



## 2025 OPERATING BUDGET OVERVIEW

The Lambton Shores 2025 Budget is presented with established Business Units funded by both tax and user rate support. The tax supported component reflects a levy increase of 6.06% (\$896,685) and a 4.54% Tax Rate increase.

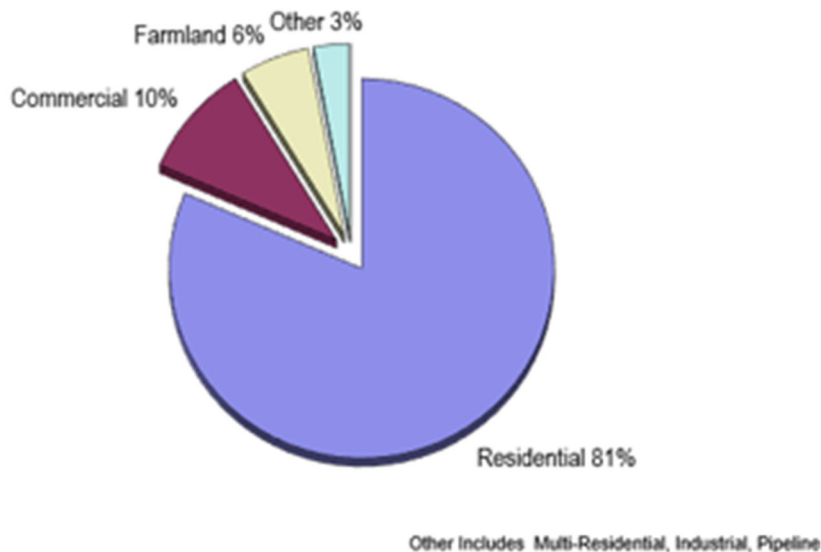
The Median/Typical Residential property has an assessment of \$252,000. As shown in the graph below, this property will see an increase of \$61.40 in property taxes in 2025. In addition, over a 5-year period between 2020 and 2025, this same property incurred a total property tax increase of \$146.34, an average annual increase of \$29.27.

Residential Tax Class Median Assessed Home	2020	2021	2022	2023	2024	2025
Assessment	\$ 252,000	\$ 252,000	\$ 252,000	\$ 252,000	\$ 252,000	\$ 252,000
Tax Rate	0.00503123	0.00503064	0.00503064	0.00515136	0.00536829	0.00561195
<b>Taxes</b>	<b>\$ 1,267.87</b>	<b>\$ 1,267.72</b>	<b>\$ 1,267.72</b>	<b>\$ 1,298.14</b>	<b>\$ 1,352.81</b>	<b>\$ 1,414.21</b>
Annual Change \$		\$ (0.15)	\$ -	\$ 30.42	\$ 54.67	\$ 61.40
Annual Change %		-0.01%	0.00%	2.40%	4.21%	4.54%

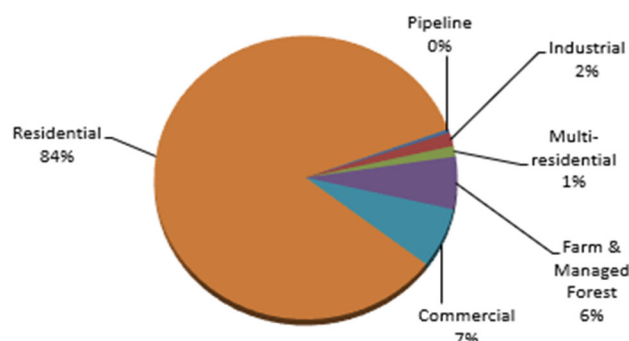
There are a total of 7,924 Residential properties in Lambton Shores and 81% of these properties would realize a property tax increase between \$0 - \$100, with an average increase of \$51 on their tax bill, excluding the impact of Lambton County and Education taxes.

The Municipal Property Assessment Corporation (MPAC); as directed by the province, has carried on the moratorium on reassessment and any change in assessment is due to a change in use or a change to the property or structure. Lambton Shores is fortunate to have growth in the various communities in both the residential and commercial sector. The 2025 taxable assessment has increased 1.33% over 2024.

### Current Value Assessment Breakdown



# 2025 Tax Revenue Breakdown



The Municipal Act requires that Council must prepare and adopt an annual budget that includes estimates of all financial needs during the year. Although a three-year budget has been prepared, Council is only being asked to approve the budget for 2025.

Staff begin the budget process in the fall by gathering information and referencing studies such as the Asset Management Plan (AMP), Roads Needs Study, Bridge Inspections and other Master Plans as well as considering the day-to-day operational needs.

The budget has been prepared using the 2024 budget, historic spending with a 3-year average, planned projects and inflationary adjustments. Staff also considered any grant or fundraising opportunities.

This budget provides the resources required to maintain the operations and infrastructure for Lambton Shores at the same level as last year. Any reference to tax impact is related to the Lambton Shores portion only and does not include the impacts of Lambton County or the School Board taxes.

Detailed information on significant changes to the Business Units is outlined on the description pages provided in the budget binder. The budget was prepared using the 2024 budget, historic spending with a 3-year average, planned projects, inflationary adjustments as necessary, and any legislation changes.

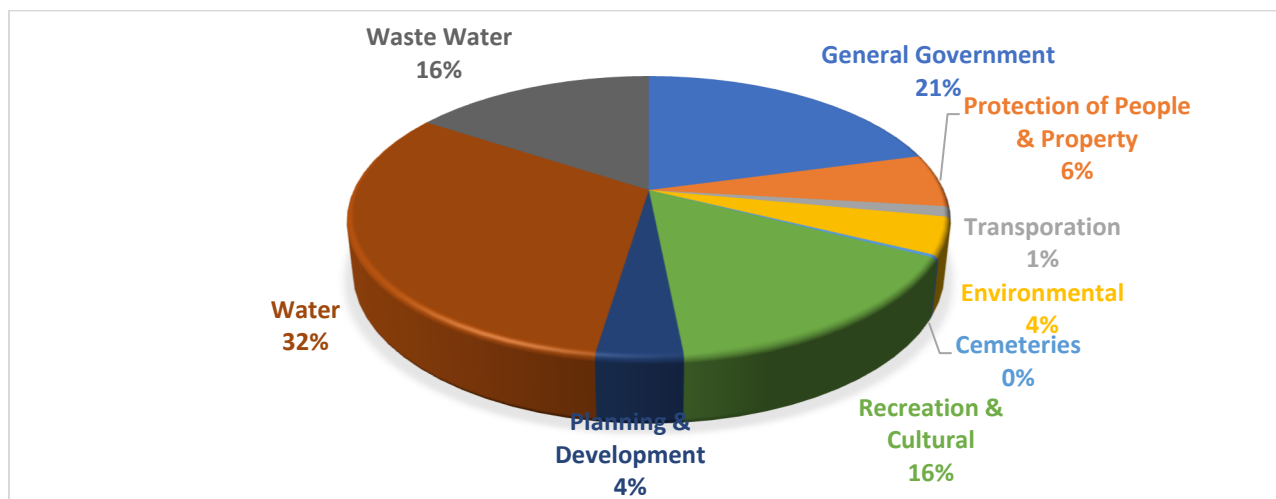
The proposed Draft 2025 Budget is presented with separate sections for Operating and Capital expenses.

1. The Operating budget includes day-to-day expenditures such as:
  1. heat and hydro
  2. insurance
  3. salaries and wages
2. The Capital budget includes purchasing of new assets or improvements to existing infrastructure such as:
  1. Facilities
  2. Roads and bridges
  3. Vehicles and equipment

### **Notable Revenue Increases**

- The general interest revenue has been increased to reflect the higher-than-normal interest rates of late.
- The Ontario Municipal Partnership Fund (OMPF); which is the unconditional grant provided by the province, has increased by \$288,900 in 2025.
- Parking revenues have been increased based on 2024 actual revenues.
- Ice rental revenues have increased at both recreation complexes.
- The water and wastewater revenues have increased to reflect growth and for wastewater to also reflect the rate increase for 2025.

### **Operating Revenues by Department**



### **Notable Expenditure Increases**

The 2025 Budget reflects an estimated cost of living adjustment for wages of 2.75%.

Staff have also adjusted time allocations throughout the entire budget and therefore the wage lines will appear up or down in the operational departments.

Equipment and repair cost for Fire Department vehicles has been increased by \$50,000 to allow for the replacement of tires in accordance with NFPA best practices.

A new full-time operator position has been added with the cost shared equally between the Transportation and Recreation Departments.

The gravel and dust suppression allocations have been increased to improve service levels.

Funds have been included for the mandatory bi-annual OSIM inspection of bridges and culverts.

Funding has been included for the acquisition of the Pinehill Cemetery in 2025.

Parks funding has increased due to the addition of the Klondyke Pickleball Courts.

Expenses at the Recreation Complexes and Community Centres have increased due to the aging of the facilities and the need for increased repairs and maintenance.

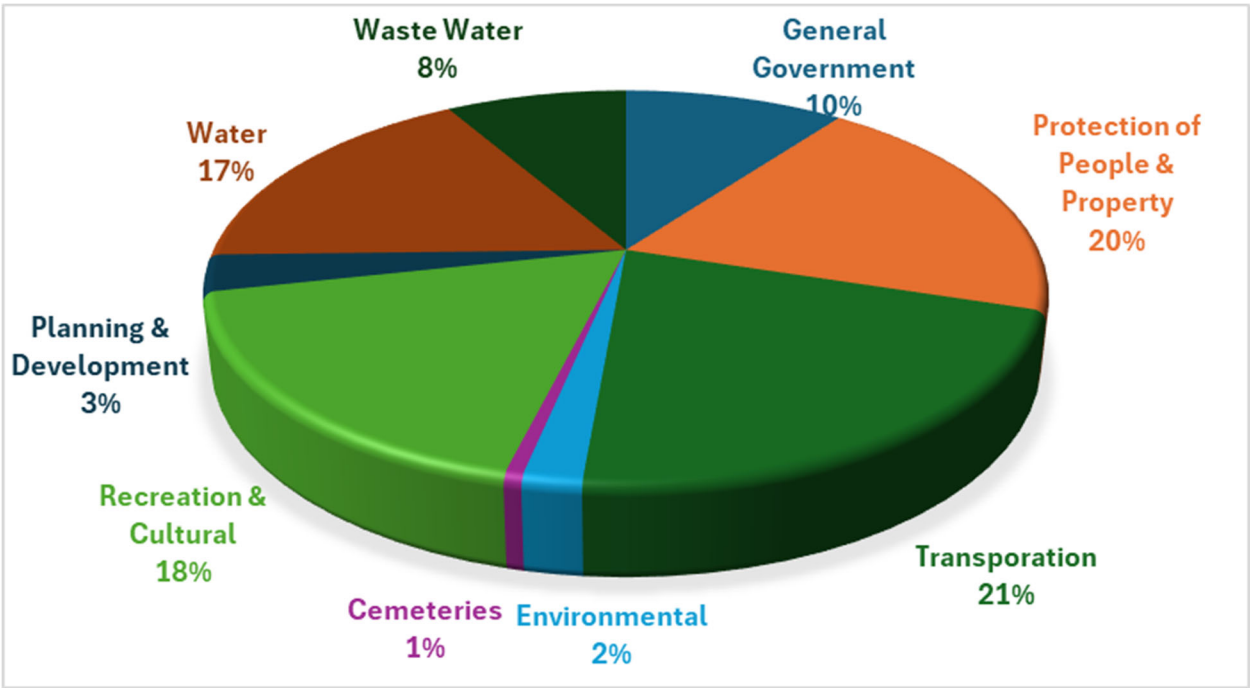
Insurance rates have been increased throughout the budget to reflect actual increases realized due to the increase in claims.

**Notable Expenditure Decreases**

One-time financial relief was provided by the Solicitor General in the amount of \$655,057 to offset the increase in OPP costs for 2025.

A further budget reduction in recycling costs has been included due to the Provincial legislation change that transferred costs to the producers of materials. The 2024 had included a reduction for only part of 2024 based on the implementation date.

**Operating Expenses by Department**

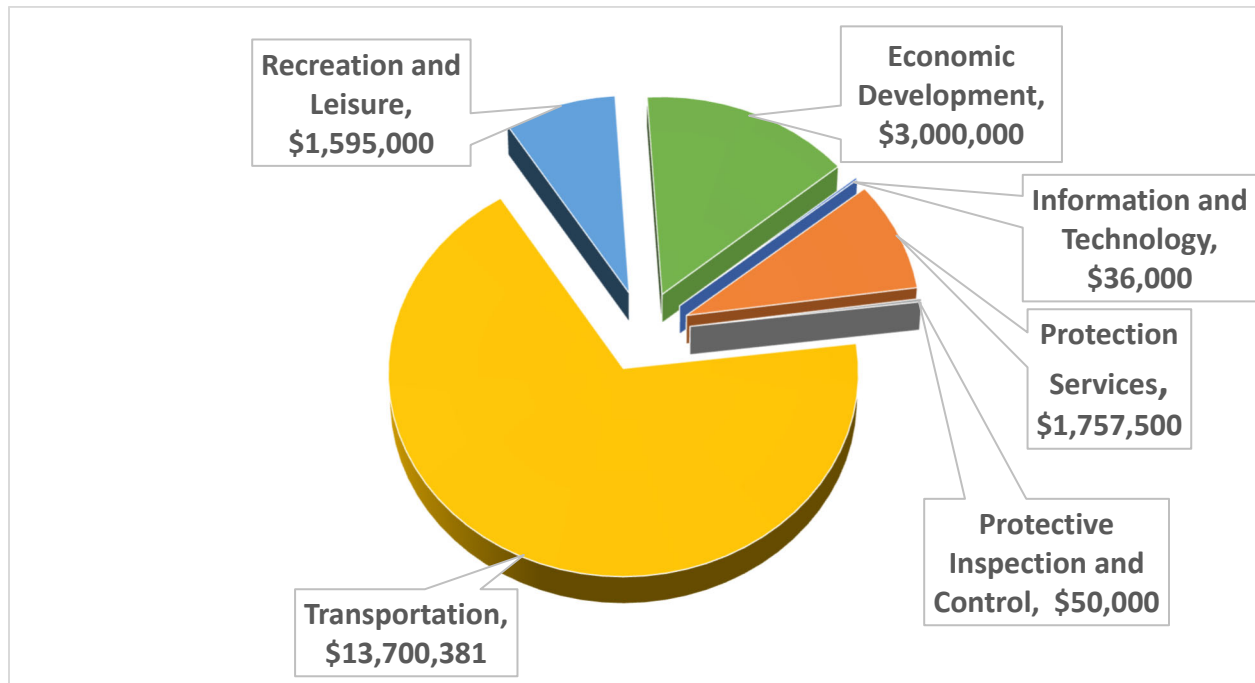


The tax supported annual allocation to the Capital Reserve Funds was increased by 19% over the 2024 allocation to account for inflationary pressures for capital project costs. As noted in the Capital Budget Overview, the capital projects are funded from the established

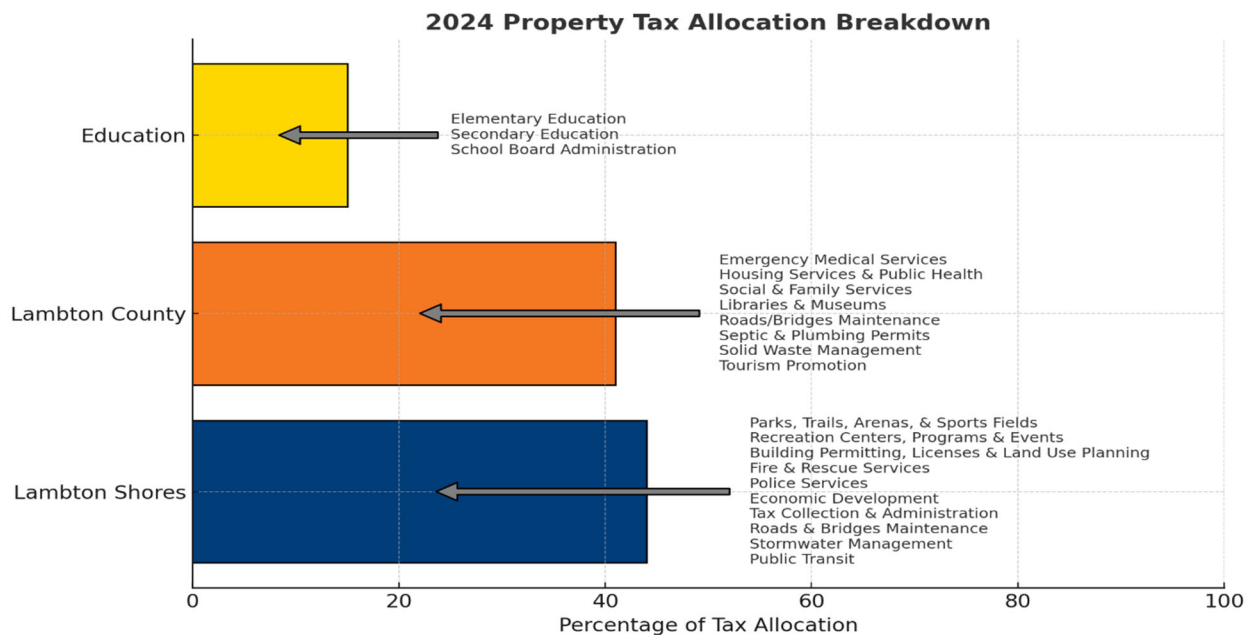


infrastructure replacement reserve funds or grants where possible. Maintaining the contributions to reserve funds is essential for planning future asset replacements and is supported by the Asset Management Plan.

### Capital Expenses by Department



The Lambton Shores tax bill also includes the tax billings for Lambton County and the school boards. This graph illustrates the percentage of the tax allocation for each entity and the different services that are funded with these taxes.



