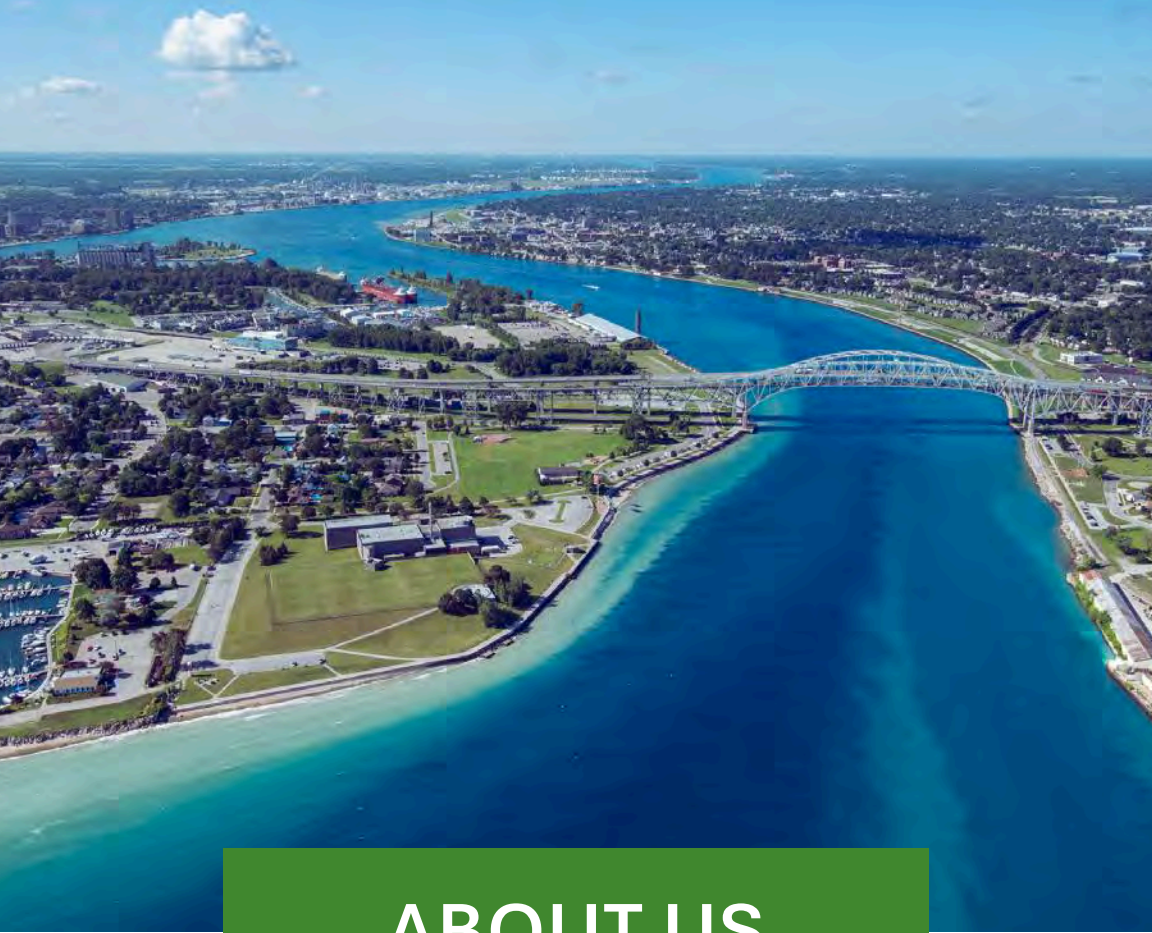


SARNIA-LAMBTON ECONOMIC PARTNERSHIP

2025 Annual Activity Report







ABOUT US

VISION

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

MISSION

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

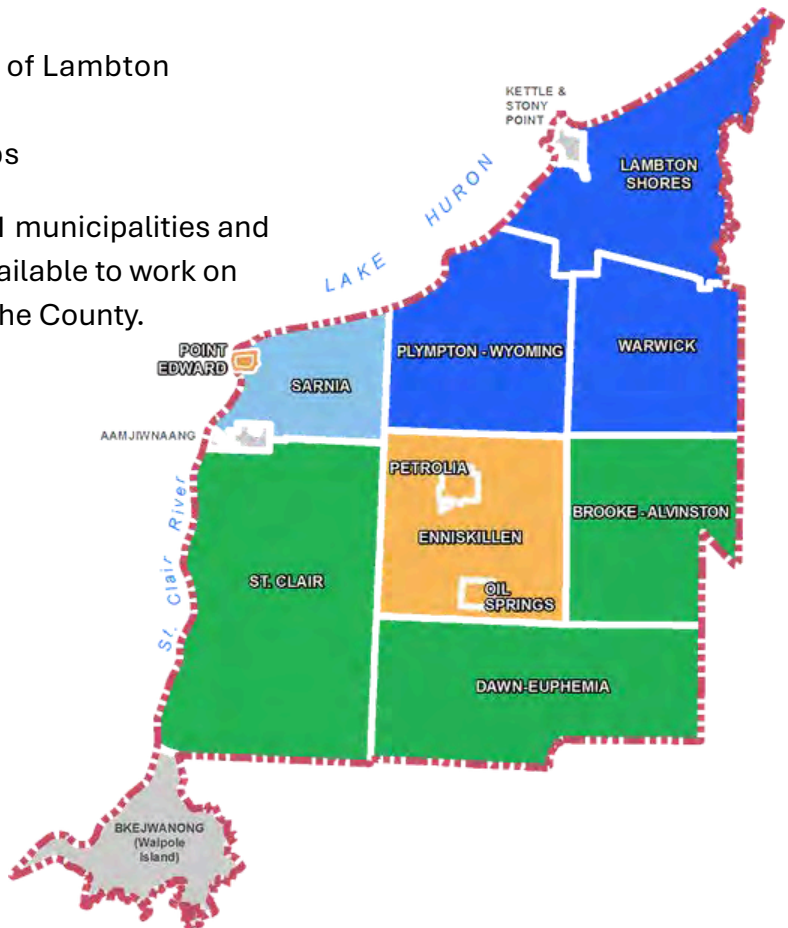
We are the County of Lambton's Lead Economic Development Agency

An arms-length organization governed by a board of directors.

Funded by:

- The County of Lambton
- Grants
- Partnerships

We service all 11 municipalities and are open and available to work on projects within the County.



STRATEGIC SNAPSHOT - CORE ELEMENTS



Organization

- Focus on organizational role, structure, & relationships to generate a seamless investor & stakeholder experience.
- Promote & foster an environment of diversity, equity, & inclusivity.



Marketing

- Develop a powerful brand & story to attract attention, investment, talent & population.
- Leverage market position to influence & advocate on key issues.



Workforce

- Develop a coordinated workforce program to attract & retain talent.
- Support immigration and new resident attraction efforts to assist with local industry needs.



Cluster Development

- Fully leverage our key industry strengths across established industry clusters.
- Foster diversity through the development of emerging sectors and value-added opportunities.



Business Retention, Expansion, and Rural Communities

- Accelerate growth opportunities for existing businesses and promote rural entrepreneurship.
- Establish support of rural municipalities and connection with municipal stakeholders.



Innovation and Market Readiness

- Grow innovation culture, support the growth of technology & leverage key partnerships.
- Ensure "product" (lands, infrastructure, hydrogen hub, transportation) is market-ready



Entrepreneurship

- Assist entrepreneurs in navigating their business journey from start-up to scale-up to succession.
- Raise the profile and promote small businesses as important contributors to and builders of our community

BOARD OF DIRECTORS

Adrienne Lee

Director, Site & Loyalty Marketing at Gateway Casinos & Entertainment Limited
Chair

