. The same exercise will take place following the general election on October 26, 2026.

The Act permits County Council to delegate authority of the Restricted Acts to a person or body prior to the nomination day (August 21, 2026). Following Council’s meeting of July 2, 2026, County Council does not reconvene until September 2, 2026.² Accordingly, it is recommended that Council adopt a temporary delegated authority by-law authorizing the CAO to undertake any Restricted Act that may become necessary during a restricted or “lame duck” period, should an unforeseen matter arise requiring timely action. The temporary delegated authority by-law shall only take effect in the event County Council is deemed “lame duck” and would automatically cease on the last day of the current term of Council.

The temporary delegated authority by-law seeks to safeguard against any potential gaps by temporarily delegating additional authority beyond that already delegated by Council. Notwithstanding this, staff have proactively endeavored to ensure that all foreseeable matters requiring Council approval are advanced to Council for consideration no later than its July 2, 2026 meeting, in anticipation of the possibility that Council may enter a restricted or “lame-duck” period thereafter. Should the by-law take effect, staff will report to Council in the first quarter of 2027 regarding any exercise of this delegated authority.

FINANCIAL IMPLICATIONS

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

CONSULTATIONS

The Chief Administrative Officer and General Managers were consulted prior to the drafting of this report.

² Unless the Committee of the Whole meeting is called by the Warden on August 20, 2026.

STRATEGIC PLAN

Not applicable.

CONCLUSION

Staff recommend adopting a temporary delegated authority by-law in the event County Council is deemed “lame duck” and restricted from taking certain actions, in accordance with section 275 of the *Municipal Act, 2001*.

RECOMMENDATION

That the appropriate By-Law be presented to County Council for consideration and approval for the purpose of delegating authority for the restricted acts outlined in section 275(3) of the *Municipal Act, 2001* (“Restricted Acts”) to the Chief Administrative Officer, or designate, from August 22, 2026 to November 14, 2026, but only if County Council is deemed prohibited, per subsections 275(1) and (2) of the *Municipal Act, 2001* from taking any Restricted Acts.

 <p style="text-align: center;">SOCIAL SERVICES DIVISION</p>	
REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	CHILDREN'S SERVICES
PREPARED BY:	Kim Godin, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
INFORMATION ITEM:	Child Care Facility Development Update

BACKGROUND

At its meeting on May 7, 2025, Lambton County Council adopted 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

Construction of the new child care facility began in February of 2026 with key milestones being achieved and the project remaining on schedule. Exterior structural steel framing and installation of the metal roof deck are underway and is anticipated to be completed in June 2026. Construction of the exterior walls and parapets is scheduled to begin in July, followed by the installation of the interior walls. Mapping and installation of underground

utilities has been completed, and placement of the building's concrete floor slab is expected to be finalized in early July.

Site development continues to advance parallel with building construction. Efforts include final grading, preparation of landscaped areas for seeding, and parking areas. Parking lot modifications are underway, and significant progress has been made on supporting infrastructure including the completion of the stormwater management system and installation of the granular base, concrete curbs, and light pole foundations. These developments support ongoing construction operations and overall project readiness while establishing the infrastructure necessary for the site's long-term functionality, accessibility, and timely completion.

A key objective for the general contractor is to achieve full building enclosure and a weather-tight exterior during the summer construction season. Reaching this milestone will enable interior construction activities to proceed uninterrupted throughout the fall, minimizing the risk of weather-related delays and supporting the project completion timeline of November 2026.

Children's Services staff have ensured regular communication with the neighbouring Lambtonian Apartments and presented a facility progress update to their Board of Directors, ensuring members are kept informed of project milestones, progress to date, and addressing residents' questions.



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
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 Division, the General Manager, Long-Term Care Division, 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 CWELCC, 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:	HOUSING SERVICES
PREPARED BY:	Melisa Johnson, Manager
REVIEWED BY:	Melissa Fitzpatrick, General Manager Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
INFORMATION ITEM:	Affordable Housing Update

BACKGROUND

Lambton County Council, at its meeting on January 21, 2026, received an update regarding the affordable housing work underway. This report is to provide Council with a further update on this work.