An analysis of the tax rates across Lambton County shows that Lambton Shores has the third lowest tax rate in the County as shown on the graph below:

## Municipal Tax Rate Comparison



# Municipality of Lambton Shores

## 2025 Operating Budget Summary Comparison

	2024 Budget	2025 Budget	Amount Changed
<b>TAXATION LEVY</b>			
<b>REVENUE</b>			
TAXATION LEVY	(14,798,325.00)	(15,695,010.00)	896,685.00
<b>Total REVENUE</b>	(14,798,325.00)	(15,695,010.00)	896,685.00
<b>TOTAL</b>	<b>(14,798,325.00)</b>	<b>(15,695,010.00)</b>	<b>896,685.00</b>
<b>GENERAL GOVERNMENT</b>			
<b>REVENUE</b>			
GENERAL	(3,575,327.00)	(3,718,268.00)	142,941.00
<b>Total REVENUE</b>	(3,575,327.00)	(3,718,268.00)	142,941.00
<b>EXPENSE</b>			
GENERAL	3,276,369.00	3,434,531.00	(158,162.00)
<b>Total EXPENSE</b>	3,276,369.00	3,434,531.00	(158,162.00)
<b>TOTAL</b>	<b>(298,958.00)</b>	<b>(283,737.00)</b>	<b>(15,221.00)</b>
<b>PROTECTION SERVICES</b>			
<b>REVENUE</b>			
FIRE SERVICES	(189,300.00)	(196,300.00)	7,000.00
POLICING	(66,513.00)	(66,513.00)	
PROTECTIVE INSPECTION & CONTROL	(247,753.00)	(247,753.00)	
SHORT TERM RENTAL	(236,500.00)	(236,500.00)	
BUILDING & ASSESSMENT	(346,700.00)	(346,700.00)	
<b>Total REVENUE</b>	(1,086,766.00)	(1,093,766.00)	7,000.00
<b>EXPENSE</b>			
FIRE SERVICES	1,827,742.00	2,082,458.00	(254,716.00)
POLICING	3,000,957.00	3,049,940.00	(48,983.00)
CONSERVATION AUTHORITY	367,065.00	382,855.00	(15,790.00)
PROTECTIVE INSPECTION & CONTROL	469,235.00	462,974.00	6,261.00
SHORT TERM RENTAL	236,500.00	236,500.00	
CROSSING GUARDS	45,827.00	46,952.00	(1,125.00)
BUILDING & ASSESSMENT	346,700.00	346,700.00	
EMERGENCY MANAGEMENT	10,000.00	10,000.00	
<b>Total EXPENSE</b>	6,304,026.00	6,618,379.00	(314,353.00)
<b>TOTAL</b>	<b>5,217,260.00</b>	<b>5,524,613.00</b>	<b>(307,353.00)</b>

# Municipality of Lambton Shores

## 2025 Operating Budget Summary Comparison

	2024 Budget	2025 Budget	Amount Changed
<b>TRANSPORTATION SERVICES</b>			
<b>REVENUE</b>			
PUBLIC WORKS ADMINISTRATION	(3,150.00)	(3,150.00)	
ROADWAYS	(76,500.00)	(56,500.00)	(20,000.00)
TRANSIT	(768,500.00)	(153,000.00)	(615,500.00)
<b>Total REVENUE</b>	<b>(848,150.00)</b>	<b>(212,650.00)</b>	<b>(635,500.00)</b>
<b>EXPENSE</b>			
PUBLIC WORKS ADMINISTRATION	863,558.00	887,364.00	(23,806.00)
TRANSFER TO RESERVE FUND	1,993,080.00	2,238,100.00	(245,020.00)
ROADWAYS	3,131,266.00	3,299,719.00	(168,453.00)
WINTER CONTROL	463,463.00	476,222.00	(12,759.00)
STREET LIGHTING	163,807.00	167,458.00	(3,651.00)
TRANSIT	768,500.00	153,000.00	615,500.00
<b>Total EXPENSE</b>	<b>7,383,674.00</b>	<b>7,221,863.00</b>	<b>161,811.00</b>
<b>TOTAL</b>	<b>6,535,524.00</b>	<b>7,009,213.00</b>	<b>(473,689.00)</b>
<b>ENVIRONMENTAL SERVICES</b>			
<b>REVENUE</b>			
GARBAGE COLLECTION / DEBRIS / LITTER	(735,000.00)	(757,000.00)	22,000.00
RECYCLING	(3,184.00)	(3,184.00)	
<b>Total REVENUE</b>	<b>(738,184.00)</b>	<b>(760,184.00)</b>	<b>22,000.00</b>
<b>EXPENSE</b>			
GARBAGE COLLECTION / DEBRIS / LITTER	490,746.00	503,249.00	(12,503.00)
RECYCLING	362,560.00	47,560.00	315,000.00
COMPOST SITE / LEAF PICKUP	108,584.00	101,614.00	6,970.00
<b>Total EXPENSE</b>	<b>961,890.00</b>	<b>652,423.00</b>	<b>309,467.00</b>
<b>TOTAL</b>	<b>223,706.00</b>	<b>(107,761.00)</b>	<b>331,467.00</b>
<b>CEMETERIES</b>			
<b>REVENUE</b>			
CEMETERIES	(52,880.00)	(53,880.00)	1,000.00
<b>Total REVENUE</b>	<b>(52,880.00)</b>	<b>(53,880.00)</b>	<b>1,000.00</b>
<b>EXPENSE</b>			
CEMETERIES	130,515.00	195,788.00	(65,273.00)
<b>Total EXPENSE</b>	<b>130,515.00</b>	<b>195,788.00</b>	<b>(65,273.00)</b>
<b>TOTAL</b>	<b>77,635.00</b>	<b>141,908.00</b>	<b>(64,273.00)</b>

# Municipality of Lambton Shores

## 2025 Operating Budget Summary Comparison

	2024 Budget	2025 Budget	Amount Changed
<b>RECREATION &amp; CULTURAL SERVICES</b>			
<b>REVENUE</b>			
GENERAL ADMINISTRATION	(64,448.00)	(75,411.00)	10,963.00
PARKS	(58,000.00)	(59,750.00)	1,750.00
COMMUNITY CENTRES	(111,750.00)	(114,320.00)	2,570.00
LIBRARIES	(5,000.00)		(5,000.00)
HARBOURS	(1,063,797.00)	(815,107.00)	(248,690.00)
BEACH	(1,031,450.00)	(1,125,500.00)	94,050.00
LEGACY RECREATION CENTRE	(258,635.00)	(290,175.00)	31,540.00
SHORES RECREATION CENTRE	(331,482.00)	(358,842.00)	27,360.00
<b>Total REVENUE</b>	<b>(2,924,562.00)</b>	<b>(2,839,105.00)</b>	<b>(85,457.00)</b>
<b>EXPENSE</b>			
GENERAL ADMINISTRATION	1,150,551.00	1,439,535.00	(288,984.00)
PARKS	671,368.00	750,915.00	(79,547.00)
COMMUNITY CENTRES	201,501.00	208,944.00	(7,443.00)
LIBRARIES	27,829.00	24,145.00	3,684.00
HARBOURS	1,125,891.00	831,681.00	294,210.00
BEACH	765,801.00	810,438.00	(44,637.00)
LEGACY RECREATION CENTRE	815,823.00	893,495.00	(77,672.00)
SHORES RECREATION CENTRE	925,681.00	979,306.00	(53,625.00)
OLD FOREST ARENA	16,676.00		16,676.00
<b>Total EXPENSE</b>	<b>5,701,121.00</b>	<b>5,938,459.00</b>	<b>(237,338.00)</b>
<b>TOTAL</b>	<b>2,776,559.00</b>	<b>3,099,354.00</b>	<b>(322,795.00)</b>
<b>PLANNING &amp; DEVELOPMENT</b>			
<b>REVENUE</b>			
PLANNING	(103,000.00)	(103,000.00)	
ECONOMIC DEVELOPMENT	(80,000.00)	(80,000.00)	
DRAINAGE	(515,000.00)	(515,000.00)	
DRAINAGE	(6,059.00)	(6,059.00)	
<b>Total REVENUE</b>	<b>(704,059.00)</b>	<b>(704,059.00)</b>	
<b>EXPENSE</b>			
PLANNING	24,114.00	24,114.00	
ECONOMIC DEVELOPMENT	327,421.00	363,510.00	(36,089.00)
DRAINAGE	619,123.00	627,855.00	(8,732.00)

Municipality of Lambton Shores

2025 Operating Budget Summary Comparison

	2024	2025	Amount
	Budget	Budget	Changed
Total EXPENSE	970,658.00	1,015,479.00	(44,821.00)
TOTAL	266,599.00	311,420.00	(44,821.00)
WATER			
REVENUE			
WATER	(5,713,595.00)	(5,718,975.00)	5,380.00
Total REVENUE	(5,713,595.00)	(5,718,975.00)	5,380.00
EXPENSE			
WATER	5,713,595.00	5,718,975.00	(5,380.00)
Total EXPENSE	5,713,595.00	5,718,975.00	(5,380.00)
TOTAL			
WASTEWATER			
REVENUE			
WASTEWATER	(2,702,000.00)	(2,810,149.00)	108,149.00
Total REVENUE	(2,702,000.00)	(2,810,149.00)	108,149.00
EXPENSE			
WASTEWATER	2,702,000.00	2,810,149.00	(108,149.00)
Total EXPENSE	2,702,000.00	2,810,149.00	(108,149.00)
TOTAL			
Total SUMMARY			



## Administration

Administrative functions in Lambton Shores are shared between the CAO's office and the operating departments being Corporate Services, Financial Services, Fire, Public Works and Community Services.

The CAO is appointed by Council with responsibility to exercise general control and management of municipal operations; including oversight of corporate initiatives that include Corporate Policy and Planning, Human Resources, Economic Development, Intergovernmental Affairs, Property Management, Legal and Insurance.

The Corporate Services Department is responsible for Council and committee support, corporate communications, records management, vital statistics, draft agreements, policies and by-laws, as well as undertaking the administrative functions for the municipal cemeteries, drainage and licensing. Corporate Services also processes all Freedom of Information requests, Integrity Commissioner inquiries and complaints, and calls from the Office of the Ombudsman.

The Financial Services Department is responsible for financial management and reporting for the municipality. This includes but not limited to audits, budget development administration, accounts payable, banking, grants, utility billing and collection, tax billing and collection, drainage and miscellaneous billing and collection, as well as the seasonal financial administration for the beach, parking and harbours. Additionally, the Corporation's IT needs are managed through the Finance Department.

This section of the budget reflects costs associated with Council, CAO, Clerk, Finance and IT administration. Additionally, this area reflects revenues from municipal taxation and the recovery of administrative costs associated with the Building, Water and Wastewater Departments.

Also included here is the annual unconditional grant from the Ontario Municipal Partnership Fund (OMPF).

### Blue Coast Primary Care Funding

In 2023 and 2024 Lambton Shores provided funding to Blue Coast Primary Care to undertake doctor recruitment for the Municipality. In 2023, the funding request was \$1/capita, for a total request of \$11,876. An additional payment of \$20,000 was provided in accordance with the agreement as a new doctor was recruited. In 2024, a similar funding request was made with a request for \$1.50/capita for a total request of \$17,814. The 2024 fund request was approved by Council.

Blue Coast Primary Care has made a funding request for 2025. The funding request is for \$1.50/capita for a total of (11,876 x \$1.50) \$17,814. If Council is committed to doctor recruitment, Blue Coast offers the knowledge, experience, and contracts to undertake this work. Staff have not done this type of recruitment. The Blue Coast Primary Care funding for 2025 was approved during budget deliberations.

### Summary of Operating Budget Changes

- There is an increase in the Ontario Municipal Partnership Fund (OMPF) funding for 2025 of \$288,900.





THE MUNICIPALITY OF

LAMBTON SHORES

2025 Budget  
Administration Department Overview

- The interest revenue has been increased to reflect the higher interest rates we are experiencing.
- Funding has been included for the redevelopment of existing properties in Forest.
- An increased cost for insurance has been realized in all departments.
- Savings have been realized because of the 2025-2028 Audit RFP.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>110 GENERAL GOVERNMENT</b>											
<b>COUNCIL</b>											
EXPENSE											
PERSONNEL COSTS	251,491	280,069	28,578	11%	286,971	6,902	2%	294,063	7,092	2%	
CONTRACTED SERVICES	5,000	5,000			5,000			5,000			
MATERIALS & SUPPLIES	873	873			873			873			
ADMINISTRATIVE OTHER	11,570	11,570			11,570			11,570			
<b>Total EXPENSE</b>	<b>268,934</b>	<b>297,512</b>	<b>28,578</b>	<b>11%</b>	<b>304,414</b>	<b>6,902</b>	<b>2%</b>	<b>311,506</b>	<b>7,092</b>	<b>2%</b>	
<b>Total COUNCIL</b>	<b>268,934</b>	<b>297,512</b>	<b>28,578</b>	<b>11%</b>	<b>304,414</b>	<b>6,902</b>	<b>2%</b>	<b>311,506</b>	<b>7,092</b>	<b>2%</b>	
<b>GENERAL ADMINISTRATION</b>											
REVENUE											
GRANTS	(1,759,700)	(2,048,600)	(288,900)	16%	(2,048,600)			(2,048,600)			
USER FEES	(207,000)	(217,000)	(10,000)	5%	(217,000)			(217,000)			
OTHER REVENUE	(135,000)	(155,000)	(20,000)	15%	(125,000)	30,000	(19%)	(125,000)			
TRANSFER FROM RESERVE FUND	(189,414)		189,414	(100%)							
<b>Total REVENUE</b>	<b>(2,291,114)</b>	<b>(2,420,600)</b>	<b>(129,486)</b>	<b>6%</b>	<b>(2,390,600)</b>	<b>30,000</b>	<b>(1%)</b>	<b>(2,390,600)</b>			
EXPENSE											
PERSONNEL COSTS	1,514,161	1,562,938	48,777	3%	1,605,192	42,254	3%	1,648,607	43,415	3%	
UTILITIES	32,314	30,933	(1,381)	(4%)	30,952	19		30,980	28		
CONTRACTED SERVICES	250,344	254,644	4,300	2%	168,522	(86,122)	(34%)	170,283	1,761	1%	
LEGAL	50,000	50,000			50,000			50,000			
PRINCIPAL & INTEREST	276,600	292,763	16,163	6%	292,763			292,763			
INSURANCE	160,890	214,192	53,302	33%	224,902	10,710	5%	236,147	11,245	5%	
MATERIALS & SUPPLIES	99,200	102,200	3,000	3%	102,200			102,200			
MAINTENANCE & REPAIRS	2,000	2,000			2,000			2,000			
ADMINISTRATIVE OTHER	66,896	27,500	(39,396)	(59%)	27,500			27,500			
TRANSFER TO RESERVE FUND	33,660	66,579	32,919	98%	67,269	690	1%	67,969	700	1%	
<b>Total EXPENSE</b>	<b>2,486,065</b>	<b>2,603,749</b>	<b>117,684</b>	<b>5%</b>	<b>2,571,300</b>	<b>(32,449)</b>	<b>(1%)</b>	<b>2,628,449</b>	<b>57,149</b>	<b>2%</b>	
<b>Total GENERAL ADMINISTRATION</b>	<b>194,951</b>	<b>183,149</b>	<b>(11,802)</b>	<b>(6%)</b>	<b>180,700</b>	<b>(2,449)</b>	<b>(1%)</b>	<b>237,849</b>	<b>57,149</b>	<b>32%</b>	
<b>HUMAN RESOURCES</b>											
EXPENSE											
PERSONNEL COSTS	3,500	3,500			3,500			3,500			
CONTRACTED SERVICES	3,500	6,000	2,500	71%	6,000			6,000			

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
MATERIALS & SUPPLIES	1,000	1,000			1,000			1,000			
ADMINISTRATIVE OTHER	1,500	1,500			1,500			1,500			
<b>Total EXPENSE</b>	9,500	12,000	2,500	26%	12,000			12,000			
<b>Total HUMAN RESOURCES</b>	9,500	12,000	2,500	26%	12,000			12,000			
<b>HEALTH AND SAFETY</b>											
EXPENSE											
PERSONNEL COSTS	3,500	3,500			3,500			3,500			
CONTRACTED SERVICES	3,500	3,500			3,500			3,500			
MATERIALS & SUPPLIES	1,000	1,000			1,000			1,000			
ADMINISTRATIVE OTHER	1,500	1,500			1,500			1,500			
<b>Total EXPENSE</b>	9,500	9,500			9,500			9,500			
<b>Total HEALTH AND SAFETY</b>	9,500	9,500			9,500			9,500			
<b>ELECTION</b>											
REVENUE											
TRANSFER FROM RESERVE FUND					(45,000)	(45,000)			45,000	(100%)	
<b>Total REVENUE</b>					(45,000)	(45,000)			45,000	(100%)	
EXPENSE											
CONTRACTED SERVICES					35,000	35,000			(35,000)	(100%)	
ADMINISTRATIVE OTHER					10,000	10,000			(10,000)	(100%)	
TRANSFER TO RESERVE FUND	15,550	15,865	315	2%	16,185	320	2%	16,510	325	2%	
<b>Total EXPENSE</b>	15,550	15,865	315	2%	61,185	45,320	286%	16,510	(44,675)	(73%)	
<b>Total ELECTION</b>	15,550	15,865	315	2%	16,185	320	2%	16,510	325	2%	
<b>INFORMATION TECHNOLOGY</b>											
EXPENSE											
CONTRACTED SERVICES	243,700	250,150	6,450	3%	256,600	6,450	3%	256,600			
VEHICLE OR EQUIPMENT	6,500	6,500			6,500			6,500			
TRANSFER TO RESERVE FUND	46,620	49,255	2,635	6%	50,210	955	2%	51,180	970	2%	
<b>Total EXPENSE</b>	296,820	305,905	9,085	3%	313,310	7,405	2%	314,280	970		
<b>Total INFORMATION TECHNOLOGY</b>	296,820	305,905	9,085	3%	313,310	7,405	2%	314,280	970		
<b>ADMINISTRATION RECOVERY</b>											
REVENUE											
OTHER REVENUE	(673,200)	(686,655)	(13,455)	2%	(700,405)	(13,750)	2%	(700,405)			
<b>Total REVENUE</b>	(673,200)	(686,655)	(13,455)	2%	(700,405)	(13,750)	2%	(700,405)			

Municipality of Lambton Shores  
2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>Total ADMINISTRATION RECOVERY</b>	(673,200)	(686,655)	(13,455)	2%	(700,405)	(13,750)	2%	(700,405)			

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>100 TAXATION</b>											
<b>TAXATION LEVY</b>											
REVENUE											
TAXATION	(14,798,325)	(15,695,010)	(896,685)	6%	(16,036,061)	(341,051)	2%	(16,036,061)			
<b>Total REVENUE</b>	(14,798,325)	(15,695,010)	(896,685)	6%	(16,036,061)	(341,051)	2%	(16,036,061)			
<b>Total TAXATION LEVY</b>	(14,798,325)	(15,695,010)	(896,685)	6%	(16,036,061)	(341,051)	2%	(16,036,061)			
<b>MUNICIPAL P.I.L</b>											
REVENUE											
TAXATION	(451,013)	(451,013)			(451,013)			(451,013)			
<b>Total REVENUE</b>	(451,013)	(451,013)			(451,013)			(451,013)			
<b>Total MUNICIPAL P.I.L</b>	(451,013)	(451,013)			(451,013)			(451,013)			
<b>MUNICIPAL SUPPLEMENTARY</b>											
REVENUE											
TAXATION	(160,000)	(160,000)			(160,000)			(160,000)			
<b>Total REVENUE</b>	(160,000)	(160,000)			(160,000)			(160,000)			
<b>Total MUNICIPAL SUPPLEMENTARY</b>	(160,000)	(160,000)			(160,000)			(160,000)			
<b>MUNICIPAL WRITE OFF</b>											
EXPENSE											
TAXATION	190,000	190,000			190,000			190,000			
<b>Total EXPENSE</b>	190,000	190,000			190,000			190,000			
<b>Total MUNICIPAL WRITE OFF</b>	190,000	190,000			190,000			190,000			



556 N. Christina St.

Sarnia, ON

N7T 5W6

Atten: Lorie Scott

RE: Funding Request for Blue Coast Primary Care-Recruitment & Retention  
December 2024

Councillor Scott and Members of Council:

We wish to thank you for your consideration in funding Blue Coast Primary Care – Recruitment & Retention for the 2025 operating year.

Our organization has recruited 48 family physicians to Sarnia-Lambton since its conception in 2001 and this year of 2024; we were successful in recruiting 3 new physicians. You can view a review a full year-end report as an attachment to this letter.

While we have had a very successful few years, strong recruitment efforts and succession planning will continue to be a priority as our physicians continue to age. In addition, to looking to place physicians in our smaller rural communities for better patient access, we are seeking successors for 2 family physicians that would like to retire by the end of 2025 across Lambton County. Each of these physicians has over 1,500 patients, and therefore, if we are unable to replace them there will be over 3,000 more residents without a family physician, on top of the estimated 15,000 unattached patients in Lambton County.

Through strengthened relationships with other municipalities, Bluewater Health, the Sarnia Lambton Ontario Health Team and the Ontario Health - Health Force, we believe our future continues to look bright. We are requesting \$1.50 per resident of each municipality to assist in covering our anticipated expenses for 2025.

We are available to answer any questions that the council members may have about our initiatives and directions. Please contact Carly Cox; Recruitment Coordinator, at (226) 402-3555 or [ccox@bluecoastprimarycare.com](mailto:ccox@bluecoastprimarycare.com).

Yours truly,

Don Burnard, Interim Chair  
Blue Coast Primary Care – Recruitment & Retention

## 2024 Year-End Report

As a funder of Blue Coast Primary Care – Recruitment and Retention it is with great pride that we share our 2024 year-end report. This report outlines the successes, barriers and challenges we have faced this past year and how we plan to move forward into 2025. Without your funding support and commitment to our organization our efforts would not be possible and primary care within Lambton County would suffer.