Stephane Thiffeault

CAO, County of Lambton
Secretary/Treasurer

Carrie McEachran

CEO, Sarnia Lambton Chamber of Commerce
Director

Candace Young

President, Sarnia & District Labour Council
Director

Peter Noble

President, P. Noble Consulting Inc.
Director

Paula Reaume-Zimmer

President and CEO, Bluewater Health
Director

Kevin Marriott

Warden, County of Lambton
Director

Mike Bradley

Mayor, City of Sarnia
Director

Rob Kardas

President, Lambton College
Director

David Cayea

CEO, PlantForm Corporation
Director

Angela Edlington

COO, Sarnia Concrete Products Limited
Director

Tim Knapp

Head of Integrated Management Systems, Arlanxeo
Director

Jeff Plain

Indigenous Justice Coordinator, Community Legal Assistance Sarnia
Director

Darryl Germain

Senior Relationship Manager, Commercial Financial Services, RBC
Director

Dean Pearson

Facility General Manager, Cabot Canada
Non-Voting Community Member

Michelle Mclaughlin

Investment Advisor, RBC Dominion Securities
Non-Voting Community Member



ORGANIZATION

Current Full-Time Staff



Matthew Slotwinski
Chief Executive Officer



Shauna Carr
Economic Development
Officer



Chantelle Core
Economic Development
Officer



Cari Meloche
Economic Development
Officer



Domenic Mazzuca
Economic Development
Officer



Arianne Garcia
Marketing &
Communications Manager



Brittany Moore
Operations & Finance
Lead



Jeanny Leung
Receptionist/Clerk



Richa Joshi
Program Coordinator,
Sarnia-Lambton
Newcomer Hub (contract)
IRCC-funded



Laura Edgar
Program Assistant, Sarnia-
Lambton Newcomer Hub
(contract)
IRCC-funded

The background features a dark blue field with a stylized sun at the top, composed of several pointed rays in shades of purple and blue. Below the sun is a large, light blue gear with a dark blue center. The text '2025 Highlights' is centered over the gear, with a green horizontal bar behind it.