DISCUSSION

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

New Construction – Ontario Aboriginal Housing Services

The 40-unit building located at 940 Confederation Street in Sarnia was constructed by Ontario Aboriginal Housing Services for the purpose of providing affordable housing. Construction on this project was completed in 2025, and tenants have now moved into the building. While the units are offered at affordable housing rates, these rents may still be unaffordable for households with very low incomes. To improve access for individuals and families with the greatest housing need, 10 rent supplements for units within this building were provided and allocated to households from the centralized waiting list, reducing their housing costs to a more affordable level.

New Construction – Kathleen Avenue

Construction on this project is advancing on schedule. Structural framing is complete, masonry is underway, unit finishes are progressing well, mechanical systems installations are advancing, and external site work including curbs and paving will begin shortly.

Tenant selection plans are underway for this project which will include a mix of internal transfers and placement from the centralized waiting list.

The City of Sarnia and the County of Lambton along with the respective contractors are working collaboratively to reduce as much disruption as possible as a result of the City's road reconstruction of Kathleen Avenue. At this time, it is not anticipated that the road reconstruction will result in a delay to the anticipated occupancy date for this project of Fall 2026.



Affordable Housing Seed Funding Program

As previously reported, this program has allocated \$1.3 million to seven projects that could see approximately 245 new units created. Below is a progress update on those projects that have received funding:

Proponent	Size	Funding Amount	Project Update
Alexander Mackenzie Housing Co-operative	20	\$200,000	<ul style="list-style-type: none"> • Planning approvals obtained • Design in final stages • Pending response to project funding applications • Construction to start approximately 6 months after funding commitments obtained
Arkona Lions Non-Profit Housing	14	\$200,000	<ul style="list-style-type: none"> • Planning approvals obtained • Pre-development work is underway

Proponent	Size	Funding Amount	Project Update
Habitat for Humanity Sarnia/Lambton	5	\$100,000	<ul style="list-style-type: none"> • Construction is expected to begin in the spring of 2026
The Inn of the Good Shepherd	56	\$200,000	<ul style="list-style-type: none"> • Planning approvals obtained • Selection of a construction firm underway.
Saint Demetrios Greek Orthodox Church	45	\$200,000	<ul style="list-style-type: none"> • Planning approvals obtained • Capital funding is required to advance the project
Vision '74 Inc.	85	\$200,000	<ul style="list-style-type: none"> • Planning approvals obtained. • Pre-development work underway
Women's Interval Home	20	\$200,000	<ul style="list-style-type: none"> • Securing a location in progress

The 2026 Seed Funding Program is accepting applications, with \$200,000 available in funding. Information on how to apply can be found on the County of Lambton website under Housing Services.

Advocacy

As previously noted, funding is required from all levels of government to continue advancing the creation of new affordable and/or supportive housing in the community. This includes capital dollars from both the Provincial and Federal governments, as well as operating dollars from the province. Ongoing advocacy efforts continue to secure necessary funding from other levels of government.

FINANCIAL IMPLICATIONS

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

CONSULTATIONS

Consultations have taken place with the Chief Administrative Officer; General Manager, Social Services Division; County Solicitor/Deputy Clerk; and Manager, Procurement and Projects.

STRATEGIC PLAN

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

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

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

CONCLUSION

The County of Lambton Housing and Homelessness Plan 2026-2035 sets a strategic direction for housing and homelessness work. Adding to the affordable housing stock is a key component of this plan. There is much progress being made towards this goal. However, funding from other levels of government will be required. Adding additional affordable housing units in the County is a priority, with all avenues being explored.



SOCIAL SERVICES DIVISION

REPORT TO:	CHAIR AND COMMITTEE MEMBERS
DEPARTMENT:	HOMELESSNESS PREVENTION AND SOCIAL PLANNING
PREPARED BY:	Melissa Fitzpatrick, General Manager
REVIEWED BY:	Stéphane Thiffeault, Chief Administrative Officer
MEETING DATE:	June 17, 2026
SUBJECT:	Closure of Emergency Overflow Shelter – Expansion at Inn of the Good Shepherd Shelter

BACKGROUND

At the July 5, 2023 meeting, County Council established shelter as part of its number one priority.