Key highlights this year included:

- Onboarding 3 NEW Primary Care Physicians to Lambton County
- Joining the Southern Ontario Physician Recruitment Alliance (SOPRA)
- Becoming a member of the Sarnia Lambton Chamber of Commerce Governance Committee
- Obtaining funding support from additional municipalities than in past years.

### **Program Overview**

To revisit the purpose of our organization, Blue Coast Primary Care - Recruitment & Retention (Formerly the Physician Recruitment Taskforce of Sarnia Lambton) was formed to combat the severe shortage of Family Physicians in the Sarnia Lambton Area.

Since its inception in 2001, Blue Coast Primary Care has recruited 48 Family Physicians and assisted with the recruitment of many allied professionals.

We are a non-profit organization dedicated to marketing all of Lambton County (with a stronger focus on our funding municipalities) to prospective Family Physicians and their families. We do this by attending medical recruitment fairs, digital campaigns through social media and national job boards, networking with other physician recruitment organizations and by establishing relationships with our local medical student prospects/residents.

Our mission remains: With the support of strong community relationships, we undertake initiatives to meet the primary healthcare needs of Lambton County and thereby enhancing the health, social, and economic quality of life for all our residents.

Our vision: All Lambton County residents will have accessible and high-quality Primary Health Care.

### **Recruitment Metrics & Outcomes**

Through our recruitment efforts, we have successfully recruited three new primary care physicians to Lambton County. In addition to the recruitment of our new providers, we supported the transition of a practice between two local providers. Being able to offer support



through transitions of practice to our local physicians is an important retention tool, that is equally as important as recruitment itself.

A breakdown of our successful efforts are as follows:

**Permanent Recruits:**

- Dr. Emiloju Edalere-Lukula
  - UK Trained Physician that relocated to practice in Sarnia at the SMG Clinic at 494 Christina St.
- Dr. Olubambo Saboya
  - UK Trained Physician that relocated to practice in Sarnia at the SMG Clinic at 494 Christina St.
- Dr. Chopcian
  - Sarnia born and raised; USA trained physician that is practicing at the DMI Building in Point Edward at 704 Mara. St.

**Practice Transfers:**

- Dr. Davies (Sarnia) will be taking over the practice of Dr. Laura Silvestri (Sarnia).
  - Dr. Davies was previously practicing as a family physician at the West Lambton Community Health Centre and will be transferring to a private practice model.
  - Dr. Silvestri is leaving her family medicine practice to pursue a focused practice in mental health. She will be remaining in Sarnia

We are actively recruiting primary care physicians across Lambton County and have not been successful in filling each vacancy. Specifically, we have been focusing our recruitment efforts on Warwick Township, Lambton Shores, Point Edward and Sarnia.

Listed below are the metrics provided by the Health Analytics Branch of Ontario, regarding patient attachments to primary care enrollment models per municipality.

- Combined Patient Enrolment Models: CCM, COE, CSA, FHG, FHN, FHO, RAN, and SLA
- The below chart does not include enrollment at the Community Health Centres (CHC): North Lambton and West Lambton sites or the Nurse Practitioner Lead Clinics (NPLCs)

OH West Region: Census Subdivision (CSD)	2023 Population Estimate	All Rostrering Physicians	
		Physician Count	Rostered Patient Count
BROOKE-ALVINSTON	2,580	0	0
DAWN-EUPHEMIA	2,147	0	0
ENNISKILLEN	3,085	0	0
KETTLE POINT 44	1,337	0	0
LAMBTON SHORES	12,845	1	2,094
OIL SPRINGS	716	0	0
PETROLIA	6,391	11	18,445
PLYMPTON-WYOMING	9,356	0	0
POINT EDWARD	2,023	3	4,538
SARNIA	78,374	27	52,369
SARNIA 45	708	0	0
ST. CLAIR	15,799	4	9,408
WARWICK	3,914	0	0
	<b>139,275</b>	<b>46</b>	<b>86,854</b>

## Financial Overview

The 2023 Review Engagement can be found in Appendix 1.2 or [click here](#).

The Blue Coast board of directors continues to operate with a very tight budget and is continuously seeking ways to cut costs, while fulfilling our mandate. The bulk of our funds are spent on relocation incentives, which are required to remain competitive in the market of physician recruitment and recruiter wages.

Due to the rising costs to operate our program, Blue Coast increased the funding request of our municipal funders from \$1/resident to \$1.50/resident. The City of Sarnia entered into a 4-year funding agreement at \$1/resident in 2023, and therefore are contributing at the agreed amount for the term.

Throughout the year the Blue Coast board consulted a lawyer and accountant on an effective way to transition the recruiter from an employee to contractor. This strategic initiative will help reduce employment fees in future years.

It is important to note that our budget only supported two physicians eligible for our relocation incentive this year. As a result, much like in previous years, we utilized savings to support recruitment. Due to our recruitment success in recent years and the limited budget we operate under, we have been dipping into our savings for 6 years which are quickly depleting.

In 2024, The Township of Warwick and Township of Lambton Shores funded our program the \$1.50/resident request to fulfill our operational obligations and additionally agreed to provide the relocation fee to each physician we brought to their community. This effort was a cost effective and strategic approach for them to ensure focus was provided to their municipalities. As program funders, recruitment is a priority in these regions.

### **Challenges Faced**

As a primary care recruitment program, we face many challenges that impact the outcomes of our success. The following are key challenges we are working to overcome:

- **Limited Budget**
  - Our budget continues to be a challenge we face in operating a robust physician recruitment program. Without sufficient funding support we are very limited in the exposure that we can obtain, often opting for the most cost-effective marketing streams, rather than most effective.
- **Restrictions from Ministry of Health:**
  - Ministry of Health/Physician Service Agreement Guidelines limit us to where a physician can work geographically and whom they may be working alongside. With the limited infrastructure that we have across Lambton County that fits within their guidelines, finding appropriate and attractive infrastructure to recruit to has remained a challenge.
- **Market Conditions**
  - Recruitment in Ontario and across Canada comes with many challenges that are multifaceted and growing. With increasing demand for primary care due to our aging population and growing communities, the competition for qualified physicians is strong. The pool of prospective Canadian trained physicians we are all recruiting from is small and therefore, many recruitment programs are looking internationally or offering high incentives that smaller regions are not able to compete with. Recruiting internationally adds more complexity to the recruitment process and is costly.
- **Meeting Professional/Personal Needs**
  - A physician must be the right fit for a community, just as much as the community must be the right fit for a physician. Balancing community expectations with the professional and personal needs of physicians is challenging, particularly with international medical graduates who have trained and practiced elsewhere.

## Stakeholder Collaboration & Engagement

Blue Coast Primary Care - Recruitment and Retention continues to collaborate with our local stakeholders and healthcare partners. This year we were able to engage with new partners in the following ways, by joining:

- **Southern Ontario Physician Recruitment Alliance (SOPRA)**
  - An alliance was established amongst 18 community physician recruitment programs across Southwestern Ontario to collaborate on region wide initiatives to attract Canadians studying abroad and doctors from the UK, US, Ireland, and Australia.
- **Chamber of Commerce Governance Committee**
  - Our recruiter joined the committee to address governance related barriers to physician recruitment. Key topics addressed have been Capital Gains for Physicians, DEI and Ministry/PSA Guidelines
- **Sarnia Lambton Primary Care Council**
  - Our recruiter has been invited to join the council to share and collaborate on primary care-focused initiatives.

## Impact

- Dr. Edalere-Lukura took over the practice of Dr. O'Sullivan.
  1. Dr. O'Sullivan's practice had 1300 patients resulting in a transfer of care
- Dr. Sombayo started a new primary care practice and is currently still accepting patients. It is anticipated he will care for 1,800 unattached patients in our community.
- Dr. Chopcian took over the Dr. Buckton resulting in 800 patients receiving a transfer of care, and an additional 1,000 unattached patients obtaining a provider.
- Dr. Silvestri's family practice has 1100 patients and without the transfer of practice to Davies, these patients would have been left without a provider.

Therefore, our efforts in 2024, resulted in 6,000 residents of Lambton County being offered primary care.

## Objectives for Next Year

1. Continue to prioritize our funding municipalities to ensure accessible primary care is available to their residents.
2. Generate additional Funding Streams
3. Enhance the Board of Directors to ensure a diverse, dedicated and knowledgeable team is supporting our recruitment initiatives.

## **Conclusion & Acknowledgments**

In summary, despite the challenges and barriers we continue to face, Blue Coast Primary Care – Recruitment and Retention has met our mandate in 2024. We continue to strive for effective approaches to undertake initiatives to meet the primary healthcare needs of Lambton County and thereby enhance the health, social, and economic quality of life for all our residents.

We wish to extend our sincere appreciation to our 2024 funders and applaud them for their acknowledgement that physician recruitment is a critical piece to enhancing the health and wellbeing of our community.

We also wish to acknowledge the following leaders in Lambton County that have made an impact on the success of our organization this year: Dr. Ajayi-Obe and the SMG Group, Dr. J. O'Mahony, Dr. S. Peterson, Dr. C. Greensmith, Dr. W. Buckton, Dr. N. Nyholt, Dr. V. Singh, Dr. M. Haddad, Monica Shepley, Nadine Neve, Lynn Laidler, Kathy Bresett, Marilyn Gladu, MP, Bob Bailey, MPP.

## **Appendices**

- 1.1 2024 Blue Coast Primary Board Members**
- 1.2 2023 Review Engagement – Financial Statements**

## Blue Coast Primary Care – Recruitment & Retention Board of Directors 2024

1. Don Burnard, Interim Chair
2. Dr. Dave Satram, Treasurer
3. Alison Mahon, Director (representing Bluewater Health)
4. Laura Hanlon, Director
5. Lori Scott, Funder (representing Lambton Shores)
6. Jane Tillman, Ex-Officio, Ontario Health
7. Nadine Neve, Ex-Officio, SLOHT

**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION**

**FINANCIAL STATEMENTS**

**DECEMBER 31, 2023**

**Lisa Mayer, CPA, Professional Corporation  
Chartered Professional Accountant  
375 Exmouth Street  
Sarnia, Ontario  
N7T 5N8**



**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****CONTENTS****DECEMBER 31, 2023**

REVIEW ENGAGEMENT REPORT	1
FINANCIAL STATEMENTS	
Statement of Financial Position	2
Statement of Operations	3
Statement of Net Assets	4
Statement of Cash Flows	5
Notes to the Financial Statements	6 - 10

## **INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT**

To the Board of Directors of  
Blue Coast Primary Care - Recruitment & Retention

I have reviewed the accompanying financial statements of Blue Coast Primary Care - Recruitment & Retention that comprise the statement of financial position as at December 31, 2023, and the statements of operations, net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not for profits, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Practitioner's Responsibility**

My responsibility is to express a conclusion on the accompanying financial statements based on my review. I conducted my review in accordance with Canadian generally accepted standards for review engagements, which require me to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making enquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

### **Conclusion**

Based on my review, nothing has come to my attention that causes me to believe that the financial statements do not present fairly, in all material respects, the financial position of Blue Coast Primary Care - Recruitment & Retention as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

*Lisa Mayer CPA Professional Corporation*

Authorized to practice public accounting by the Chartered Professional Accountants of Ontario  
Sarnia, Ontario  
August 13, 2024

**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****STATEMENT OF FINANCIAL POSITION****AS AT DECEMBER 31, 2023**

(Unaudited)

**ASSETS**

	<u>2023</u>	<u>2022</u>
<b>CURRENT ASSETS</b>		
Cash and bank (Note 3)	\$ 109,695	\$ 136,320
Short term investments (Note 4)	69,046	-
Sales tax rebate receivable	1,646	1,871
Interest receivable	<u>1,759</u>	<u>977</u>
	182,146	139,168
<b>LONG TERM INVESTMENTS (Note 4)</b>	<u>3,186</u>	<u>70,148</u>
	<u>\$ 185,332</u>	<u>\$ 209,316</u>

**LIABILITIES AND NET ASSETS**

<b>CURRENT LIABILITIES</b>		
Accounts payable and accrued liabilities	\$ 2,501	\$ 2,499
Government remittances payable	<u>2,851</u>	<u>3,895</u>
	5,352	6,394
<b>NET ASSETS</b>	<u>179,980</u>	<u>202,922</u>
	<u>\$ 185,332</u>	<u>\$ 209,316</u>

**APPROVED ON BEHALF OF THE BOARD:**\_\_\_\_\_  
Director\_\_\_\_\_  
Director

SEE ACCOMPANYING NOTES TO THE FINANCIAL STATEMENTS

**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****STATEMENT OF OPERATIONS****YEAR ENDED DECEMBER 31, 2023**

(Unaudited)

	<u>2023</u>	<u>2022</u>
<b>REVENUE</b>		
City of Sarnia	\$ 80,000	\$ 80,000
Municipality of Lambton Shores	11,876	-
Township of Enniskillen	-	300
Village of Point Edward	2,400	2,100
Subsidies and grants	-	14,000
Municipality of Lambton Shores - recruit reimbursement	20,000	-
Interest revenue	5,252	3,328
	<u>119,528</u>	<u>99,728</u>
<b>EXPENSES</b>		
Advertising	1,403	1,279
Conferences	9,379	-
Hosting	7,645	5,305
Insurance	3,582	3,538
Interest and bank charges	152	-
Job fairs	3,587	929
Mileage	1,321	306
Office	1,843	2,165
Physician recruitment & retention benefits (Note 5)	48,351	60,000
Professional fees	3,638	3,326
Special events	227	42
Telephone	725	1,020
Visiting elective student benefits (Note 6)	4,000	7,500
Wages and benefits	56,617	56,444
	<u>142,470</u>	<u>141,854</u>
<b>EXCESS OF EXPENSES OVER REVENUE</b>	<u>\$ (22,942)</u>	<u>\$ (42,126)</u>

SEE ACCOMPANYING NOTES TO THE FINANCIAL STATEMENTS

**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****STATEMENT OF NET ASSETS****YEAR ENDED DECEMBER 31, 2023**

(Unaudited)

	<b><u>2023</u></b>	<b><u>2022</u></b>
<b>NET ASSETS, BEGINNING OF YEAR</b>	<b>\$ 202,922</b>	<b>\$ 245,048</b>
<b>EXCESS OF EXPENSES OVER REVENUE</b>	<b><u>(22,942)</u></b>	<b><u>(42,126)</u></b>
<b>NET ASSETS, END OF YEAR</b>	<b><u>\$ 179,980</u></b>	<b><u>\$ 202,922</u></b>

SEE ACCOMPANYING NOTES TO THE FINANCIAL STATEMENTS

**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****STATEMENT OF CASH FLOWS****DECEMBER 31, 2023**

(Unaudited)

	<u>2023</u>	<u>2022</u>
<b>OPERATING ACTIVITIES</b>		
Excess of expenses over revenue	\$ (22,942)	\$ (42,126)
Increased value of credit union shares	<u>(301)</u>	<u>(310)</u>
	(23,243)	(42,436)
Changes in non-cash working capital balances		
Sales tax receivable	225	(943)
Interest receivable	(782)	(280)
Accounts payable and accrued liabilities	<u>(1,042)</u>	<u>-</u>
<b>DECREASE IN CASH AND EQUIVALENTS</b>	<b>(24,842)</b>	<b>(43,659)</b>
<b>CASH AND EQUIVALENTS, beginning of year</b>	<b><u>203,583</u></b>	<b><u>247,242</u></b>
<b>CASH AND EQUIVALENTS, end of year</b>	<b><u>\$ 178,741</u></b>	<b><u>\$ 203,583</u></b>
 Cash and equivalents represented by:		
Cash	\$ 109,695	\$ 136,320
GIC - short term	69,046	-
GIC - long term	<u>-</u>	<u>67,263</u>
	<b><u>\$ 178,741</u></b>	<b><u>\$ 203,583</u></b>

SEE ACCOMPANYING NOTES TO THE FINANCIAL STATEMENTS

# **BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION**

## **NOTES TO THE FINANCIAL STATEMENTS**

**DECEMBER 31, 2023**

(Unaudited)

### **1. BASIS OF ORGANIZATION AND NATURE OF ACTIVITIES**

The Blue Coast Primary Care - Recruitment & Retention was incorporated without share capital and is classified as a charitable organization under Section 149.1(1)(b) of the Income Tax Act (Canada). The purpose of Blue Coast Primary Care - Recruitment & Retention is to develop programs to recruit and retain healthcare professionals to the City of Sarnia and Lambton County, by providing and attending job fairs, familiarization visits, marketing and advertising, spousal employment, schooling and programs similar thereto.

### **2. SIGNIFICANT ACCOUNTING POLICIES**

#### Basis of Accounting

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations.

#### Use of Estimates

The preparation of financial statements in accordance with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that effect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the current period. These estimates are reviewed periodically and adjustments are made to income as appropriate in the year they become known.

#### Cash and Cash Equivalents

Cash and cash equivalents consist of cash on deposit, cheques issued and outstanding, and investments in money market instruments.

#### Investments

Investments in equities that are not traded on an active market are valued at cost less any allowance for impairment.

#### Property and Equipment

Property and equipment are recorded at cost and are expensed when acquired.

#### Fund Accounting

The Taskforce follows the restricted fund method of accounting for contributions.

Revenues and expenses related to providing services to the community are reported in the General Fund. This fund reports unrestricted resources and restricted operating grants.

There are not currently any restricted funds in use.



**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2023**

(Unaudited)

**SIGNIFICANT ACCOUNTING POLICIES (con't)****Revenue Recognition**

Restricted contributions related to general operations are recognized as revenue of the General Fund in the year in which the related expenses are incurred.

Unrestricted contributions are recognized as revenue of the General Fund in the year received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured.

**Financial Instruments****Measurement of financial instruments**

The organization initially measures its financial assets and financial liabilities at fair value.

The organization subsequently measures all its financial assets and financial liabilities at cost or amortized cost, except for investments in equity instruments that are quoted in an active market, which are measured at fair value. Changes in fair value of these financial instruments are recognized in net income.

Financial assets measured at amortized cost on a straight-line basis include cash and accounts receivable.

Financial liabilities measured at amortized cost on a straight-line basis include accounts payable and accrued liabilities and government remittances payable.

**Impairment**

Financial assets measured at cost are tested for impairment when there are indicators of impairment. The amount of the write-down is recognized in net income. The previously recognized impairment loss may be reversed to the extent of the improvement, directly or by adjusting the allowance account, provided it is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in net income.

**Transaction costs**

The organization's transaction costs related to financial instruments that will be subsequently measured at fair value are recognized in net income in the period incurred. The carrying amount of the financial instruments that will not be subsequently measured at fair value is adjusted for transaction costs directly attributable to the origination, issuance or assumption of these instruments.

**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2023**

(Unaudited)

**3. CASH AND BANK**

Cash is held at one credit union and earns interest from 0.125 - 0.65% (2021 - 0.125 - 0.65%).

	<u>2023</u>	<u>2022</u>
Operating account	\$ 32,111	\$ 41,069
Savings account	77,339	95,006
Lottery account	<u>246</u>	<u>246</u>
	<u>\$ 109,696</u>	<u>\$ 136,321</u>

**4. INVESTMENTS**

	<u>2023</u>	<u>2022</u>
Short term:		
Guaranteed Investment Certificate	<u>\$ 69,046</u>	<u>\$ -</u>
Long term:		
Libro Class A Profit Shares	\$ 3,136	\$ 2,835
Libro Membership Share	50	50
Guaranteed Investment Certificate	<u>-</u>	<u>67,263</u>
	<u>\$ 3,186</u>	<u>\$ 70,148</u>

Short term investment consists of one guaranteed investment certificate earning interest at 2.65% maturing in June 2024.

Long term investments consist of Class A profit shares and membership shares held with Libro Credit Union.