2025 Highlights



ORGANIZATION

External Funding & Grants

\$406,486

for 2025 projects

Ministry of Labour,
Immigration, and
Skills Development

Ministry of Economic
Development, Job
Creation, and Trade

Canada Summer Jobs

Global Affairs
Canada: CanExport
Community
Investments

Immigration,
Refugees, and
Citizenship Canada

Local Partners

\$655,631

in long-term funding committed in 2025 for projects
ongoing in 2026 and beyond



ORGANIZATION

Local Partnerships & Participation

Sarnia-Lambton
Energy &
Chemistry
Committee

Ontario's
Hydrogen Hub
Working Group

Petrochem
Canada
Conference &
Advisory Board

Hybrid Chemistry
Cluster Working
Group

Sarnia-Lambton
Industrial
Alliance

Oversized Load
Corridor
Committee

Community
Futures Lambton

Fermentation
Working Group

Sarnia-Lambton
Workforce
Development
Board

RAIL Committee

Sarnia-Lambton
Energy
Symposium

Chambers of
Commerce

Sarnia-Lambton
Immigration
Taskforce

TechAlliance

Western Sarnia-
Lambton Research
Park Advisory
Committee

BASES
Communications
Committee

Tourism Sarnia-
Lambton

Local
Immigration
Partnership

Intelligent
Community
Forum

Municipalities
& Municipal
Economic
Development

Business
Development
Bank of Canada

Lambton
Business
Collaborative

Lambton College

Fédération des
gens d'affaires
francophones de
l'Ontario

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

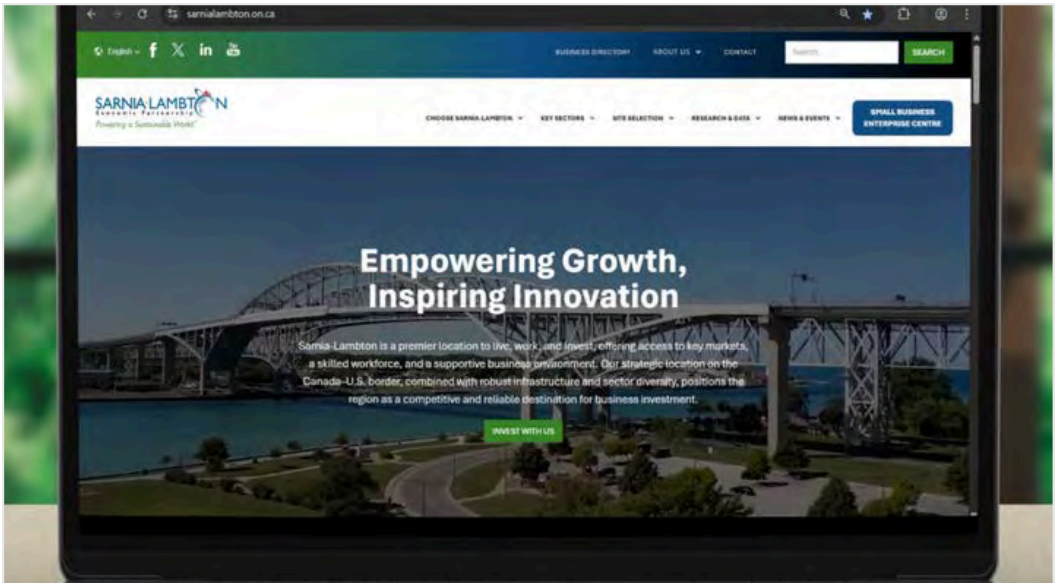




SLEP Website Redesign & Launch of the Business Enterprise Centre Microsite

Sarnia-Lambton Economic Partnership completed a comprehensive redesign of its website and launched a new Business Enterprise Centre microsite in April 2025. The updated website enhances user experience, strengthens sector-focused storytelling, improves access to business resources, and supports investment attraction, workforce development, and business growth initiatives.

Since its implementation, the website has served as a key marketing and lead generation tool for the region, attracting more than 103,000 active users and generating over 545,000 tracked interactions in 2025. These results establish a new performance baseline and provide valuable insights to support ongoing digital optimization and content development.



103K

active website users

545K

total tracked events

78%

direct and organic sessions



BRAND & MARKETING

National Post Content Feature

SLEP ran a multi-campaign sponsored content initiative to showcase the region's strengths in clean energy, advanced agriculture, workforce development, and industrial growth. Through a combination of sponsored articles, social amplification, on-network promotion, and digital advertising, the campaigns reached targeted audiences across Canada and increased visibility for Sarnia-Lambton's investment attraction priorities.

Campaign performance exceeded industry benchmarks and generated strong audience engagement, supporting ongoing efforts to position Sarnia-Lambton as a destination for investment, business expansion, and skilled talent.



9.3K

total article page views

9.2K

unique website visitors

.20%

CTR on-network amp



60K

on-network amp impressions



BRAND & MARKETING

Biofuels Digest Hybrid Chemistry Feature

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



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

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

Canada's Premier Hybrid Chemistry Cluster

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

Feedstock Access for a Circular Economy

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

Investment-Ready Industrial Sites

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

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



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

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

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

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



Sarnia-Lambton Hybrid Chemistry Cluster

Canada's Premier Hybrid Chemistry Cluster

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

Invest in a Future of Sustainable Growth in Sarnia-Lambton
 Canada's Premier Hybrid Chemistry Cluster
 Empowering Growth - Click to learn more

6.4M global readers reached **4.4K** unique clicks from Sep-Dec **1.7%** newsletter CTR from Sep-Dec



BRAND & MARKETING

Ontario Is Sarnia-Lambton Campaign

SLEP partnered with Invest Ontario on the provincial "Ontario Is" digital marketing campaign, highlighting Sarnia-Lambton's competitive business environment, skilled workforce, clean energy advantages, strategic market access, and quality of life. Through targeted social media content and data-driven messaging, the campaign expanded regional visibility and reinforced Sarnia-Lambton's position as a destination for investment and business growth.



SLEP Monthly Newsletter



SLEP's monthly newsletter remained an effective communications tool in 2025, helping to promote economic development initiatives, investment attraction activities, business supports, and workforce programs.

306

new subscribers
vs 201 PY
(52% increase)

0.3%

unsubscribe rate

32%

open rate

7%

CTR



Advocacy



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

2025 Advocacy Initiatives

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



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



Grade 11 and 12 Specialist High Skills Major students participating in the SkillUp Industry Innovation Challenge, in partnership with Lambton College.



2025 Program Highlights

Regional Economic Development Immigration (REDI) Pilot Program

Successfully achieved the target of 200 local nominations through OINP to support hiring hard-to-fill roles.



Sarnia-Lambton Newcomer Hub

Launched in April 2025, the Sarnia-Lambton Newcomer Hub is a 3-year IRCC-funded program supporting permanent residents

120

permanent
residents
supported

10

events
hosted



Sarnia-Lambton SkillUp

New youth development program to prepare local youth for future jobs and retain them in the community.