#3: Bradley/White: That County Council publicly endorse making affordable housing and shelter the number one priority of County Council.

Carried.

At the May 7, 2025 meeting, County Council reaffirmed shelter as part of its number one priority, notably adding supportive housing.

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

Carried.

Since 2020, rates of homelessness in Lambton County have risen substantially. Despite strong housing outcomes achieved by homelessness prevention teams, the By-Name List (“**BNL**”) consistently remains above 300 individuals each month. This trend reflects the ongoing imbalance between housing placements and new entries into homelessness. Persistent factors such as limited affordable housing, evictions, and economic pressures continue to contribute to housing instability, resulting in demand that outpaces the system's ability to reduce overall homelessness.

Due to this elevated demand, The County of Lambton in partnership with the Inn of the Good Shepherd (“**The Inn**”), the area’s lead shelter operator, have operated overflow emergency shelter space through various forms since 2020, the most recent being the overflow shelter at Laurel Lea Church (“**Overflow Shelter**”). Strong housing outcomes, combined with sufficient capacity at both the primary shelter and Overflow Shelter, have contributed to low levels of encampments and unsheltered homelessness in Lambton

Closure of Emergency Overflow Shelter - Expansion at Inn of the Good Shepherd Shelter (page 2) June 17, 2026

County with fewer than 20 individuals typically identified as unsheltered on any given night.

However, the need for emergency shelter remains elevated such that the demand for shelter space cannot be met solely by the Good Shepherd's Lodge ("**The Lodge**") and consequently, the need for the Overflow Shelter remains. In light of sustained demand for shelter beds over the past six years, and the projected future housing and shelter needs identified by OrgCode Consulting as part of the 10-Year Housing and Homelessness Plan 2026-2035 previously communicated to Council, there is a need in the community for permanent homeless shelter beds to replace what was initially intended to be a temporary emergency shelter at the Overflow Shelter.

Conversely, staff have been instructed to develop a plan to close the Overflow Shelter.

This report seeks Council's approval to fund an expansion at The Lodge to meet the community's need for additional permanent shelter beds. If such funding is approved by Council, the expansion at The Lodge will result in the closure of the Overflow Shelter.

DISCUSSION

Planning and assessing the need for an expanded emergency shelter requires consideration of many factors such as client demographics, service needs, identifying a suitably zoned location, ensuring accessibility, optimizing cost-efficiency, and operational feasibility.

There remains over 300 individuals on the BNL. Moreover, a review of shelter utilization and the population experiencing homelessness indicates that approximately 98% of shelter users are residents of the City of Sarnia. Only six of 330 unique individuals on the BNL report a home base outside of the City of Sarnia.

This finding is consistent with provincial trends indicating that rural homelessness often presents differently than urban homelessness. In rural areas, homelessness is more likely to be hidden and dispersed, with individuals frequently relying on informal family and community support, including couch surfing and temporarily staying with relatives, relying less on emergency shelter support. Given this, it is appropriate that shelter beds remain in the city, where service demand is concentrated.

Expansion at The Lodge

Rather than identifying a new location within the City of Sarnia for a permanent shelter, staff have identified an alternative option that, subject to Council approval, would accommodate the permanent beds through an expansion of operations at the Lodge.

Closure of Emergency Overflow Shelter - Expansion at Inn of the Good Shepherd Shelter (page 3) June 17, 2026

In partnership with The Inn and Glos Arch + Eng, an architect and engineering firm, and after careful consideration, staff recommend the option of expanding The Lodge by up to 42 beds, through a building addition. This would involve adding one dormitory room and additional office space, resulting in approximately 1,700 square feet of new space. It should be noted that the proposed renovations would enable the Lodge to accommodate up to 42 additional permanent beds. However, the Inn would initially operate only 25 of these beds while closely monitoring occupancy and utilization rates. Operations could be expanded to the full 42 additional beds should demand warrant it.