**5. PHYSICIAN RECRUITMENT & RETENTION BENEFITS**

The Blue Coast Primary Care - Recruitment & Retention provides recruitment incentive grants to assist physicians in relocating and, if necessary, modernizing their family practice. Grants are expensed in full upon payment to the physicians. A predetermined percentage of the grants are repayable by the physicians if the agreements are terminated within a specified amount of time from the date of the agreement. Since repayment cannot reasonably be determined, these amounts are not recorded until received.

	<u>2023</u>	<u>2022</u>
Relocation benefits	\$ 68,351	\$ 60,000
Relocation benefits repayment	<u>(20,000)</u>	<u>-</u>
	<u>\$ 48,351</u>	<u>\$ 60,000</u>

**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2023**

(Unaudited)

**6. VISITING ELECTIVE STUDENT BENEFITS**

The Blue Coast Primary Care - Recruitment & Retention awards bursaries to medical students accepted to complete elective training in the City of Sarnia and Lambton County. Preceptor fees are paid to practicing physicians who provide personal instruction, training and professional supervision to medical students in a clinical setting. Preceptor remuneration policies are established and approved by the Board of Directors. Bursaries and preceptor payments are expensed upon payment to the medical student or practitioner.

	<u>2023</u>	<u>2022</u>
Student bursaries	\$ 2,500	\$ 2,500
Preceptor fees	<u>1,500</u>	<u>5,000</u>
	<u>\$ 4,000</u>	<u>\$ 7,500</u>

**7. ECONOMIC DEPENDENCE**

Grant revenues from the City of Sarnia represent 67% (2022 - 80%) of the organization's total revenue for the year. The City of Sarnia has committed to providing funding of \$80,000 for the subsequent three fiscal periods ending December 31, 2026. Thereafter, the organization will apply on an annual basis for this funding. The organization's ability to continue as a viable operation may be considered dependent upon this source of revenue.

**BLUE COAST PRIMARY CARE - RECRUITMENT & RETENTION****NOTES TO THE FINANCIAL STATEMENTS****DECEMBER 31, 2023**

(Unaudited)

**8. FINANCIAL INSTRUMENTS****Fair Value**

The organization's financial instruments consist of cash, short term investments, sales tax receivable, accounts payable and accrued liabilities. The fair value of these financial instruments approximate their carrying values, unless otherwise noted.

**Foreign Currency Risk**

The organization's activities do not involve revenues and expenses denominated in foreign currencies nor does it have a material exposure to highly inflationary foreign currencies.

**Credit Risk**

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The organization's accounts receivable related to government rebates receivable, and therefore, it is not subject to this risk.

**Interest Rate Risk**

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The organization is exposed to interest rate risk on its bank accounts as described in Note 3.

**Liquidity Risk**

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The organization is not exposed to this risk.



## Fire Services

Lambton Shores Fire and Emergency Services, provides services to our municipality as outlined in the Department's Establishing and Regulating By-law.

Through Fire Service Agreements, the Municipality continues to provide consistent fire services to several adjacent municipalities including Bluewater, South Huron, Warwick, North Middlesex and Plympton-Wyoming.

Currently the department has 5 main business lines:

1. Public Education
2. Fire Prevention, Inspection and Enforcement
3. Emergency response
4. Firefighter training
5. Firefighter Health / Safety programs

On entering 2025, the Fire Department continues to follow identified strategies and recommendations of the strategic Master Fire Plan as was presented to Council to address both short-term and long-term planning horizons for the municipality. The 2025 operational budget continues to address the results of the Master Fire Plan while maintaining the core business lines.

## SUMMARY OF OPERATING BUDGET CHANGES

Continuing to address the recommendations of the Fire Master Plan and continuation to standardization of service delivery across the fire service continues to be a priority in the year 2025. Notable changes include:

1. It is expected that the final Fire Protection Agreements will be in place with our neighbouring municipalities.
2. Increase within personnel cost resulting from:
  - a. Continued training due to Provincial Government Regulations
  - b. An increase to accommodate the cost-of-living increase
  - c. Uniform costs for new recruits, light jackets for Public Educators
3. There is a continued training need/cost this year to ensure that all firefighters are certified in first aid. As delegated through our Establishing and Regulating By-law all firefighters are required to be trained appropriately.
4. Increase in maintenance and repair of equipment and vehicles to align with actual expenditures.
5. The National Fire Protection Association (NFPA) establishes best practices that municipalities are encouraged to follow, as their fire operations may be evaluated against these standards in the event of an incident. NFPA 1911 outlines standards for the inspection, maintenance, testing, and retirement of in-service automotive fire apparatus, including a requirement to replace fire apparatus tires every seven years or sooner. A recent review of fire apparatus identified several vehicles requiring tire replacement. To address this, the cost of new tires has been classified as an operating expense and included in the operating budget. The Equipment Repair budget has been increased by \$50,000 to ensure compliance with NFPA 1911 and to maintain the safety and readiness of the Lambton Shores Fire Department.



THE MUNICIPALITY OF

LAMBTON SHORES

2025 Budget  
Department Overview

6. 2024 provided issues in acquiring vehicles for required auto extrication training. Currently we are unable to have access to vehicles without having to cover costs on these vehicles.
7. Increase in communication expense to allow for periodic and unexpected overall radio system repairs.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>240 PROTECTION SERVICES</b>											
<b>FIRE SERVICES</b>											
REVENUE											
GRANTS	(180,000)	(180,000)			(180,000)			(180,000)			
USER FEES	(9,300)	(16,300)	(7,000)	75%	(16,300)			(16,300)			
<b>Total REVENUE</b>	(189,300)	(196,300)	(7,000)	4%	(196,300)			(196,300)			
EXPENSE											
PERSONNEL COSTS	916,146	917,385	1,239		1,028,845	111,460	12%	1,054,491	25,646	2%	
UTILITIES	37,418	38,271	853	2%	39,149	878	2%	40,054	905	2%	
CONTRACTED SERVICES	96,000	106,000	10,000	10%	106,000			161,000	55,000	52%	
INSURANCE	71,943	106,219	34,276	48%	111,530	5,311	5%	117,107	5,577	5%	
VEHICLE OR EQUIPMENT	109,000	151,000	42,000	39%	158,000	7,000	5%	151,000	(7,000)	(4%)	
MATERIALS & SUPPLIES	12,250	12,250			12,250			12,250			
MAINTENANCE & REPAIRS	10,500	10,500			10,500			10,500			
ADMINISTRATIVE OTHER	17,350	18,350	1,000	6%	19,350	1,000	5%	19,350			
TRANSFER TO RESERVE FUND	557,135	722,483	165,348	30%	733,848	11,365	2%	745,443	11,595	2%	
<b>Total EXPENSE</b>	1,827,742	2,082,458	254,716	14%	2,219,472	137,014	7%	2,311,195	91,723	4%	
<b>Total FIRE SERVICES</b>	1,638,442	1,886,158	247,716	15%	2,023,172	137,014	7%	2,114,895	91,723	5%	



## **Policing and Conservation Authorities**

Historically, Policing Services for Lambton Shores are provided by the Ontario Provincial Police (OPP) through a joint policing contract with 9 other municipalities that form the Lambton Policing Group. In 2015 The Ministry of Community Safety and Correctional Services and the OPP developed a new billing model for policing services. The services are still overseen and administered by the Lambton Group Police Services Board of which Lambton Shores has one member.

The Ontario Provincial Police have the contract for police services and provide patrols of the Municipality 365 days a year. Among the services provided as part of those regular patrols are such things as traffic enforcement on municipal, county and provincial roadways, accident response on those roads, 911 response to property owners on specific issues such as break & enter, theft, assault etc.

Additionally, the OPP enforce the criminal code and liquor licensing act throughout the Municipality and respond to fires and other emergency situations. In addition to these enforcement activities, the OPP also provide other policing services including the “Crimestoppers” program, youth services bureaus, and special First Nations liaison. Police also participate with traffic control for special events like parades and Remembrance Day services etc.

OPP administration is coordinated primarily from the main headquarters office building in Petrolia, but also from satellite sites in St. Clair and the OPP station in Grand Bend. A small

community office at the Forest EMS base is also available to service Lambton Shores.

Annual OPP billings include two components: An estimated cost for the upcoming year (2025), and a reconciliation of estimated versus actual costs for the 2<sup>nd</sup> prior year (2023).

Also included in this section are costs for the Conservation Authorities. These amounts are based on the submissions received from the Authorities and summarized in the tables below. Council has previously approved the ABCA and St. Clair Authority budgets.

## **Summary of Operating Budget Changes**

Staff reported TR-22-2024 that the Policing cost for 2025 is \$3,220,047, which is an increase of \$458,140 over the 2024 amount and represents a 17% increase. The 2025 budget also includes the 2023 reconciliation resulted in an additional billing of \$459,950, which was an increase of \$245,739 over the 2023 reconciliation billing amount. Overall, the total increase in policing costs for 2025 was \$703,879 which represents an increase of 24%.

On November 29, 2024, a letter was received from the Michael Kerzner, Solicitor General, which advised that changes had been made to the original 2025 billing and, as a result, \$655,057 in financial relief was being provided to which reduced the 2025 policing cost to \$3,024,941. This revised amount has been incorporated in the draft budget and represents a total increase





THE MUNICIPALITY OF

LAMBTON SHORES

2025 Budget  
Department Overview

(2025 Budget and 2023 Reconciliation) of \$48,822 or 2% over 2024.

Continued funding for the Lambton Group Police Services Board (LGPSB) deficit of approximately \$25,000 has been included in the 2025 budget.

As in the past years we have included the POA grant from the County of \$65,000.

The Conservation Authority increases are as follows:

<b>Conservation Area</b>	<b>Annual Levy</b>	<b>\$ Increase</b>	<b>% Increase</b>
Ausable Bayfield	\$295,613	\$11,407	4.01%
St. Clair	\$ 96,840	\$ 4,383	5.23%

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>240 PROTECTION SERVICES</b>											
<b>POLICING</b>											
REVENUE											
GRANTS	(65,513)	(65,513)			(65,513)			(65,513)			
USER FEES	(1,000)	(1,000)			(1,000)			(1,000)			
<b>Total REVENUE</b>	(66,513)	(66,513)			(66,513)			(66,513)			
EXPENSE											
CONTRACTED SERVICES	3,000,957	3,049,940	48,983	2%	3,049,940			3,049,940			
<b>Total EXPENSE</b>	3,000,957	3,049,940	48,983	2%	3,049,940			3,049,940			
<b>Total POLICING</b>	2,934,444	2,983,427	48,983	2%	2,983,427			2,983,427			

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>240 PROTECTION SERVICES</b>											
<b>CONSERVATION AUTHORITY</b>											
EXPENSE											
ADMINISTRATIVE OTHER	367,065	382,855	15,790	4%	397,355	14,500	4%	397,355			
<b>Total EXPENSE</b>	367,065	382,855	15,790	4%	397,355	14,500	4%	397,355			
<b>Total CONSERVATION AUTHORITY</b>	367,065	382,855	15,790	4%	397,355	14,500	4%	397,355			



## **By-Law Enforcement Services**

By-Law Enforcement Services handle the enforcement and management of municipal by-laws and certain Provincial Acts in our Municipality. They aim to support residents, businesses, and visitors through education and enforcement, focusing on regulations that impact public health and safety, nuisance control, and consumer protection. By-Law Officers work towards ensuring compliance with legislation covering a wide array of issues like parking, animal control, property standards, public nuisances, fencing, business permits, and park facilities. During the off-season months, enforcement is generally reactive, triggered by service requests. However, from May to September, in the beach areas, enforcement levels rise to meet seasonal demand.

The department is staffed with two full-time By-Law Enforcement Officers, plus approximately 12 seasonal officers from May to October. These additional officers bolster proactive compliance and enforcement efforts specifically in high-traffic areas like Grand Bend, Ipperwash, and Port Franks during the busy summer season.

## **SUMMARY OF OPERATING BUDGET CHANGES**

There are no significant changes proposed for 2025.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>240 PROTECTION SERVICES</b>											
<b>PROTECTIVE INSPECTION &amp; CONTROL</b>											
REVENUE											
GRANTS	(9,535)	(9,535)			(9,535)			(9,535)			
USER FEES	(238,218)	(238,218)			(238,218)			(238,218)			
<b>Total REVENUE</b>	(247,753)	(247,753)			(247,753)			(247,753)			
EXPENSE											
PERSONNEL COSTS	400,646	396,337	(4,309)	(1%)	406,860	10,523	3%	417,673	10,813	3%	
UTILITIES	2,700	2,700			2,700			2,700			
CONTRACTED SERVICES	1,500	1,500			1,500			1,500			
VEHICLE OR EQUIPMENT	23,000	23,000			23,000			23,000			
MATERIALS & SUPPLIES	10,100	7,000	(3,100)	(31%)	7,000			7,000			
ADMINISTRATIVE OTHER	19,609	19,609			19,609			19,609			
TRANSFER TO RESERVE FUND	11,680	12,828	1,148	10%	13,068	240	2%	13,313	245	2%	
<b>Total EXPENSE</b>	469,235	462,974	(6,261)	(1%)	473,737	10,763	2%	484,795	11,058	2%	
<b>Total PROTECTIVE INSPECTION &amp; CONTROL</b>	221,482	215,221	(6,261)	(3%)	225,984	10,763	5%	237,042	11,058	5%	

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>240 PROTECTION SERVICES</b>											
<b>CROSSING GUARDS</b>											
EXPENSE											
PERSONNEL COSTS	44,745	45,870	1,125	3%	47,134	1,264	3%	48,432	1,298	3%	
CONTRACTED SERVICES	1,082	1,082			1,082			1,082			
<b>Total EXPENSE</b>	45,827	46,952	1,125	2%	48,216	1,264	3%	49,514	1,298	3%	
<b>Total CROSSING GUARDS</b>	45,827	46,952	1,125	2%	48,216	1,264	3%	49,514	1,298	3%	

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>240 PROTECTION SERVICES</b>											
<b>EMERGENCY MANAGEMENT</b>											
EXPENSE											
PERSONNEL COSTS	10,000	10,000			10,000			10,000			
<b>Total EXPENSE</b>	10,000	10,000			10,000			10,000			
<b>Total EMERGENCY MANAGEMENT</b>	10,000	10,000			10,000			10,000			



## Short Term Rental Licensing

As of February 1, 2023, all short-term rentals in the Municipality require a Short-Term Rental Licence to operate, in accordance with the Short-Term Rental Licensing By-Law 43-2022.

In 2024, we had continued success with compliance. There is a good relationship overall between Short-Term Rental Hosts and the Municipality, with a noticeable effort by new and existing Hosts to host responsibly in Lambton Shores.

While the first year of the program was focused heavily on education, the second year of the program included additional enforcement for non-compliance. In 2024, the Municipality conducted inspections of Short-Term Rentals with Loft sleeping areas to ensure safety for guests. This initiative did result in reduced occupancy limits for some Short-Term Rentals that did not meet the requirements for a safe Loft sleeping area. These efforts were funded through the 2024 short-term rental budget.

There have been several adjustments made to improve the administrative processes involved with the Short-Term Rental Licensing program, including a new online Licensing module that provides a more efficient process for Hosts to submit applications and renew Licences. These efficiencies were funded through the 2024 short-term rental budget.

Although there has been a very positive compliance rate over the last two years, the year ahead will include a continued focus on enforcement for any non-compliance of the Short-Term Rental Licensing By-Law.

## Summary of Operating Budget Changes

Staff recommend the Licensing Fee remain the same in 2025 (\$500). This will ensure the costs and revenue associated with the short-term rental licensing program continue to operate under a cost-recovery structure and provide confidence that the funding is sufficient should the number of short-term rentals change in the new year.

Staff are confident the existing Fees will support the ongoing administration of the program, as well as support additional initiatives such as:

- Communication efforts related to the potential MAT tax implementation
- Tourism marketing efforts to bolster tourism in the shoulder seasons

As a cost-recovery program, there is no impact on the overall 2025 Operating Budget.



# Municipality of Lambton Shores

## 2025 Budget

[illegible]



## Building Services

Building regulations are in place to ensure that buildings within our municipality comply with the construction and safety standards of the Ontario Building Code, Fire Code, and other applicable laws. Drawings and plans are reviewed to ensure compliance not only with these Provincial regulations, but with the Lambton Shores' Official Plan and Zoning By-law, which are documents that specify the uses that are permitted on a particular lot and govern such items as building setbacks, height restrictions and lot coverage.

In 2024, our full-time CBO retired. Based on the recommendation of staff, Council authorized the County of Lambton to provide building services to the Municipality through a service agreement. This service provides a full-time building official in our administration building as well as back-up to cover training, vacation, illness etc. Lambton Shores pays the County monthly based on an hourly rate. The 2024 budget shifts funds away from the full-time staff positions and increases the contracted services budget to reflect the change to a County provided service.

Within the building department, an Administrative Assistant provides administrative support for the Building Official, including processing permits, collecting fees, maintaining all files relating to the permits and ensuring copies of all inspections are retained in the property files. Information is also provided monthly to MPAC (Municipal Property Assessment Corporation) for amendments to the tax roll, and to the Finance department for tracking and updating.

The Finance department staff ensures changes are made by MPAC to the tax roll in a timely manner and that the required changes/updates are made to the tax program.

As of December 17, 2024, a total of 209 permits have been issued, of which only 82 are single family residential new builds, renovations and additions (down from 66 in 2023). All permit revenue received that exceeds the cost to provide the building inspection services is transferred to the "Building Department Reserve". Similarly, any shortfall between revenues and expenses is covered with an allocation from the reserve at the end of the year. The 2025 budget projects a surplus transferred to the reserve, however failure to meet revenue expectations in 2024 will result in a deficit position.

2025 saw an increase in building activity compared to 2024. The department continues with a steady workload not only on building sites but in office ensuring plans meet all applicable laws, and adhere to changing regulations, which require time to adequately review plans. Time is also devoted to detailed documentation of all inspections to protect the municipality from liability claims.

In addition to plan reviews and inspections, a significant amount of time is devoted to compliance issues, and when these issues are not resolved voluntarily, it is necessary to spend time preparing the supporting documentation for Court appearances.

## Summary of Operating Budget Changes

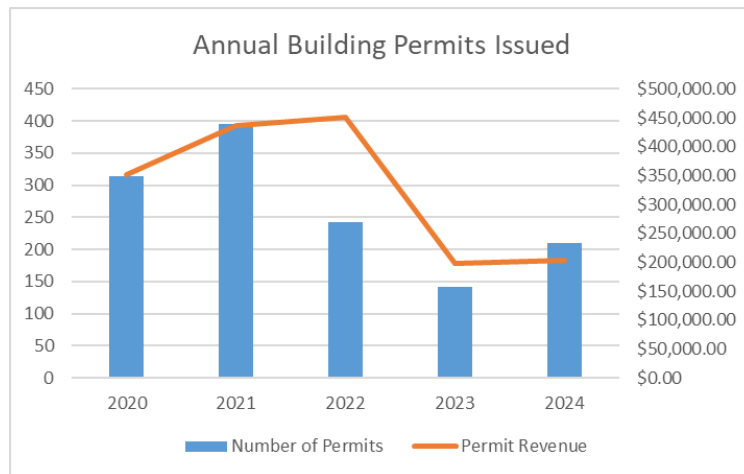
The 2025 budget has been based on expectations for residential permits, as well as a permit for the new Forest School. The 2024 actual revenue generated is down significantly compared to budgeted amounts, due to the changing economy and the fact the Forest school was expected to proceed in 2024 but did not. It is expected that the



## 2025 Budget Department Overview

department will end in a deficit that will require funds to be transferred from the Building Reserve Fund. Staff will be undertaking a review of the applicable building fees in the new year to determine if changes are needed to ensure a balanced budget is maintained.

A summary of number of permits issued and the building permit fees collected over the last five years is shown below.