100

SHSM
students
supported



Explore Talent

Explore Talent is a free portal that allows Sarnia-Lambton employers and job-seekers to connect via a video-resume.

1.2K

candidates
registered*

44

employers
registered*

90%

new users
for 2025

*since program initiated in January 2023



2025 Program Highlights

Sarnia-Lambton Apprenticeship Job Match

Training Today for our Future Leaders

Sarnia-Lambton Apprenticeship Job Match Tool

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

1097

apprentices
registered

78

employers
registered

145

job matches

18%

new users
for 2025

*since program initiated in October 2021

Other Activities

- Continued promotion of IDEA Leadership Academy - a self-paced training program that is focused on fostering inclusive, diverse, equitable, and accessible leadership within the community. 65 registrants in 2025.
- Continued promotion of Career Accelerator - program developed in partnership with Lambton College and Devant that provides job seekers with resume reviews, mock interviews, and one-on-one career coaching to support their careers in Sarnia-Lambton. 63 coaching sessions completed in 2025
- Skilled Trades Expo - sponsored and attended the expo and engaged with ~500 youth in attendance and 30 employers.
- Attended various job fairs to promote local job opportunities
- Provided workforce supports for several businesses facing upcoming or announced consolidation or closures

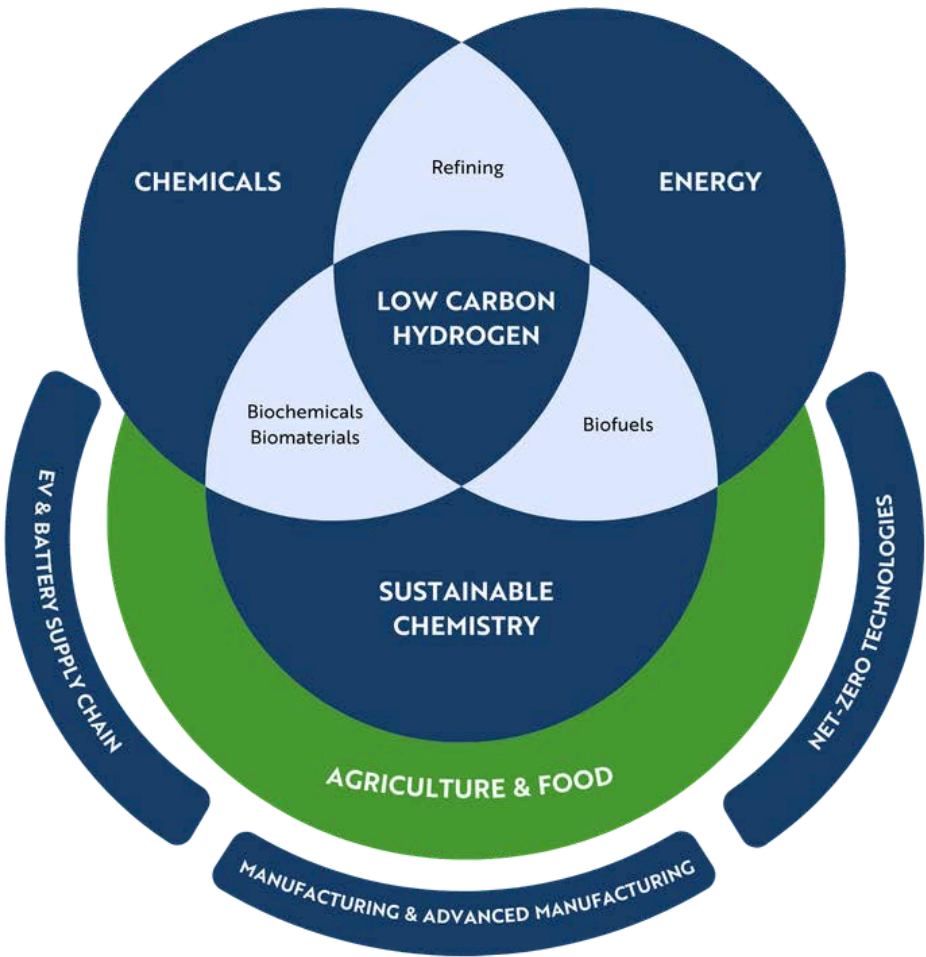


Sarnia-Lambton Economic Partnership received a Gold award from the International Economic Development Council (IEDC) in the Economic Equity & Inclusion category for the Sarnia-Lambton Newcomer Connection program.