Built in 2010, The Lodge is a 24/7 emergency homeless shelter and transitional housing facility located at 950 Confederation Street in Sarnia. Operated by The Inn, it serves as a vital community resource, currently providing 25 emergency shelter spaces and five transitional housing apartments comprising of 19 spaces. The Lodge follows the County of Lambton's shelter standards and offers compassionate low-barrier shelter services to individuals experiencing homelessness.

The proposed project complies with all provisions of the zoning by-law except for two (2) minor considerations, namely: (a) the total number of beds currently permitted for the property and (b) associated parking space requirements. Accordingly, if Council approves this project, The Inn will have to seek approval either through a minor variance or through a site-specific zoning amendment.

Officials at the City of Sarnia have been informed of this proposed project and are therefore aware that this project is being presented to Lambton County Council for consideration and further direction.

Costing and Funding

An environmental scan of four comparator communities across Southwestern Ontario that have developed congregate care shelters in recent years found that construction costs ranged from approximately \$100,000 to \$240,000 per bed. Based on this range, the construction of a standalone 42-bed shelter would be expected to cost at least \$4.2 million.

Staff would prefer to avoid such expenses, and therefore expanding the existing shelter is the preferred option because it leverages existing infrastructure, services, and staffing resources, resulting in lower capital and operating costs, faster implementation, and greater operational efficiency compared to constructing and operating a new standalone facility. Additionally, the existing site has successfully served as an emergency shelter for years, is appropriately zoned, and benefits from established access to community support and services, which enhances continuity of care for shelter residents, including facilitating appropriate transfers to transitional housing opportunities when available.

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Grant Agreement

The estimated one-time capital cost for the proposed addition to The Lodge, inclusive of building construction, design and engineering, planning fees, surveys, legal costs, and equipment is \$988,757. It is recommended that this cost be covered using funds from the Affordable Housing Reserve. The Affordable Housing Reserve's current balance is \$1M. It is recommended that the County of Lambton provide a grant to the Inn equal to the estimated development costs for the purpose of pre-construction and construction services for the development of an additional 42 bed shelter/transitional housing space expansion at the Lodge (the "**Grant**"). If Council approves this direction, the Grant would be issued in two installments:

- i. the first 50% of the Grant payable upon execution of the grant agreement; and
- ii. the second 50% of the Grant payable upon the issuance of a construction permit for the development.

While the capital cost is estimated to be \$988,757, the County would only be responsible for the actual costs incurred, should the final project cost be less than the estimated amount, or should the project not materialize due to considerations out of the County and/or The Inn's control. In other words, the County's grant contribution would be limited to the lesser of (a) \$988,757 and (b) the actual construction costs.

Restrictive Covenant

To protect its injection of funds, the Grant would be issued conditional on the Inn also entering into a restrictive covenant agreement, whereby the Inn agrees not to use the facility for any purpose other than as a minimum of 60 emergency shelter bed and transitional housing spaces for a period of no less than 25 years. Any changes to the use of the property or the number of shelter/transitional housing spaces would be subject to prior approval from the County of Lambton.

Operating Expenses

The total annual operating costs of the newly expanded emergency shelter would be funded through the existing Homelessness Prevention Program ("**HPP**") allocations from the Ministry of Municipal Affairs and Housing, pursuant to the current Service Agreement between the County of Lambton and The Inn for the delivery of housing and homelessness services. While the 2026 - 2027 HPP allocation has not yet been confirmed, funding is anticipated to remain consistent with the levels received over the past three years. The use of HPP funding to support shelter operations is contingent upon the renewal of the program at an allocation equal to or greater than current funding levels. Provided the Province of Ontario continues its HPP funding, there will be no impact on the levy. In other words, no additional operating expenses are forecasted over those already incurred to operate the beds at The Inn and the current Overflow Shelter.

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Timeline

The estimated timeline to complete the project is approximately 12-14 months. If Council approves this initiative, the Inn would look to begin work shortly thereafter, with the schematic design and design development phase, which is expected to take approximately 10 weeks. This would be followed by the site plan approval and minor variance process through the City of Sarnia, estimated at 12 weeks. Once approvals are secured, construction documents would be finalized and building permits obtained, anticipated to take approximately 16 weeks. Construction would then commence, which is expected to take six months. The project could reasonably be completed by Fall of 2027.