-2024 figures are up to 12/17/24

A detailed summary of the 2024 permits issued to December 17, 2024, is shown below:

Permit Type	# of Permit	Project Value	Construction Type	Fees
Accessory Bldg Commercial	5	\$1,915,000.00	New	\$ 4,879
Accessory Bldg Industrial	2	\$435,000.00	New	\$ 1,500
Accessory Bldg Institutional	1	\$50,000.00	New	\$ 630
Accessory Bldg Residential	29	\$1,729,149.97	New	\$ 9,789
Agricultural	18	\$12,885,079.66	New	\$ 18,718
Change of use	1	\$50,000.00	Change of Use	\$ 624
Commercial Addition	2	\$370,000.00	Addition	\$ 1,652
Commercial Alteration/Renovation	13	\$1,279,923.00	Alteration/Renovation	\$ 17,076
Commercial New	1	\$350,000.00	New	\$ 6,517
Demolition Accessory Bldg	9	\$50,000.00	Demolition	\$ 1,800
Demolition Commercial	1	\$15,000.00	Demolition	\$ 200
Demolition Industrial	0	\$0.00	Demolition	\$ -
Demolition Institutional	1	\$300,000.00	Demolition	\$ -
Demolition Residential	16	\$203,000.00	Demolition	\$ 6,000
Designated Structure	0	\$0.00	New	\$ -
Industrial Addition	0	\$0.00	Addition	\$ -
Industrial Alteration/Renovation	0	\$0.00	Alteration/Renovation	\$ -
Industrial New	0	\$0.00	New	\$ -
Institutional Addition	0	\$0.00	Addition	\$ -
Institutional Alteration/Renovation	0	\$0.00	Alteration/Renovation	\$ -
Institutional New	0	\$0.00	New	\$ -
Pool	8	\$867,413.84	New	\$ 3,350
Residential Multi Addition	0	\$0.00	Addition	\$ -
Residential Multi Alteration/Reno	0	\$0.00	Alteration/Renovation	\$ -
Residential Multi New	5	\$5,175,000.00	New	\$ 30,295
Residential SDD Addition	36	\$3,949,445.99	Addition	\$ 20,678
Residential SDD Alteration /Renovation	12	\$1,081,243.00	Alteration/Renovation	\$ 9,972
Residential SDD New	33	\$17,683,293.30	New	\$ 163,706
Residential SDD Repair	1	\$50,000.00	Repair	\$ 560
Missing Type: 36	0	\$0.00	Addition	\$ -
Solid Fuel Burning Appliance	0	\$0.00	Alteration/Renovation	\$ -
Special Events Tent	3	\$2,503.00	Unknown	\$ 300
Mixed Commercial/Residential New	0	\$0.00	New	\$ -
Residential New Trailer	0	\$0.00	Addition	\$ -
Residential Trailer Addition	10	\$127,365.00	Addition	\$ 2,617
Sign	2	\$11,555.00	New	\$ 200
Conditional Permit	0	\$0.00	New	\$ -
Residential Additional Dwelling Unit	0	\$0.00	New	\$ -
<b>Totals</b>	<b>209</b>	<b>\$48,579,971.76</b>		<b>\$ 301,062</b>

Note: Fees shown above include water related fees for connections, meters, etc.

## 2025 Budget

[illegible]



## Transportation Services

The Public Works Department oversees maintenance of a wide range of transportation related infrastructure within the Municipality including roads, sidewalks, bridges, culverts, street lighting, storm drain maintenance, traffic signals, signage, etc. The department has a fleet of equipment that operates out of two main locations, Northville and Forest. The Public Works Department administration consists of one Director, Transportation Manager, Infrastructure Manager, Drainage Superintendent, Engineering Technician, and an Administrative Assistant.

The department maintains approximately 330 kilometres of road, 130 kilometres is composed of gravel surface roads and the remaining 200 kilometres are asphalt/tar and chip. Maintenance and repair of roads and sidewalks falls within this business unit. The department also has responsibility for monitoring and maintaining a significant inventory of bridges and culverts, 46 of which have a span greater than 3m and as such require legislated biannual inspections. Of the 46 structures, 8 would be considered traditional bridges with the remainder being culverts. The Public Works Department follows Minimum Maintenance Standards as mandated under the Municipal Act, 2001. This legislation is design to protect the municipality from liability associated with the care and maintenance of roads and sidewalks.

The department has set up its winter control service through its operations centres and augments the regular day to day monitoring and plowing of roads with what is referred to as a “Winter Night Patrol” which consists of two Operators patrolling the roads between

the hours of 3:00am & 11:30am on weekdays and from 6:00am to 10:00am on weekends from December to March.

During the summer season the department is also responsible for controlling weeds and ensuring that municipal ditches are maintained, this includes roadside grass cutting, weed spraying where necessary and tree trimming. Roadside grass cutting occurs twice a year generally the first week in June and the first week of September. It takes approximately five weeks for each operation to be complete.

The Municipality operates and maintains a significant infrastructure of municipally owned sidewalks and walking trails. Annual sidewalk inspections take place to identify things such as sidewalk surfaces for discontinuities. Annually the municipality also undertakes a capital replacement and installation program for sidewalks. This program includes both sidewalk replacement and the installation of new sidewalks.

Street lighting is also a component of the unit and as a result the Municipality operates and maintains approximately 1,200 streetlights throughout the Municipality. The department monitors these streetlights on a regular basis and schedules repairs and replacement as may be required. The Department is working through replacing the balance of its streetlight inventory to LED lights.

The Public Works Department oversees the maintenance of the urban storm water collection systems in Arkona, Forest, Grand Bend, and Thedford, and conducts scheduled street sweeping, winter salt management, and catch basin cleanout. The department monitors



the performance of these storm drains and if necessary, repairs or replaces non-performing sections during Capital replacement.

### **CHALLENGES IDENTIFIED**

Variable and quickly changing weather conditions in the fall, winter, and spring present challenges for maintaining Gravel Roads.

**Stormwater Management:** Many areas within Lambton Shores either lack stormwater infrastructure or have very rudimentary systems. Staff continue to maintain systems in place as best as possible while planning and implementing new stormwater infrastructure through capital programs.

Speeding and traffic concerns are brought forward regularly throughout Lambton Shores. Staff are using radar data collection to make factual decisions based on established Ontario road standards.

### **Summary of Operating Budget Changes**

The following summarizes notable changes to the Transportation Budget proposed for 2025:

1. One half allocation of a new full time operator position has been included to account for increasing workload due to the Municipality's operation of maintenance of roads within Southcott Pines. The other half FTE has been allocated to parks operations for grass cutting.
2. Gravel application budget has been increased to account for actual costs of placing 30,000 tonnes of gravel annually. This is a service level required for increasing level of service of the gravel road network.
3. Dust suppression budget has been increased to improve level of service to respond to complaints.
4. The sign budget has been increased to account for increasing sign inspection and standard requirements.
5. Funds have been included for mandatory OSIM inspections of all Bridges and Culverts in Lambton Shores exceeding a 3-meter span. The inspection costs are funded from the established Reserve Fund.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>300 TRANSPORTATION</b>											
<b>PUBLIC WORKS</b>											
REVENUE											
USER FEES	(3,150)	(3,150)			(3,150)			(3,150)			
<b>Total REVENUE</b>	(3,150)	(3,150)			(3,150)			(3,150)			
EXPENSE											
PERSONNEL COSTS	643,067	674,472	31,405	5%	692,683	18,211	3%	711,188	18,505	3%	
UTILITIES	59,092	60,403	1,311	2%	61,753	1,350	2%	63,144	1,391	2%	
MATERIALS & SUPPLIES	17,884	18,884	1,000	6%	18,884			18,884			
MAINTENANCE & REPAIRS	127,500	116,000	(11,500)	(9%)	116,500	500		116,500			
ADMINSTRATIVE OTHER	16,015	17,605	1,590	10%	17,805	200	1%	17,805			
<b>Total EXPENSE</b>	863,558	887,364	23,806	3%	907,625	20,261	2%	927,521	19,896	2%	
<b>Total PUBLIC WORKS</b>	860,408	884,214	23,806	3%	904,475	20,261	2%	924,371	19,896	2%	
<b>CAPITAL RESERVE FUND ALLOCATIONS</b>											
EXPENSE											
TRANSFER TO RESERVE FUND	1,993,080	2,238,100	245,020	12%	2,359,565	121,465	5%	2,401,040	41,475	2%	
<b>Total EXPENSE</b>	1,993,080	2,238,100	245,020	12%	2,359,565	121,465	5%	2,401,040	41,475	2%	
<b>Total CAPITAL RESERVE FUND ALLOCATIONS</b>	1,993,080	2,238,100	245,020	12%	2,359,565	121,465	5%	2,401,040	41,475	2%	
<b>310 ROADWAYS</b>											
<b>ROADWAYS</b>											
REVENUE											
GRANTS	(30,500)	(30,500)			(30,500)			(30,500)			
USER FEES	(5,000)	(5,000)			(5,000)			(5,000)			
OTHER REVENUE	(1,000)	(1,000)			(1,000)			(1,000)			
TRANSFER FROM RESERVE FUND	(40,000)	(20,000)	20,000	(50%)		20,000	(100%)				
<b>Total REVENUE</b>	(76,500)	(56,500)	20,000	(26%)	(36,500)	20,000	(35%)	(36,500)			
EXPENSE											
PERSONNEL COSTS	439,159	492,505	53,346	12%	505,777	13,272	3%	518,799	13,022	3%	
CONTRACTED SERVICES	195,850	202,450	6,600	3%	206,250	3,800	2%	206,250			
INSURANCE	327,012	376,661	49,649	15%	395,494	18,833	5%	415,269	19,775	5%	
VEHICLE OR EQUIPMENT	39,191	57,830	18,639	48%	58,530	700	1%	58,530			
MATERIALS & SUPPLIES	40,000	43,000	3,000	8%	44,000	1,000	2%	44,000			
MAINTENANCE & REPAIRS	60,000	60,000			60,000			60,000			

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>Total EXPENSE</b>	1,101,212	1,232,446	131,234	12%	1,270,051	37,605	3%	1,302,848	32,797	3%	
<b>Total ROADWAYS</b>	1,024,712	1,175,946	151,234	15%	1,233,551	57,605	5%	1,266,348	32,797	3%	
<b>SIDEWALK MAINTENANCE</b>											
EXPENSE											
PERSONNEL COSTS	16,743	17,158	415	2%	17,630	472	3%	18,114	484	3%	
CONTRACTED SERVICES	40,500	41,000	500	1%	41,500	500	1%	41,500			
MATERIALS & SUPPLIES	3,000	3,000			3,000			3,000			
<b>Total EXPENSE</b>	60,243	61,158	915	2%	62,130	972	2%	62,614	484	1%	
<b>Total SIDEWALK MAINTENANCE</b>	60,243	61,158	915	2%	62,130	972	2%	62,614	484	1%	
<b>CATCH BASIN, CURB &amp; GUTTER, SWEEPING</b>											
EXPENSE											
PERSONNEL COSTS	44,388	45,481	1,093	2%	46,734	1,253	3%	48,021	1,287	3%	
CONTRACTED SERVICES	20,000	20,400	400	2%	20,800	400	2%	20,800			
VEHICLE OR EQUIPMENT	33,574	33,574			33,574			33,574			
MATERIALS & SUPPLIES	5,000	5,600	600	12%	5,700	100	2%	5,700			
<b>Total EXPENSE</b>	102,962	105,055	2,093	2%	106,808	1,753	2%	108,095	1,287	1%	
<b>Total CATCH BASIN, CURB &amp; GUTTER, SWEEPING</b>	102,962	105,055	2,093	2%	106,808	1,753	2%	108,095	1,287	1%	
<b>HARD TOP MAINTENANCE</b>											
EXPENSE											
PERSONNEL COSTS	44,969	46,072	1,103	2%	47,341	1,269	3%	48,644	1,303	3%	
CONTRACTED SERVICES	161,600	166,600	5,000	3%	171,600	5,000	3%	171,600			
VEHICLE OR EQUIPMENT	33,547	33,547			33,547			33,547			
MATERIALS & SUPPLIES	25,500	26,000	500	2%	26,500	500	2%	26,500			
<b>Total EXPENSE</b>	265,616	272,219	6,603	2%	278,988	6,769	2%	280,291	1,303		
<b>Total HARD TOP MAINTENANCE</b>	265,616	272,219	6,603	2%	278,988	6,769	2%	280,291	1,303		
<b>LINE PAINTING</b>											
EXPENSE											
PERSONNEL COSTS	7,623	7,807	184	2%	8,022	215	3%	8,243	221	3%	
CONTRACTED SERVICES	30,500	31,500	1,000	3%	32,000	500	2%	32,000			
VEHICLE OR EQUIPMENT	1,893	1,893			1,893			1,893			
MATERIALS & SUPPLIES	10,000	10,000			10,000			10,000			
<b>Total EXPENSE</b>	50,016	51,200	1,184	2%	51,915	715	1%	52,136	221		
<b>Total LINE PAINTING</b>	50,016	51,200	1,184	2%	51,915	715	1%	52,136	221		



# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>LOOSE TOP MAINTENANCE</b>											
EXPENSE											
PERSONNEL COSTS	109,316	112,045	2,729	2%	115,130	3,085	3%	118,301	3,171	3%	
CONTRACTED SERVICES	85,000	108,500	23,500	28%	110,500	2,000	2%	110,500			
VEHICLE OR EQUIPMENT	80,976	80,976			80,976			80,976			
MATERIALS & SUPPLIES	560,000	635,000	75,000	13%	655,000	20,000	3%	655,000			
<b>Total EXPENSE</b>	835,292	936,521	101,229	12%	961,606	25,085	3%	964,777	3,171		
<b>Total LOOSE TOP MAINTENANCE</b>	835,292	936,521	101,229	12%	961,606	25,085	3%	964,777	3,171		
<b>BRIDGES AND CULVERTS</b>											
EXPENSE											
PERSONNEL COSTS	53,618	54,912	1,294	2%	56,423	1,511	3%	57,977	1,554	3%	
CONTRACTED SERVICES	60,000	42,000	(18,000)	(30%)	22,000	(20,000)	(48%)	22,000			
VEHICLE OR EQUIPMENT	41,566	41,566			41,566			41,566			
MATERIALS & SUPPLIES	10,000	10,000			10,000			10,000			
TRANSFER TO RESERVE FUND	108,630	30,000	(78,630)	(72%)	32,220	2,220	7%	34,480	2,260	7%	
<b>Total EXPENSE</b>	273,814	178,478	(95,336)	(35%)	162,209	(16,269)	(9%)	166,023	3,814	2%	
<b>Total BRIDGES AND CULVERTS</b>	273,814	178,478	(95,336)	(35%)	162,209	(16,269)	(9%)	166,023	3,814	2%	
<b>GRASS MOWING</b>											
EXPENSE											
PERSONNEL COSTS	44,788	45,917	1,129	3%	47,181	1,264	3%	48,480	1,299	3%	
VEHICLE OR EQUIPMENT	21,033	21,033			21,033			21,033			
<b>Total EXPENSE</b>	65,821	66,950	1,129	2%	68,214	1,264	2%	69,513	1,299	2%	
<b>Total GRASS MOWING</b>	65,821	66,950	1,129	2%	68,214	1,264	2%	69,513	1,299	2%	
<b>BRUSHING/TREE TRIMMING-REMOVAL</b>											
EXPENSE											
PERSONNEL COSTS	57,484	58,902	1,418	2%	60,523	1,621	3%	62,189	1,666	3%	
CONTRACTED SERVICES	90,000	94,000	4,000	4%	100,000	6,000	6%	100,000			
VEHICLE OR EQUIPMENT	21,033	21,033			21,033			21,033			
<b>Total EXPENSE</b>	168,517	173,935	5,418	3%	181,556	7,621	4%	183,222	1,666	1%	
<b>Total BRUSHING/TREE TRIMMING-REMOVAL</b>	168,517	173,935	5,418	3%	181,556	7,621	4%	183,222	1,666	1%	
<b>SAFETY SIGNS</b>											
EXPENSE											
PERSONNEL COSTS	64,261	65,845	1,584	2%	67,658	1,813	3%	69,521	1,863	3%	

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
CONTRACTED SERVICES	15,300	15,600	300	2%	15,900	300	2%	15,900			
VEHICLE OR EQUIPMENT	8,939	8,939			8,939			8,939			
MATERIALS & SUPPLIES	22,500	33,000	10,500	47%	33,500	500	2%	33,500			
<b>Total EXPENSE</b>	<b>111,000</b>	<b>123,384</b>	<b>12,384</b>	<b>11%</b>	<b>125,997</b>	<b>2,613</b>	<b>2%</b>	<b>127,860</b>	<b>1,863</b>	<b>1%</b>	
<b>Total SAFETY SIGNS</b>	<b>111,000</b>	<b>123,384</b>	<b>12,384</b>	<b>11%</b>	<b>125,997</b>	<b>2,613</b>	<b>2%</b>	<b>127,860</b>	<b>1,863</b>	<b>1%</b>	
<b>STORM SEWER SYSTEMS</b>											
EXPENSE											
PERSONNEL COSTS	3,982	4,082	100	3%	4,194	112	3%	4,309	115	3%	
CONTRACTED SERVICES	50,500	51,000	500	1%	51,500	500	1%	51,500			
VEHICLE OR EQUIPMENT	27,291	28,291	1,000	4%	29,291	1,000	4%	29,291			
MATERIALS & SUPPLIES	15,000	15,000			15,000			15,000			
<b>Total EXPENSE</b>	<b>96,773</b>	<b>98,373</b>	<b>1,600</b>	<b>2%</b>	<b>99,985</b>	<b>1,612</b>	<b>2%</b>	<b>100,100</b>	<b>115</b>		
<b>Total STORM SEWER SYSTEMS</b>	<b>96,773</b>	<b>98,373</b>	<b>1,600</b>	<b>2%</b>	<b>99,985</b>	<b>1,612</b>	<b>2%</b>	<b>100,100</b>	<b>115</b>		
<b>320 WINTER CONTROL</b>											
<b>WINTER CONTROL - MAINTENANCE</b>											
EXPENSE											
PERSONNEL COSTS	100,766	103,247	2,481	2%	106,090	2,843	3%	109,012	2,922	3%	
CONTRACTED SERVICES	63,293	63,293			63,293			63,293			
VEHICLE OR EQUIPMENT	168,262	168,262			168,262			168,262			
MATERIALS & SUPPLIES	96,585	106,000	9,415	10%	107,000	1,000	1%	107,000			
<b>Total EXPENSE</b>	<b>428,906</b>	<b>440,802</b>	<b>11,896</b>	<b>3%</b>	<b>444,645</b>	<b>3,843</b>	<b>1%</b>	<b>447,567</b>	<b>2,922</b>	<b>1%</b>	
<b>Total WINTER CONTROL - MAINTENANCE</b>	<b>428,906</b>	<b>440,802</b>	<b>11,896</b>	<b>3%</b>	<b>444,645</b>	<b>3,843</b>	<b>1%</b>	<b>447,567</b>	<b>2,922</b>	<b>1%</b>	
<b>WINTER PATROL</b>											
EXPENSE											
PERSONNEL COSTS	34,557	35,420	863	2%	36,396	976	3%	37,397	1,001	3%	
<b>Total EXPENSE</b>	<b>34,557</b>	<b>35,420</b>	<b>863</b>	<b>2%</b>	<b>36,396</b>	<b>976</b>	<b>3%</b>	<b>37,397</b>	<b>1,001</b>	<b>3%</b>	
<b>Total WINTER PATROL</b>	<b>34,557</b>	<b>35,420</b>	<b>863</b>	<b>2%</b>	<b>36,396</b>	<b>976</b>	<b>3%</b>	<b>37,397</b>	<b>1,001</b>	<b>3%</b>	
<b>340 STREETLIGHTS</b>											
<b>STREET LIGHTING</b>											
EXPENSE											
PERSONNEL COSTS	1,481	1,516	35	2%	1,559	43	3%	1,603	44	3%	
UTILITIES	83,837	86,352	2,515	3%	88,943	2,591	3%	91,611	2,668	3%	
VEHICLE OR EQUIPMENT	49,155	49,655	500	1%	50,655	1,000	2%	50,655			

## 2025 Budget

[illegible]



## Vehicle and Equipment

The Public Works Department maintains a fleet of equipment and vehicles to conduct the operations of the municipality. The fleet includes graders, backhoes, pick-up trucks, loaders, tractors, 1-ton trucks, 5-ton tandem axle trucks, chippers, beach cleaner, sweeper truck, bucket truck, ice resurfacers, and a host of small equipment (i.e. lawn mowers, chain saws, etc.).