Matthew Slotwinski in London, UK during the Global Affairs Canada Europe Roadshow

STRATEGIC INDUSTRY SECTORS & CLUSTERS



ESTABLISHED SECTORS & CLUSTERS

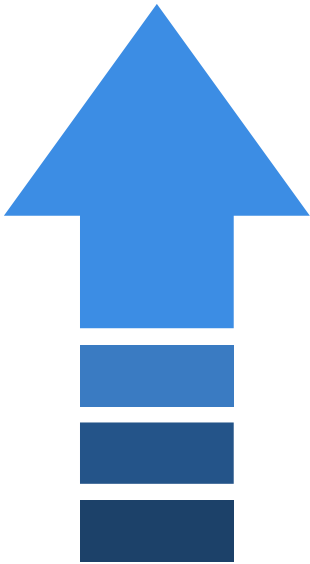
- Chemistry & Energy
- Sustainable Chemistry
- Agriculture & Food
- Manufacturing & Advanced Manufacturing

EMERGING SECTORS & CLUSTERS

- Low-Carbon Hydrogen
- EV & Battery Supply Chain
- Net-Zero Technologies



2025 Investment Attraction Activities



**109 New
Leads in 2026**

89

Investment attraction/site selection clients in the project pipeline

33 SLEP Clients

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

\$3.5 B+

Potential investment active in the pipeline. 10 potential projects larger than \$50 M in investment size

>\$100 M*

in active expansion potential

Note: This is only the cumulative total for the projects we know the investment value, as we are actively collaborating on many projects where the associated dollar value is unknown. Figures reflected are from January to December 2024.

10 site visits

378 potential jobs, \$1.1 B in potential investment



CLUSTER DEVELOPMENT

Industrial Familiarization Tour

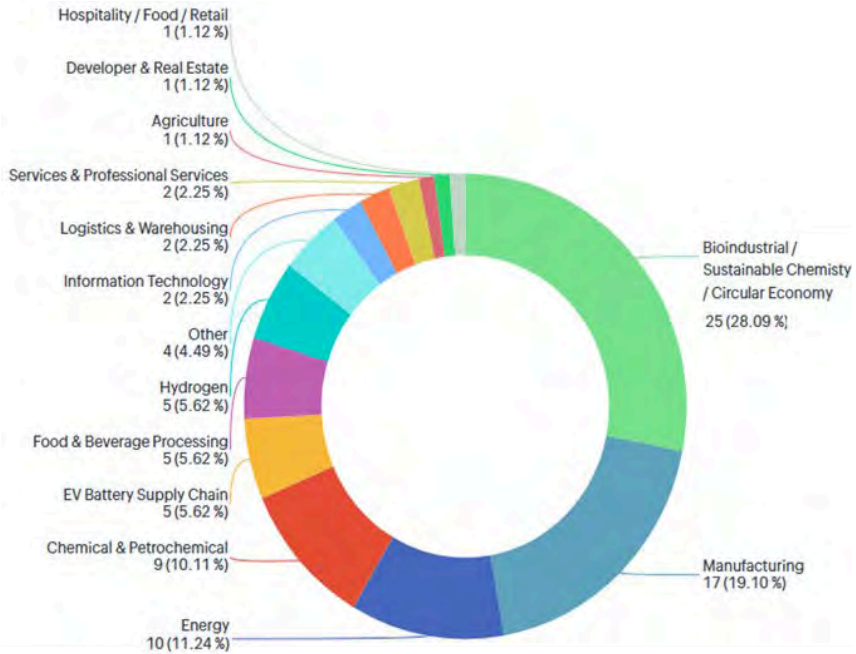
SLEP hosted an Industrial Familiarization Tour for 18 commercial and industrial realtors from across Ontario, showcasing investment-ready properties, industrial parks, and key community assets throughout Sarnia-Lambton. Delivered in partnership with local municipalities, industry stakeholders, and the real estate community, the tour supported investment attraction efforts and strengthened relationships with site selectors and real estate professionals who influence location decisions





CLUSTER DEVELOPMENT

Investment Deals in the Pipeline



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

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

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

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

65% of investment leads require heavy industrial land.