Overflow Shelter

During the construction period for the expansion of The Lodge, local demand for emergency shelter services will be closely monitored. Of course, the current beds at The Lodge will remain operational throughout construction. Should shelter demand exceed the available capacity at The Lodge, the Overflow Shelter will continue to operate only on an as-needed basis. Staff will regularly assess utilization levels at the Overflow Shelter and, where possible, minimize its utilization while ensuring adequate shelter capacity is maintained in the community.

Upon completion of the expansion and the opening of the additional shelter spaces at The Lodge, the Overflow Shelter will be phased out and ultimately closed. Consequently, all emergency shelter services would then be consolidated at a single location, at The Lodge, improving service coordination and operational efficiency, and where emergency shelter services have successfully operated for many years.

FINANCIAL IMPLICATIONS

The \$988,757 for one-time capital costs would be funded through the Affordable Housing Reserve.

Ongoing annual operating costs of the Emergency Shelter would be funded through existing HPP allocations from the Ministry of Municipal Affairs and Housing.

Treasurer's Review

Reserve Account Status

If the project is approved, reserve funds would be drawn from the Affordable Housing Reserve as noted. Those withdrawals will result in a remaining Affordable Housing Reserve balance of \$11,243.

The County's total estimated reserve balance is currently \$66.5 million. If approved, this

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project would reduce the overall reserve balance by \$988,757 to \$65.5 million.

CONSULTATIONS

Consultations have taken place with the Inn of the Good Shepherd, Glos Architects, the City of Sarnia, Manager, Homelessness Prevention and Social Planning, Manager, Housing Services, General Manager, Social Services, County Treasurer, County Solicitor/Deputy Clerk and the Chief Administrative Officer.

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 Lambton County has been consistent for several years in our community. Recent estimates from OrgCode Consulting demonstrate a need to add up to 40 permanent shelter beds to the emergency homelessness response system. Those beds are currently made available through the Overflow Shelter, which was intended to be a temporary solution. Following a comprehensive review of options, the Inn has agreed, subject to the County funding

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capital construction costs and ongoing operating expenses, to expand The Lodge to accommodate the community's need for additional permanent shelter beds. The Lodge, as it represents the most cost-effective approach, leverages existing infrastructure including staffing and appropriate zoning, offers the shortest implementation timeline, and supports accessibility objectives. In addition, no new location in the community would be required to accommodate a shelter. The Lodge has been in operation at its current location since 2010.

RECOMMENDATIONS

- a) Subject to paragraph (b) below, that staff be authorized to grant The Inn of Good Shepherd (the "Inn") up to \$988,757 (the "Grant") to fund the expansion and renovations of the Inn's Lodge located at 950 Confederation Street, Sarnia, Ontario (the "Lodge") to add thereto 42 additional shelter beds (the "Project"), and that the grant be entirely funded from the Affordable Housing Reserve.**

- b) That staff be authorized to enter into a Grant Agreement and Restrictive Covenant with the Inn whereunder the Inn commits to make available a minimum of 60 emergency shelter bed and transitional housing space for a period of no less than 25 years at the Lodge, in exchange for the Grant, and that such agreement shall be registered on title to the Lodge's property.**

- c) That staff provide County Council with quarterly updates on the status of the Project; and**

- d) That staff return to County Council following the completion of the Project and advise as to the status of the anticipated closure date of the Overflow Shelter located at 837 Exmouth St in Sarnia, Ontario.**



You're Invited to a BBQ!

THE
Marshall Gowland
MANOR
in Sarnia, Ontario

Join us on Saturday, July 25, 2026 at 5:00 p.m. for a Family BBQ!



Tickets are available for purchase for \$15 each at the business office until July 10, 2026.

*Please note that this event will be held outdoors. Indoor washrooms will be made available.

www.LambtonCares.ca



You're Invited to a BBQ!

THE *North Lambton* **LODGE** *in Forest, Ontario*

Join us on Thursday, August 6, 2026 at 5pm for a Family BBQ!



Tickets are \$15 and available for purchase until July 31. Tickets will not be held without payment.

Please note this event will be held outdoors

Indoor washrooms are available.

www.LambtonCares.ca