Operating costs include fuel, equipment repairs, and licensing. The Public Works Department's equipment is subjected to heavy and diverse use, and as the equipment ages maintenance requirements increase. The Municipality has a regular replacement program to ensure that equipment is replaced before maintenance costs become extreme. Equipment replacement is funded through the capital budget.

The cost of equipment is allocated to the individual business units as the various pieces are used in the operations relative to that specific business unit. For example, "Recreation – Parks" includes a line item showing the cost of equipment used to operate that department. As a result, the vehicle and equipment business unit recovers the full cost of operating equipment from all other business units.

## Summary of Operating Budget Changes

No significant changes are proposed in 2025. Items have been adjusted to account for actual use.

## 2025 Budget

[illegible]

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
VEHICLE OR EQUIPMENT	109,280	110,000	720	1%	110,000			110,000			
<b>Total EXPENSE</b>	109,280	110,000	720	1%	110,000			110,000			
<b>Total PLOW TRUCKS</b>	109,280	110,000	720	1%	110,000			110,000			
<b>PICK UP TRUCKS</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	43,500	55,000	11,500	26%	55,000			55,000			
<b>Total EXPENSE</b>	43,500	55,000	11,500	26%	55,000			55,000			
<b>Total PICK UP TRUCKS</b>	43,500	55,000	11,500	26%	55,000			55,000			
<b>ONE TONS</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	71,500	73,500	2,000	3%	73,500			73,500			
<b>Total EXPENSE</b>	71,500	73,500	2,000	3%	73,500			73,500			
<b>Total ONE TONS</b>	71,500	73,500	2,000	3%	73,500			73,500			
<b>LIFT</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	2,000	2,100	100	5%	2,100			2,100			
<b>Total EXPENSE</b>	2,000	2,100	100	5%	2,100			2,100			
<b>Total LIFT</b>	2,000	2,100	100	5%	2,100			2,100			
<b>SWEEPERS</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	16,100	18,100	2,000	12%	18,100			18,100			
<b>Total EXPENSE</b>	16,100	18,100	2,000	12%	18,100			18,100			
<b>Total SWEEPERS</b>	16,100	18,100	2,000	12%	18,100			18,100			
<b>CHIPPERS</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	2,600	3,500	900	35%	3,500			3,500			
<b>Total EXPENSE</b>	2,600	3,500	900	35%	3,500			3,500			
<b>Total CHIPPERS</b>	2,600	3,500	900	35%	3,500			3,500			
<b>BEACH CLEANER</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	2,000	2,500	500	25%	2,500			2,500			
<b>Total EXPENSE</b>	2,000	2,500	500	25%	2,500			2,500			
<b>Total BEACH CLEANER</b>	2,000	2,500	500	25%	2,500			2,500			

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>NORHTSIDE</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	5,000	5,000			5,000			5,000			
<b>Total EXPENSE</b>	5,000	5,000			5,000			5,000			
<b>Total NORHTSIDE</b>	5,000	5,000			5,000			5,000			
<b>ZAMBONIS</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	11,800	11,800			11,800			11,800			
<b>Total EXPENSE</b>	11,800	11,800			11,800			11,800			
<b>Total ZAMBONIS</b>	11,800	11,800			11,800			11,800			
<b>SMALL EQUIPMENT</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	36,001	37,000	999	3%	37,000			37,000			
<b>Total EXPENSE</b>	36,001	37,000	999	3%	37,000			37,000			
<b>Total SMALL EQUIPMENT</b>	36,001	37,000	999	3%	37,000			37,000			
<b>HYDROVAC</b>											
EXPENSE											
VEHICLE OR EQUIPMENT	38,600	39,500	900	2%	39,500			39,500			
<b>Total EXPENSE</b>	38,600	39,500	900	2%	39,500			39,500			
<b>Total HYDROVAC</b>	38,600	39,500	900	2%	39,500			39,500			



THE MUNICIPALITY OF

LAMBTON SHORES

## 2025 Budget Department Overview

### **Solid Waste**

Lambton Shores provides collection and disposal of recycling and solid waste for its 11,800 residents and businesses. In addition the Municipality has yard waste options and an e-waste program available to residents.

The largest component of the Lambton Shores Waste Management system is the solid waste and recycling collection and disposal contract. Currently these services are contracted out to the Bluewater Recycling Association (BRA). In 2014 the municipality converted to BRA's automated collection system with the exception of the plan 24 area of Grand Bend. Starting in May of 2020 the remainder of Plan 24 was converted to the automated collection system. Lambton Shores in its entirety is now collected in this manner.

Lambton Shores operates a compost site at 7550 Brush Road in Forest under a Ministry of Environment Certificate of Approval. The site operates Saturdays and Wednesdays (9:30am to 1:00pm) and provides services to Lambton Shores' residents free of charge.

In cooperation with BRA Lambton Shores provides an E-waste program to residents at the Lambton Shores Northville Works Yard. Residents can drop off their E-waste free of charge, and BRA collects the waste on an as required basis.

### **Summary of Operating Budget Changes**

Revenues within the 2025 budget for Solid Waste were adjusted to reflect growth within Lambton Shores.

Adjustments were made in accordance with the Bluewater Recycling budget. The major change was for a full year of reduced recycling costs as a result of the change in legislation. 2024 was only reduced for a partial year.



# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>440 ENVIRONMENTAL SERVICES</b>											
<b>GARBAGE COLLECTION/DEBRIS/LITTER</b>											
REVENUE											
USER FEES	(735,000)	(757,000)	(22,000)	3%	(758,000)	(1,000)		(758,000)			
<b>Total REVENUE</b>	(735,000)	(757,000)	(22,000)	3%	(758,000)	(1,000)		(758,000)			
EXPENSE											
PERSONNEL COSTS	66,519	68,161	1,642	2%	70,038	1,877	3%	71,966	1,928	3%	
CONTRACTED SERVICES	355,339	365,000	9,661	3%	365,000			365,000			
VEHICLE OR EQUIPMENT	5,258	5,258			5,258			5,258			
MATERIALS & SUPPLIES	63,630	64,830	1,200	2%	66,030	1,200	2%	66,030			
<b>Total EXPENSE</b>	490,746	503,249	12,503	3%	506,326	3,077	1%	508,254	1,928		
<b>Total GARBAGE COLLECTION/DEBRIS/LITTER</b>	(244,254)	(253,751)	(9,497)	4%	(251,674)	2,077	(1%)	(249,746)	1,928	(1%)	
<b>RECYCLING</b>											
REVENUE											
USER FEES	(3,184)	(3,184)			(3,184)			(3,184)			
<b>Total REVENUE</b>	(3,184)	(3,184)			(3,184)			(3,184)			
EXPENSE											
CONTRACTED SERVICES	360,010	45,010	(315,000)	(87%)	45,010			45,010			
MATERIALS & SUPPLIES	2,550	2,550			2,550			2,550			
<b>Total EXPENSE</b>	362,560	47,560	(315,000)	(87%)	47,560			47,560			
<b>Total RECYCLING</b>	359,376	44,376	(315,000)	(88%)	44,376			44,376			
<b>COMPOST SITE/LEAF PICKUP</b>											
EXPENSE											
PERSONNEL COSTS	58,284	59,714	1,430	2%	61,357	1,643	3%	63,045	1,688	3%	
CONTRACTED SERVICES	49,300	40,900	(8,400)	(17%)	41,700	800	2%	41,700			
ADMINISTRATIVE OTHER	1,000	1,000			1,000			1,000			
<b>Total EXPENSE</b>	108,584	101,614	(6,970)	(6%)	104,057	2,443	2%	105,745	1,688	2%	
<b>Total COMPOST SITE/LEAF PICKUP</b>	108,584	101,614	(6,970)	(6%)	104,057	2,443	2%	105,745	1,688	2%	



## **Cemeteries**

The Municipality of Lambton Shores owns and is responsible for the maintenance and administration of four cemeteries: Beechwood Cemetery in Forest, the Arkona Cemetery on Townsend Line, the Baptist Cemetery on Arkona Road, and the Ward Cemetery on Sitter Road. Lambton Shores also owns 2/3 of the Pinery Cemetery on Klondyke Road with the Municipality of South Huron owning the other 1/3. Early in 2025, Lambton Shores will assume responsibility including maintenance and administration of Pinehill Cemetery on Ridge Road.

A private contractor is responsible for grass cutting at Beechwood and Arkona cemeteries; we will endeavour to have the current contractor add Pinehill for the remainder of the contract. A private contractor allows staff more time to focus on other areas like sports fields. Municipal staff will continue to maintain the Ward and Baptist cemeteries. Openings are done by municipal staff at Beechwood Cemetery and by private contractors at Arkona and Baptist. The private contractor will look after grave openings at Pinehill once the municipality assumes responsibility.

Corporate Services is responsible the day-to-day administrative duties for the Beechwood, Baptist and the Arkona Cemeteries, including selling interment rights, regulating monuments and coordinating arrangements between families, the local Funeral Directors and the openings and burials; Pinehill Cemetery will be added to this list in 2025. There are annual reporting requirements to the Bereavement Authority of Ontario which are completed by Clerk's Department staff. The municipality has cemetery specific software which has modernized cemetery records and processes. Both Beechwood and Arkona cemetery records have been input into

the software; an additional module will be purchased for Pinehill and the records will be added as well.

Financial Services administers the financial transactions for the cemeteries and the prescribed Trust Funds and prepares the financial information for the annual audit.

## **Summary of Operating Budget Changes**

The Beechwood Cemetery revenues have increased based on three-year averages. Expenses have been reduced to be reflective of actual costs for the grass cutting contract. The cleanup of overgrown trees and shrubs will continue in 2025.

Arkona Cemetery budget has increased based on the actual cost of the grass cutting contract.

Funds have been included for the acquisition of the Pinehill Cemetery that will be completed in 2025. Expenses will include grass cutting, property maintenance, software, wages, stone maintenance, etc.

## 2025 Budget

[illegible]

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
INSURANCE	1,989	2,370	381	19%	2,489	119	5%	2,613	124	5%	
ADMINISTRATIVE OTHER	4,000	4,000			4,000			4,000			
<b>Total EXPENSE</b>	5,989	6,370	381	6%	6,489	119	2%	6,613	124	2%	
<b>Total PINERY / BAPTIST / WARD / LVG / PIONEER</b>	4,419	4,800	381	9%	4,919	119	2%	5,043	124	3%	
<b>PINEHILL CEMETERY</b>											
EXPENSE											
PERSONNEL COSTS		39,008	39,008		39,008			39,008			
CONTRACTED SERVICES		32,000	32,000		32,000			32,000			
<b>Total EXPENSE</b>		71,008	71,008		71,008			71,008			
<b>Total PINEHILL CEMETERY</b>		71,008	71,008		71,008			71,008			



THE MUNICIPALITY OF

LAMBTON SHORES

## 2025 Budget Department Overview

### **Recreation and Culture Administration**

Recreation and Cultural Administration encompasses the general operations of the Community Services Department. Community Services is responsible for operation and maintenance of municipal facilities, parks, playgrounds, marinas, cemeteries, and beaches. Community Services also provides support to volunteer organizations by providing access to municipal spaces (e.g., parks and facilities) for community events and programs. The Department also oversees the administration of the Blue Flag program, volunteer recognition and the Community Grant and Vibrancy Fund programs. The Community Services Administration consists of a Director, a Parks and Facilities Manager, and a Facilities Booking Coordinator.

Council annually supports local recreation programs and community groups generously in the form of fee waivers and reductions for the use of municipal facilities. Waived revenue amounts are highlighted in each of the relevant business unit descriptions.

A comprehensive recreation fee review is being planned for 2025.

### **Summary of Operating Budget Changes**

Community grants have had a slight increase based on eligible requests received through the program in 2025. Requests through the Vibrancy program have also increased slightly from 2024. Vibrancy is funded through a segregated fund established by Council in 2024.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>700 RECREATION &amp; CULTURAL SERVICES</b>											
<b>RECREATION GENERAL ADMINISTRATION</b>											
REVENUE											
USER FEES	(9,000)	(9,000)			(9,000)			(9,000)			
OTHER REVENUE	(411)	(411)			(411)			(411)			
TRANSFER FROM RESERVE FUND	(55,037)	(66,000)	(10,963)	20%	(66,000)			(66,000)			
<b>Total REVENUE</b>	(64,448)	(75,411)	(10,963)	17%	(75,411)			(75,411)			
EXPENSE											
PERSONNEL COSTS	507,857	521,277	13,420	3%	535,079	13,802	3%	549,260	14,181	3%	
CONTRACTED SERVICES	10,300	15,300	5,000	49%	15,300			15,300			
INSURANCE	66,188	85,084	18,896	29%	89,338	4,254	5%	93,805	4,467	5%	
DONATION / GRANT	123,165	139,500	16,335	13%	139,500			139,500			
COMMUNITIES IN BLOOM	2,000	2,000			2,000			2,000			
ADMINISTRATIVE OTHER	8,000	8,000			8,000			8,000			
TRANSFER TO RESERVE FUND	433,041	668,374	235,333	54%	677,209	8,835	1%	686,219	9,010	1%	
<b>Total EXPENSE</b>	1,150,551	1,439,535	288,984	25%	1,466,426	26,891	2%	1,494,084	27,658	2%	
<b>Total RECREATION GENERAL ADMINISTRATION</b>	1,086,103	1,364,124	278,021	26%	1,391,015	26,891	2%	1,418,673	27,658	2%	



## **Parks**

The Municipality has an inventory of 30 active and passive parks that are located throughout the municipality. These parks are maintained by the Community Services Department, who is responsible for garbage and recycling collection, grass cutting and trimming, tree planting and maintenance, building repair, cleaning and maintenance.

Active parks include features such as sports fields, baseball diamonds, pavilions, multi-purpose courts (tennis, pickleball, basketball), skate parks, and/or playgrounds. Additional responsibilities within active parks include monthly inspections on all equipment including fencing and playground structures and turf management.

Trails and landscaping are also included within the parks budget. The Municipality owns and maintains two trails: the Forest Walkway Trail and Rotary Trail (Grand Bend). Maintenance of these areas consists primarily of inspections, grass and surface maintenance, bench maintenance and garbage collection. Landscaping occurs throughout Lambton Shores with significant staff resources required to plant and maintain areas in Grand Bend and Thedford, as well as flower watering throughout the municipality.

Lastly, the Municipality's support of the phragmites program is funded through this business unit.

Parks is a mainly seasonal operation with little to no maintenance occurring through the late fall, winter and early spring.

## **Challenges Identified**

Variable weather patterns in the spring and fall are challenging with grass cutting requirements as the season tends to conflict with timing for the arenas.

## **Summary of Operating Budget Changes**

FT wages have increased for a new Operator position that will be shared with Public Works on a seasonal basis. The Operator will be assigned to Public Works for winter operations, and to Parks for grass cutting operations.

Expenses have increased to reflect actual historical spending and to account for new assets including the Klondyke Pickleball Courts.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>700 RECREATION &amp; CULTURAL SERVICES</b>											
<b>PARKS</b>											
REVENUE											
USER FEES	(8,000)	(8,250)	(250)	3%	(8,500)	(250)	3%	(8,500)			
REVENUE WAIVED	(50,000)	(51,500)	(1,500)	3%	(53,000)	(1,500)	3%	(53,000)			
<b>Total REVENUE</b>	(58,000)	(59,750)	(1,750)	3%	(61,500)	(1,750)	3%	(61,500)			
EXPENSE											
PERSONNEL COSTS	380,450	434,490	54,040	14%	446,454	11,964	3%	458,748	12,294	3%	
UTILITIES	50,246	51,753	1,507	3%	53,306	1,553	3%	54,905	1,599	3%	
CONTRACTED SERVICES	53,500	60,000	6,500	12%	61,500	1,500	3%	61,500			
VEHICLE OR EQUIPMENT	10,516	10,516			10,516			10,516			
DONATION / GRANT	50,000	50,000			50,000			50,000			
MATERIALS & SUPPLIES	36,076	46,076	10,000	28%	46,076			46,076			
MAINTENANCE & REPAIRS	55,580	63,080	7,500	13%	63,080			63,080			
PHRAGMITIES PROGRAM	35,000	35,000			35,000			35,000			
<b>Total EXPENSE</b>	671,368	750,915	79,547	12%	765,932	15,017	2%	779,825	13,893	2%	
<b>Total PARKS</b>	613,368	691,165	77,797	13%	704,432	13,267	2%	718,325	13,893	2%	





## Beach and Parking Operations

### Main Beach

The Grand Bend Municipal Beach is one of Lambton Shores' most popular assets and attracts tens of thousands of visitors every year. Grand Bend Main Beach has retained its Blue Flag status since 2009. The Blue Flag designation is awarded to beaches and marinas that meet strict environmental and educational criteria. The Municipality is required to reapply to the Blue Flag Program annually.

Beach preparations for the upcoming season typically begin in April or early May. This includes moving sand, removal of snow fence, cleanup of debris, placement of lifeguard towers, and maintenance, cleaning and repairs to the beach house facility. Daily maintenance of the beach includes raking/cleaning, collection of garbage and recycling, cleaning washrooms at the beach house, and general cleaning/maintenance of the property. The Municipality also maintains the gardens and parking lots adjacent to the beach.

The information booth has operated since 2021. Beach equipment lending programs including lifejackets, umbrellas and amphibious wheelchairs is facilitated through the information booth.

In addition to full time staff, there are numerous seasonal staff hired to support the beach operation. These staff are generally hired for the Victoria weekend in May, and include maintenance staff, beach house staff and the beach patrol staff. By-Law enforcement staff are responsible for enforcement of parking and other by-laws that pertain to beach activities (primarily the Parks and Facilities By-Law).

Beach Patrol will start June 6, 2025 with Saturday and Sunday coverage. Full-time coverage starts June 13, 2025. Beach patrol

hours are 12pm – 6pm Monday to Thursday, and 11am – 7pm Friday to Sunday and holidays. The beach patrol staff are in place until (and including) Labour Day Monday.

Water quality testing is conducted by Lambton Public Health.

### South Beach

The maintenance for the South Beach is limited in its scope and involves a start of the season removal of wood and debris, and at a minimum, weekly hand picking of large debris and garbage from the beach. Public trash receptacles are also provided in this location. South Beach is unsupervised.

## Summary of Operating Budget Changes

Parking revenues have increased based on 2024 actual revenue.

Funds have been included to stain the Rotary Community Stage as part of ongoing maintenance requirements.

Expenses have increased for repairs to plumbing and electrical at the Beach House, and to reflect historical costs.

Funds have been included to replace lifeguard rescue boards that have reached end of useful life.