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



CLUSTER DEVELOPMENT

Leveraging External Partners

Invest Ontario

Ontario Ministry of Economic
Development, Job Creation,
and Trade

Ontario Ministry of
Agriculture, Food & Rural
Affairs

Invest in Canada

Trade Commissioner Service

Ontario Food
Cluster

Bioindustrial Innovation
Canada

Site Selectors / Real Estate
Professionals

Canadian Hydrogen
Association, CIAC, CFA, CPA,
etc

Ontario Manufacturing
Communities Alliance



ONTARIO MANUFACTURING
COMMUNITIES ALLIANCE



CLUSTER DEVELOPMENT

Speaking Engagements & Events Attended



Advanced Bioeconomy Leadership Conference



Canadian Hydrogen Convention



Hannover Messe



Chamber Business Showcase



Petrochem Canada



Global Energy Show



Minister Oosterhoff
HIF Announcement



FABTECH



K Plastics



Western Ontario Wardens Caucus Inc. (WOWC) Funders Forum



2025 Business Retention, Expansion, and Rural Communities Activities



Legacy and Leadership Summit: Building Stronger Businesses & Transitioning for Tomorrow

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



New Investment & Expansion Profile



VIP Rail is a railcar storage and transload business operating in Sarnia, Ontario. The company provides critical rail services to refineries and chemical plants throughout Lambton County.

Recently, VIP Rail acquired approximately 25 acres in Sarnia to support a significant expansion of its operations. The property presented environmental challenges, including the presence of endangered Butler snakes. As a responsible steward of the community and environment, VIP Rail worked closely with the MECP to ensure an appropriate and compliant development approach that balanced economic growth with environmental protection. As part of this process, VIP Rail was required to identify and secure suitable compensation lands to support the creation of offsetting habitat.

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

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

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



2025 Activities



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

Market Readiness Update

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



2025 Starter Company Plus program participants



ENTREPRENEURSHIP



Business Enterprise Centre 2025 Activities



Continued program delivery for the following:

- **Starter Company Plus** – A grant and mentoring program to help local businesses start or grow their business. 10 businesses received funding. \$50,000 in total program grants awarded. 8 full-time and 18 part-time jobs were created in 2025.
- **Summer Company** – Program to help students aged 15-29 start their own business. 6 youth businesses received funding, \$18,00 total program grants awarded.
- **Foodpreneur Advantage** – a regional collaboration of small business centres to help food entrepreneurs expand and scale their operations.

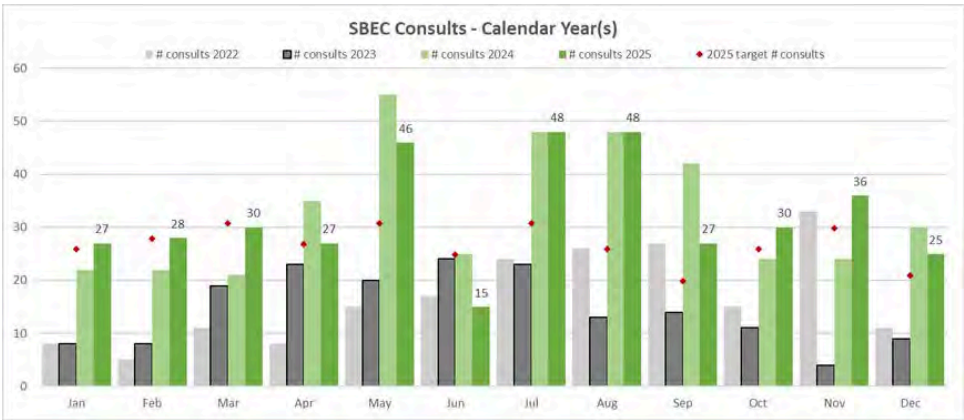


ENTREPRENEURSHIP



Consultations

The Business Enterprise Centre of Sarnia-Lambton provides free, confidential business counselling and advisory services to aspiring entrepreneurs, start-up businesses, and existing Small Businesses in the Sarnia-Lambton area.



387

personalized business advisory consultations

36

new business started

65

webinars, courses, and events hosted





Lochiel St





SARNIA-LAMBTON ECONOMIC PARTNERSHIP
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