Pop and ice revenue and expenses have been adjusted to reflect actuals.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>710 BEACH OPERATIONS</b>											
<b>BEACH MAINTENANCE</b>											
REVENUE											
GRANTS	(1,000)	(1,000)			(1,000)			(1,000)			
REVENUE WAIVED	(1,950)	(2,000)	(50)	3%	(2,050)	(50)	3%	(2,050)			
<b>Total REVENUE</b>	(2,950)	(3,000)	(50)	2%	(3,050)	(50)	2%	(3,050)			
EXPENSE											
PERSONNEL COSTS	135,372	145,168	9,796	7%	149,167	3,999	3%	153,276	4,109	3%	
UTILITIES	69,394	71,420	2,026	3%	73,507	2,087	3%	75,657	2,150	3%	
CONTRACTED SERVICES	59,679	84,679	25,000	42%	59,679	(25,000)	(30%)	59,679			
VEHICLE OR EQUIPMENT	10,516	10,516			10,516			10,516			
DONATION / GRANT	1,900	1,900			1,900			1,900			
MATERIALS & SUPPLIES	32,000	32,000			32,000			32,000			
MAINTENANCE & REPAIRS	33,748	38,248	4,500	13%	38,248			38,248			
ADMINISTRATIVE OTHER	963	963			963			963			
<b>Total EXPENSE</b>	343,572	384,894	41,322	12%	365,980	(18,914)	(5%)	372,239	6,259	2%	
<b>Total BEACH MAINTENANCE</b>	340,622	381,894	41,272	12%	362,930	(18,964)	(5%)	369,189	6,259	2%	
<b>BEACH HOUSE</b>											
REVENUE											
USER FEES	(7,500)	(1,500)	6,000	(80%)	(1,500)			(1,500)			
OTHER REVENUE	(21,000)	(21,000)			(21,000)			(21,000)			
<b>Total REVENUE</b>	(28,500)	(22,500)	6,000	(21%)	(22,500)			(22,500)			
EXPENSE											
PERSONNEL COSTS	21,656	23,351	1,695	8%	23,993	642	3%	24,655	662	3%	
MATERIALS & SUPPLIES	5,500	1,000	(4,500)	(82%)	1,000			1,000			
ADMINISTRATIVE OTHER	1,000	1,000			1,000			1,000			
<b>Total EXPENSE</b>	28,156	25,351	(2,805)	(10%)	25,993	642	3%	26,655	662	3%	
<b>Total BEACH HOUSE</b>	(344)	2,851	3,195	(929%)	3,493	642	23%	4,155	662	19%	
<b>BEACH PATROL</b>											
EXPENSE											
PERSONNEL COSTS	156,559	161,323	4,764	3%	165,766	4,443	3%	170,330	4,564	3%	
UTILITIES	338	338			338			338			
MATERIALS & SUPPLIES	5,000	7,500	2,500	50%	7,500			7,500			

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>Total EXPENSE</b>	161,897	169,161	7,264	4%	173,604	4,443	3%	178,168	4,564	3%	
<b>Total BEACH PATROL</b>	161,897	169,161	7,264	4%	173,604	4,443	3%	178,168	4,564	3%	
<b>PARKING</b>											
REVENUE											
USER FEES	(1,000,000)	(1,100,000)	(100,000)	10%	(1,100,000)			(1,100,000)			
<b>Total REVENUE</b>	(1,000,000)	(1,100,000)	(100,000)	10%	(1,100,000)			(1,100,000)			
EXPENSE											
PERSONNEL COSTS	2,760	2,833	73	3%	2,912	79	3%	2,993	81	3%	
UTILITIES	2,735	2,817	82	3%	2,902	85	3%	2,989	87	3%	
CONTRACTED SERVICES	4,500	4,500			4,500			4,500			
PRINCIPAL & INTEREST	129,243	129,243			96,932	(32,311)	(25%)		(96,932)	(100%)	
INSURANCE	5,624	4,325	(1,299)	(23%)	4,542	217	5%	4,769	227	5%	
VEHICLE OR EQUIPMENT	9,014	9,014			9,014			9,014			
MATERIALS & SUPPLIES	6,100	6,100			6,100			6,100			
ADMINISTRATIVE OTHER	72,200	72,200			72,200			72,200			
<b>Total EXPENSE</b>	232,176	231,032	(1,144)		199,102	(31,930)	(14%)	102,565	(96,537)	(48%)	
<b>Total PARKING</b>	(767,824)	(868,968)	(101,144)	13%	(900,898)	(31,930)	4%	(997,435)	(96,537)	11%	



## Recreation Complexes

Lambton Shores operates The Shores and Legacy Recreation Centres and the Forest Arena. The Shores and the Legacy facilities consist of the main ice pad areas, dressing rooms, lobbies, public washrooms, concession booths, equipment storage areas and the mechanical rooms that house the ice making equipment. The Legacy Centre can also function as Emergency Reception Centre for the community in the event of emergencies.

The Shores Recreation Centre also includes a gymnasium and meeting room.

The Legacy Centre includes Thomas Hall, which was designed to be the premier location within the Municipality to hold events such as weddings, meetings, bridal showers, community events, special interest shows etc. The hall includes a professional grade kitchen, dividing wall to allow for more than one event to occur simultaneously, skylights, floor to ceiling windows to allow for natural light to flow through the entire area. A built-in bar has also been included within the area. The hall also hosts a limited number of recreational activities.

The costs of operating these facilities are offset through rental fees and the operating cost shortfall is funded by the general levy. The cost of maintaining the former Forest Arena is also captured in this business unit.

The Suncor Wellness Centre is in the Shores and is operated by the YMCA. The contract for the YMCA was renewed by Council for an additional three-year term and expires on December 31, 2026.

YMCA operations are offset by revenue-sharing, which is calculated based on the number of memberships. Once membership exceeds 350, Lambton Shores receives 40% of revenue resulting from the additional memberships.

## Summary of Operating Budget Changes

The Shores Arena Concession is leased to the Optimist Club of Forest and the Legacy Concession is leased to the Thedford Optimist. Budgets have been adjusted to account for this arrangement.

Ice rental revenues have increased at both facilities.

Expenses related to building/equipment repairs have increased due to the aging facilities and need for additional repairs on equipment as useful life comes to an end on various equipment.

Waived revenue for the Shores and Legacy Recreation Centres is budgeted to be approximately \$47,305 for 2025, which is an increase from 2024.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>721 RECREATION COMPLEXES</b>											
<b>LEGACY RECREATION CENTRE</b>											
REVENUE											
USER FEES	(194,460)	(226,000)	(31,540)	16%	(231,200)	(5,200)	2%	(231,200)			
REVENUE WAIVED	(24,175)	(24,175)			(24,175)			(24,175)			
OTHER REVENUE	(20,000)	(20,000)			(20,000)			(20,000)			
TRANSFER FROM DEVELOPMENT CHARGES	(20,000)	(20,000)				20,000	(100%)				
<b>Total REVENUE</b>	<b>(258,635)</b>	<b>(290,175)</b>	<b>(31,540)</b>	<b>12%</b>	<b>(275,375)</b>	<b>14,800</b>	<b>(5%)</b>	<b>(275,375)</b>			
EXPENSE											
PERSONNEL COSTS	176,379	194,680	18,301	10%	199,646	4,966	3%	204,750	5,104	3%	
UTILITIES	200,530	206,460	5,930	3%	212,569	6,109	3%	218,861	6,292	3%	
CONTRACTED SERVICES	60,000	60,000			60,000			60,000			
PRINCIPAL & INTEREST	245,506	245,505	(1)		245,505			245,805	300		
INSURANCE	54,938	77,380	22,442	41%	81,249	3,869	5%	85,311	4,062	5%	
VEHICLE OR EQUIPMENT	12,820	12,820			12,820			12,820			
DONATION / GRANT	24,175	24,175			24,175			24,175			
MATERIALS & SUPPLIES	25,275	25,275			25,275			25,275			
MAINTENANCE & REPAIRS	16,200	47,200	31,000	191%	47,200			47,200			
<b>Total EXPENSE</b>	<b>815,823</b>	<b>893,495</b>	<b>77,672</b>	<b>10%</b>	<b>908,439</b>	<b>14,944</b>	<b>2%</b>	<b>924,197</b>	<b>15,758</b>	<b>2%</b>	
<b>Total LEGACY RECREATION CENTRE</b>	<b>557,188</b>	<b>603,320</b>	<b>46,132</b>	<b>8%</b>	<b>633,064</b>	<b>29,744</b>	<b>5%</b>	<b>648,822</b>	<b>15,758</b>	<b>2%</b>	

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>721 RECREATION COMPLEXES</b>											
<b>SHORES RECREATION CENTRE</b>											
REVENUE											
USER FEES	(248,460)	(275,100)	(26,640)	11%	(282,000)	(6,900)	3%	(282,000)			
REVENUE WAIVED	(22,960)	(23,380)	(420)	2%	(23,800)	(420)	2%	(23,800)			
TRANSFER FROM DEVELOPMENT CHARGES	(18,000)	(18,000)			(18,000)			(18,000)			
<b>Total REVENUE</b>	(289,420)	(316,480)	(27,060)	9%	(323,800)	(7,320)	2%	(323,800)			
EXPENSE											
PERSONNEL COSTS	199,570	217,066	17,496	9%	222,716	5,650	3%	228,523	5,807	3%	
UTILITIES	203,748	209,815	6,067	3%	216,064	6,249	3%	222,501	6,437	3%	
CONTRACTED SERVICES	70,000	60,000	(10,000)	(14%)	60,000			60,000			
PRINCIPAL & INTEREST	214,165	214,165			214,165			214,165			
INSURANCE	88,947	123,289	34,342	39%	129,454	6,165	5%	135,927	6,473	5%	
VEHICLE OR EQUIPMENT	11,866	15,866	4,000	34%	15,866			15,866			
DONATION / GRANT	22,960	23,380	420	2%	23,800	420	2%	23,800			
MATERIALS & SUPPLIES	38,150	28,150	(10,000)	(26%)	28,150			28,150			
MAINTENANCE & REPAIRS	23,000	33,000	10,000	43%	33,000			33,000			
<b>Total EXPENSE</b>	872,406	924,731	52,325	6%	943,215	18,484	2%	961,932	18,717	2%	
<b>Total SHORES RECREATION CENTRE</b>	582,986	608,251	25,265	4%	619,415	11,164	2%	638,132	18,717	3%	
<b>SHORES CANTEEN</b>											
REVENUE											
USER FEES	(2,000)	(2,300)	(300)	15%	(2,300)			(2,300)			
<b>Total REVENUE</b>	(2,000)	(2,300)	(300)	15%	(2,300)			(2,300)			
EXPENSE											
MATERIALS & SUPPLIES	1,500	1,500			1,500			1,500			
<b>Total EXPENSE</b>	1,500	1,500			1,500			1,500			
<b>Total SHORES CANTEEN</b>	(500)	(800)	(300)	60%	(800)			(800)			
<b>FITNESS AREA</b>											
REVENUE											
USER FEES	(40,062)	(40,062)			(40,062)			(40,062)			
<b>Total REVENUE</b>	(40,062)	(40,062)			(40,062)			(40,062)			
EXPENSE											
CONTRACTED SERVICES	41,975	43,275	1,300	3%	44,575	1,300	3%	44,575			

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
MATERIALS & SUPPLIES	9,800	9,800			9,800			9,800			
<b>Total EXPENSE</b>	51,775	53,075	1,300	3%	54,375	1,300	2%	54,375			
<b>Total FITNESS AREA</b>	11,713	13,013	1,300	11%	14,313	1,300	10%	14,313			



## Community Centres and Libraries

### Community Centres

The Municipality of Lambton Shores operates a total of five community centres. These centres vary in size, but their primary function is to serve as gathering and activity centres for their respective communities. The Community Services Department coordinates the booking of these facilities, with the exception of the Arkona Seniors Centre which is leased to the Arkona Seniors. The primary costs of operating these facilities include; heat, hydro and basic custodial duties, although many of the facilities are aging and require ongoing servicing and repairs.

The Arkona Community Centre: this facility is the former Arkona School and now includes the Arkona library (operated by the County of Lambton), the Lions meeting room, office, and a small all-purpose room along with public washroom facilities.

The Arkona Seniors Centre: this facility serves both as the Arkona Fire Hall and the seniors centre. The seniors centre has a capacity of approximately 60 people and has kitchen facilities and serves as the Emergency Evacuation Centre for the Arkona area. The Seniors Club provides programming and oversees rentals of the facility.

The Thedford Village Complex: the Community Room is a component of the larger Village Complex building that houses the Thedford Fire Station and Lambton EMS (Thedford). The Community Centre holds approximately 70 people and has kitchen facilities and two offices.

Port Franks Community Centre: The Port Franks Community Centre consists of three main facilities, the main hall with a seating capacity of 246 people, the West Wing, with a seating capacity of 149 and the

Optimist Room with a capacity of 82. In addition to these meeting facilities the centre also houses the Port Franks Library (operated by Lambton County), and three small office/storage rooms. There are three separate kitchen facilities within the complex and the facility also serves as the Emergency Evacuation Centre for the Port Franks area. The Optimist Room is leased to the Ausable Port Franks Optimist Club, who has exclusive use of this area.

The Grand Bend Recreation Centre: The Grand Bend Recreation Centre is part of the Grand Bend School/Library facility constructed in 2003. The "Community Centre" component consists of gymnasium and community room. The community room has a capacity of approximately 40 people and contains a small kitchen.

### Libraries

Lambton Shores has five library facilities within the community; these library facilities are located in Arkona, Forest, Grand Bend, Port Franks, and Thedford. Most of the libraries are housed in community centres, with the exception of the Forest Library as a stand-alone building. The Municipality is responsible for the provision of the physical library facility and outdoor spaces, and the County is responsible for providing the books, staffing and programming required for operations.

The Community Services Department is responsible for the maintenance and repair of libraries and conducts annual inspections of the facilities to check, roofs, drainage, heating and cooling systems, etc. and make repairs as needed. There is a small provision in the Library budget for minor repairs with the Capital & Equipment Reserve providing for any larger repairs that may be required.





THE MUNICIPALITY OF

LAMBTON SHORES

## 2025 Budget Department Overview

### **Summary of Operating Budget Changes**

The 2025 budget for waived revenue at Community Centres is \$94,800, an increase from 2024. Waived revenue occurs as a result of historical agreements, current agreements, and the Community Grant Program.

Although there is no direct financial impact of waived revenue at the Community Centres as it is shown in the budget as revenue offset by the expense, however it should be noted that the amount of waived revenue is significantly higher than actual revenue received, which is budgeted to be only \$19,520 in 2025.

Line items like building repair have increased to reflect historical costs.

## 2025 Budget

[illegible]

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
USER FEES	(500)	(2,300)	(1,800)	360%	(2,300)			(2,300)			
REVENUE WAIVED	(500)	(500)			(500)			(500)			
<b>Total REVENUE</b>	(1,000)	(2,800)	(1,800)	180%	(2,800)			(2,800)			
EXPENSE											
CONTRACTED SERVICES	4,000	4,000			4,000			4,000			
DONATION / GRANT	500	500			500			500			
MATERIALS & SUPPLIES	350	350			350			350			
<b>Total EXPENSE</b>	4,850	4,850			4,850			4,850			
<b>Total GRAND BEND COMMUNITY CENTRE</b>	3,850	2,050	(1,800)	(47%)	2,050			2,050			
<b>THEDFORD VILLAGE COMPLEX</b>											
REVENUE											
USER FEES	(9,500)	(7,500)	2,000	(21%)	(7,500)			(7,500)			
REVENUE WAIVED	(13,000)	(13,500)	(500)	4%	(14,000)	(500)	4%	(14,000)			
<b>Total REVENUE</b>	(22,500)	(21,000)	1,500	(7%)	(21,500)	(500)	2%	(21,500)			
EXPENSE											
UTILITIES	11,914	12,223	309	3%	12,542	319	3%	12,870	328	3%	
CONTRACTED SERVICES	3,500	3,500			3,500			3,500			
VEHICLE OR EQUIPMENT	580	580			580			580			
DONATION / GRANT	13,000	13,500	500	4%	14,000	500	4%	14,000			
MATERIALS & SUPPLIES	3,490	3,490			3,490			3,490			
MAINTENANCE & REPAIRS	5,000	5,000			5,000			5,000			
<b>Total EXPENSE</b>	37,484	38,293	809	2%	39,112	819	2%	39,440	328	1%	
<b>Total THEDFORD VILLAGE COMPLEX</b>	14,984	17,293	2,309	15%	17,612	319	2%	17,940	328	2%	

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>700 RECREATION &amp; CULTURAL SERVICES</b>											
<b>LIBRARIES</b>											
REVENUE											
TRANSFER FROM RESERVE FUND	(5,000)		5,000	(100%)							
<b>Total REVENUE</b>	(5,000)		5,000	(100%)							
EXPENSE											
UTILITIES	12,389	12,761	372	3%	13,144	383	3%	13,538	394	3%	
CONTRACTED SERVICES	5,000	5,000			5,000			5,000			
INSURANCE	4,840	5,784	944	20%	6,073	289	5%	6,377	304	5%	
MAINTENANCE & REPAIRS	5,600	600	(5,000)	(89%)	600			600			
<b>Total EXPENSE</b>	27,829	24,145	(3,684)	(13%)	24,817	672	3%	25,515	698	3%	
<b>Total LIBRARIES</b>	22,829	24,145	1,316	6%	24,817	672	3%	25,515	698	3%	



## Harbours

The Municipality of Lambton Shores operates and maintains two “Blue Flag Designated” marinas within the municipality; one is in Grand Bend, the other at Port Franks. Operation of these marinas is coordinated through the Community Services Department.

Both Marinas are operational from Victoria Day holiday to Thanksgiving weekend.

The Grand Bend Marina provides a gas dock, launch ramp, public washrooms and other services to the boating public. Prop washing is conducted to ensure the channel remains open and navigable for boats. Spot dredging may occur, if necessary, although this practice has not taken place in Grand Bend for several years.

Port Franks Marina provides 90 seasonal slips. This facility was acquired from the Ausable Bayfield Conservation Authority in 2001, and it includes a community park, picnic area, and public boat launch. In 2021, the existing pavilion burnt down, and reconstruction began in 2024. The reconstruction is scheduled to be completed in 2025.

In 2024, Council directed that no spot dredging occur in Port Franks. This decision impacted the Port Franks Yacht Club, and some members were required to move their vessels to a larger marina that could more easily accommodate the bigger boats. Most of these vacant slips were filled by the end of the season.

## Operational Challenges

Operations at the Municipal marinas are impacted by weather and other environmental conditions such as water levels. This makes

transient dockage, fuel sales and boat launch revenue difficult to predict.

Prop washing is completed throughout the season, except during the restricted window that occurs from mid-May to the end of June where no prop washing may occur. This can impact boaters’ ability to navigate the channel if depths become a problem.

## Summary of Operating Budget Changes

Use of the Grand Bend Marina appears to be returning to pre-Covid levels. Revenue from fuel sales, boat launch and transient slips is down and has been adjusted to actuals. Fuel expenses have also decreased and have been adjusted accordingly.

There have not been any funds included for spot dredging at either marina based on the 2024 direction from Council. Prop washing expenses are comparable to past expenses, although Council is aware that there are several options for the operation with the expiration of the previous contract. Staff will report back as needed once more information is available.

Funds are included in the Greater Harbour Maintenance for the inspection and necessary repairs to the Northside prop washing boat that will be known in 2025. This is an expense that occurs every three years and involves the boat being removed from the water and inspected by Transport Canada. Transport Canada determines any repairs required to the vessel at the time of inspection. The inspection will occur for the new prop wash vessel at the same time as Northside.

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>700 RECREATION &amp; CULTURAL SERVICES</b>											
<b>GRAND BEND HARBOUR</b>											
REVENUE											
GRANTS	(30,000)	(30,000)			(30,000)			(30,000)			
USER FEES	(604,532)	(526,032)	78,500	(13%)	(539,032)	(13,000)	2%	(539,032)			
OTHER REVENUE	(1,500)	(3,500)	(2,000)	133%	(3,500)			(3,500)			
<b>Total REVENUE</b>	<b>(636,032)</b>	<b>(559,532)</b>	<b>76,500</b>	<b>(12%)</b>	<b>(572,532)</b>	<b>(13,000)</b>	<b>2%</b>	<b>(572,532)</b>			
EXPENSE											
PERSONNEL COSTS	82,131	94,513	12,382	15%	97,101	2,588	3%	99,759	2,658	3%	
UTILITIES	33,635	34,593	958	3%	35,580	987	3%	36,596	1,016	3%	
CONTRACTED SERVICES	11,000	11,000			11,000			11,000			
INSURANCE	8,502	9,933	1,431	17%	10,429	496	5%	10,950	521	5%	
VEHICLE OR EQUIPMENT	296,500	270,100	(26,400)	(9%)	278,700	8,600	3%	278,700			
MATERIALS & SUPPLIES	16,155	16,155			16,155			16,155			
MAINTENANCE & REPAIRS	30,000	30,000			30,000			30,000			
DREDGING	64,500	70,000	5,500	9%	70,000			70,000			
ADMINISTRATIVE OTHER	13,480	13,480			13,480			13,480			
<b>Total EXPENSE</b>	<b>555,903</b>	<b>549,774</b>	<b>(6,129)</b>	<b>(1%)</b>	<b>562,445</b>	<b>12,671</b>	<b>2%</b>	<b>566,640</b>	<b>4,195</b>	<b>1%</b>	
<b>Total GRAND BEND HARBOUR</b>	<b>(80,129)</b>	<b>(9,758)</b>	<b>70,371</b>	<b>(88%)</b>	<b>(10,087)</b>	<b>(329)</b>	<b>3%</b>	<b>(5,892)</b>	<b>4,195</b>	<b>(42%)</b>	
<b>PORT FRANKS HARBOUR</b>											
REVENUE											
USER FEES	(255,575)	(255,575)			(260,575)	(5,000)	2%	(260,575)			
OTHER REVENUE	(142,190)		142,190	(100%)							
TRANSFER FROM RESERVE FUND	(30,000)		30,000	(100%)							
<b>Total REVENUE</b>	<b>(427,765)</b>	<b>(255,575)</b>	<b>172,190</b>	<b>(40%)</b>	<b>(260,575)</b>	<b>(5,000)</b>	<b>2%</b>	<b>(260,575)</b>			
EXPENSE											
PERSONNEL COSTS	90,085	97,428	7,343	8%	100,101	2,673	3%	102,849	2,748	3%	
UTILITIES	17,062	17,531	469	3%	18,014	483	3%	18,511	497	3%	
CONTRACTED SERVICES	43,500	16,500	(27,000)	(62%)	16,500			16,500			
INSURANCE	8,699	10,806	2,107	24%	11,346	540	5%	11,913	567	5%	
VEHICLE OR EQUIPMENT	1,116	1,116			1,116			1,116			
MATERIALS & SUPPLIES	6,900	8,900	2,000	29%	8,900			8,900			
MAINTENANCE & REPAIRS	6,500	8,500	2,000	31%	8,500			8,500			

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
DREDGING	345,000	70,000	(275,000)	(80%)	70,000			70,000			
ADMINISTRATIVE OTHER	1,126	1,126			1,126			1,126			
<b>Total EXPENSE</b>	519,988	231,907	(288,081)	(55%)	235,603	3,696	2%	239,415	3,812	2%	
<b>Total PORT FRANKS HARBOUR</b>	92,223	(23,668)	(115,891)	(126%)	(24,972)	(1,304)	6%	(21,160)	3,812	(15%)	
<b>GREATER HARBOUR MAINTENANCE</b>											
EXPENSE											
MAINTENANCE & REPAIRS	50,000	50,000			50,000			50,000			
<b>Total EXPENSE</b>	50,000	50,000			50,000			50,000			
<b>Total GREATER HARBOUR MAINTENANCE</b>	50,000	50,000			50,000			50,000			



## Planning and Development

The Municipality of Lambton Shores is responsible for the management of growth and development within the community. The 'Planning & Development' business unit is divided into two distinct components: "Planning & Development Administration" which involves accepting and processing applications for amendments to the Official Plan and Zoning by-laws, and applications for commercial Site Plans or Committee of Adjustment deliberations. Included in the administrative function is the issuing of notices regarding hearings, maintaining records and files, preparing zoning reports, and updating the planning documents. The other component is "Planning & Development Management" which involves the analysis of development proposals, severances, minor variances, site plans etc. and the provision of advice and guidance to Council, which is the responsibility of the Planner.

Large scale development proposals such as subdivisions and condominiums are evaluated through a comprehensive draft plan approval and development agreement process. This process includes a review and assessment of the development's potential impacts on the environment, traffic, infrastructure, service delivery etc. and requires detailed specifics about numerous aspects of the development's infrastructure and design.

Council has established standards for the design of residential development including streetscapes, servicing, parking requirements, green spaces, street lighting, drainage, etc. Adherence to these standards ensures that quality developments take place in the municipality that are funded by the developers, and not subsidized by the residents. These standards are detailed and

enforced by way of a plan of Subdivision or Condominium Agreement.

Planning involves more than just subdivision control and residential developments, as the Municipality is also responsible for overseeing and regulating commercial developments. Council has established standards for the design of commercial developments such as buffering, parking lots, lighting, signage, drainage, and similar to the subdivision developments, adherence to these standards ensures that only quality development takes place in the municipality, and these standards are detailed and enforced by way of a Site Plan Agreement.

Lambton County provides planning services to the Municipality and currently has two (2) full time planners assigned to Lambton Shores.

Work on the Official Plan was completed in 2024 and is now in force. Work on a new comprehensive Zoning By-law has started and will be completed in-house in 2025.

## Summary of Operating Budget Changes

Budgets in the planning department have been kept at the same level in 2025. The level of activity in 2024 was slightly higher than the budgeted activity resulting in a small surplus.



# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>800 PLANNING AND DEVELOPMENT</b>											
<b>PLANNING AND ZONING</b>											
REVENUE											
USER FEES	(103,000)	(103,000)			(103,000)			(103,000)			
<b>Total REVENUE</b>	(103,000)	(103,000)			(103,000)			(103,000)			
EXPENSE											
CONTRACTED SERVICES	6,500	6,500			6,500			6,500			
LEGAL	15,000	15,000			15,000			15,000			
MATERIALS & SUPPLIES	1,000	1,000			1,000			1,000			
ADMINISTRATIVE OTHER	1,614	1,614			1,614			1,614			
<b>Total EXPENSE</b>	24,114	24,114			24,114			24,114			
<b>Total PLANNING AND ZONING</b>	(78,886)	(78,886)			(78,886)			(78,886)			



## Economic Development

One of the priorities identified in Council's Strategic Priorities Plan was Growth and Economic Development. Initiatives under this priority included the following:

- Hire an economic development officer and review the economic development strategy.
- Finalize and implement the Community Improvement Plan.
- Actively market the Forest Industrial land development.
- Reconsider the Municipal Accommodation Tax.
- Undertake a Municipal land review to identify surplus lands for potential disposition or development for social housing

2025 marks the first year that Lambton Shores will have a full-time Economic Development Coordinator on staff as identified as the first initiative under the Growth & Economic Development priority in Council's Strategic Priorities.

This position works collaboratively with variety of agencies including the Sarnia Lambton Economic Partnership (SLEP), Tourism Sarnia Lambton (TSL) and our area chambers of commerce and business improvement associations. SLEP, under new leadership had been actively involved in both helping to hire this position, but also in supporting the onboarding of the position.

In 2024 Council implemented a comprehensive Community Improvement Plan. This plan includes incentives for a number of projects in an effort to continue to support our business areas across the Municipality. The Economic Development Coordinator has been

actively working with local groups including, the Chamber, BIA and SLEP to raise awareness for the program. The 2024 budget included \$50,000 to support the CIP of which \$18,000 has been approved and allocated to projects. The 2025 budget also includes \$50,000.

The development of the Forest Industrial lands continues. As Council is aware the 2024 budget included the reconstruction of Enterprise Drive along with the construction of a Storm Water Management Pond designed to service the industrial lands. Engineering is complete for this project and construction is expected to take place in 2025. This is the first step in be able to fully service the lands. The 2025 budget includes \$3M for the servicing of the industrial lands. Funding for this is being shown as coming from a debenture. Future sale of lands will be used to pay off the debenture.

Staff have been actively working with SLEP to promote and gauge the interest in the land. To this end, we have developed new marketing material for prospective clients. A copy of our introductory "one pager" is attached for Council's review. In order to better inform future discussion around land pricing, a commercial appraiser have been retained and will be submitting an appraisal report on industrial land in the area early in the new year.

Council has considered a Municipal Accommodation Tax (MAT) and has made the decision to investigate the creation of an independent Municipal Service Corporation (MSC) to act as the "Tourism Entity" as defined under the Transient Accommodation Tax Regulations. Staff will be presenting a report regarding what is involved in creating a MSC early in the new year.

Since 2011, the Grand Bend and Area Chamber of Commerce has received payments of between \$13,000 and \$25,000 to allocate



THE MUNICIPALITY OF

LAMBTON SHORES

## 2025 Budget Department Overview

toward additional visitor services efforts. This budget has been drafted with the 2025 contribution of \$25,000 included again. Additionally, this budget has been drafted with continued support of \$7,000 to the Forest Museum for their operation of a downtown visitor information centre. The municipality continues to budget for our own direct promotion/advertising through trade shows, print media and partnership support.

### **Summary of Operating Budget Changes**

- Additional funds included for the Economic Development Coordinator (included in 2024, but largely unspent due to timing of hiring)
- Continue to support the CIP (\$50,000)
- A small increase has been added to support the work of the Economic Development Coordinator for sponsorship for local groups related to business improvement.
- Inclusion of \$3m in the Capital for the servicing of the Industrial Lands, funded from a debenture (no levy impact)

# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
<b>800 PLANNING AND DEVELOPMENT</b>											
<b>ECONOMIC DEVELOPMENT</b>											
REVENUE											
USER FEES	(30,000)	(30,000)			(30,000)			(30,000)			
TRANSFER FROM RESERVE FUND	(50,000)	(50,000)			(100,000)	(50,000)	100%	(100,000)			
<b>Total REVENUE</b>	(80,000)	(80,000)			(130,000)	(50,000)	63%	(130,000)			
EXPENSE											
PERSONNEL COSTS	153,421	185,737	32,316	21%	190,684	4,947	3%	195,767	5,083	3%	
UTILITIES		500	500		500			500			
DONATION / GRANT	82,000	84,000	2,000	2%	84,000			84,000			
ADMINISTRATIVE OTHER	42,000	42,000			42,000			42,000			
TRANSFER TO RESERVE FUND	50,000	51,273	1,273	3%	51,273			51,273			
<b>Total EXPENSE</b>	327,421	363,510	36,089	11%	368,457	4,947	1%	373,540	5,083	1%	
<b>Total ECONOMIC DEVELOPMENT</b>	247,421	283,510	36,089	15%	238,457	(45,053)	(16%)	243,540	5,083	2%	



# FOREST INDUSTRIAL PARK

7914 Rawlings Road, Lambton Shores, ON N0N 1J2

The Forest Industrial Park is a **55.7-acre fully serviced industrial property** with a designation as an **Investment-Ready: Certified Site** through the Province of Ontario. The site currently offers customizable lot sizes to suit the needs of your investment.


The municipally-owned site is strategically located along Highway 21 in the community of Forest, only an 11-minute drive to the provincial Highway 402. This access to Highway 402 provides convenient proximity to Sarnia, London, Windsor, and the United States border. The Town of Forest is a major service centre for the surrounding community, as well as a central and expanding commercial core with a cluster of agriculture and industrial manufacturing.




## CERTIFIED SITE ADVANTAGES - SHOVEL READY


- Archaeological studies are completed
- Environmental studies are completed
- No Traffic Impact Study is required
- Site is not subject to conservation regulations

## UTILITIES


 **HYDRO**  
27.6kV feeder serviced by Hydro One

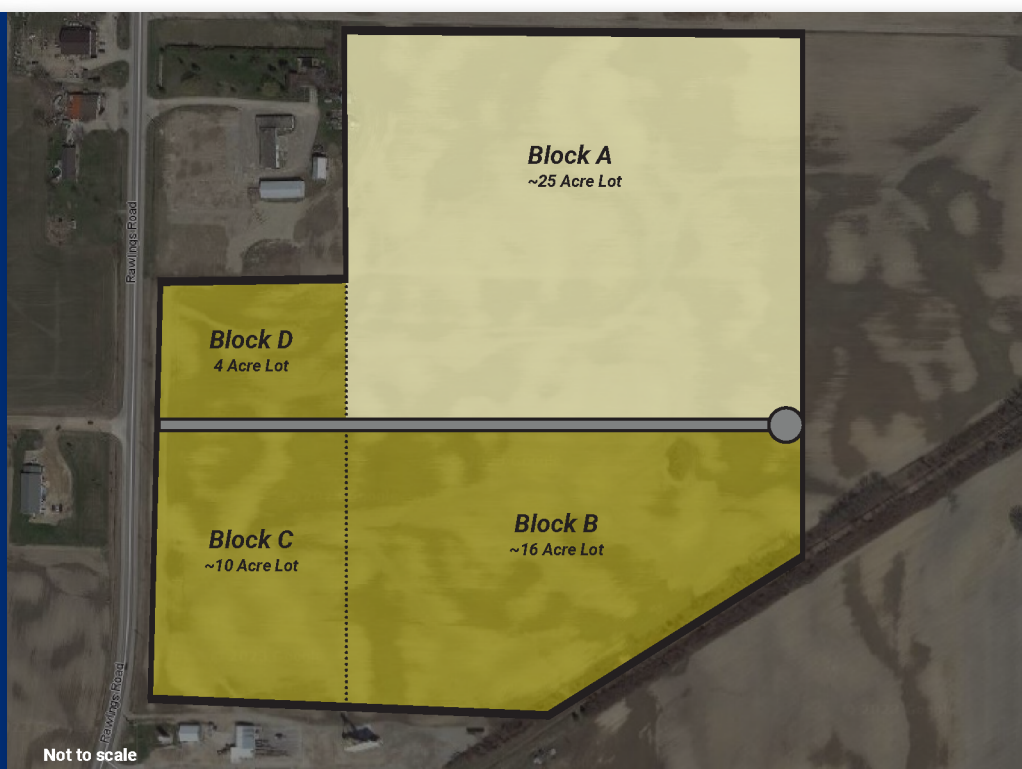
 **NATURAL GAS**  
Natural gas pipeline operated at up to 420kPag serviced by Enbridge Gas

 **SANITARY**  
Serviced by 200mm sanitary sewer

 **STORMWATER**  
Individual site connections to regional stormwater management pond

 **WATER**  
Serviced by 200mm watermain

 **FIBRE**  
Eastlink telecommunications servicing available





THE MUNICIPALITY OF

# LAMBTON SHORES

## WHY CHOOSE LAMBTON SHORES

The Forest Industrial Park is positioned as a competitive site location for a new or expanding business. Located in the Town of Forest, this municipally-owned site offers an ideal combination of strategic location, business-friendly policies, and a skilled workforce ready to support your growth.

## THE LAMBTON SHORES ADVANTAGE

- Unmatched focus on business-friendly policies and relationship building between the Municipality and industry partners
- Strong government support for industrial and commercial development in Forest
- Streamlined site plan and building approval processes
- Designated as an Investment Ready Certified Site
- Customizable lot sizes to meet the needs of industry
- Competitive land costs, development charges, and tax rates
- Steady residential development with a growing workforce
- Site fully serviced with individual site connections available to a regional stormwater management pond

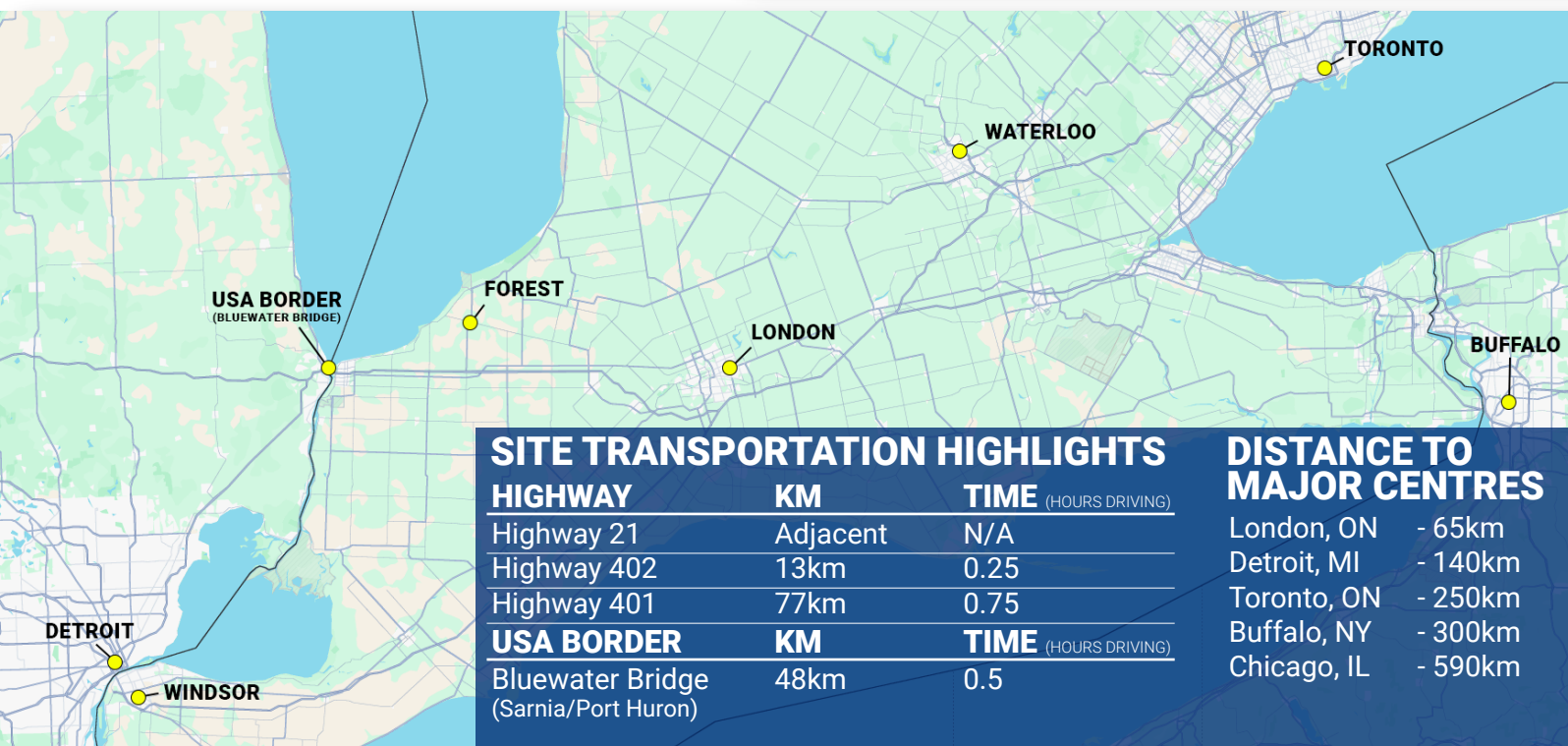
## TAX RATES

- Commercial (CT) - 2.568737%
- Industrial (IT) - 3.005136%

## DEDICATED PROJECT CONTACTS

**Steve McAuley,**  
Chief Administrative Officer  
519-243-1400 ext. 8610  
smcauley@lambtonshores.ca

**Natalie Core,**  
Economic Development Coordinator  
519-243-1400 ext. 8612  
ncore@lambtonshores.ca





## **Drainage**

The Municipality of Lambton Shores has approximately 184 drains (360 km) under its control and management. These drains are created and maintained pursuant to the Municipal Drainage Act and require an extensive amount of administration and supervision. The Department maintains files on all drains and monitors the maintenance and capital needs on an annual basis.

The Municipality has a full time Drainage Superintendent who manages day to day works and administration of the drainage department. The Drainage Superintendent is typically responsible for monitoring of drains and liaising with the affected property owners on any issues that may arise. The cost of capital and maintenance works on Municipal Drains is coordinated by the Drainage Superintendent, and billed to the affected property owners as noted in the drainage assessment.

Lambton Shores has seven drainage pumps which require continual observation. They are in place to aid not only in drainage, but irrigation to crop land as well. Six pumps are placed in the Bog area and one within Ipperwash. Lambton Shores currently has 4 commissioners under by-law to assist the drainage superintendent in the running maintenance and operational procedures of these pumps. We are in the process of reviewing the pump commissioner system and their importance in pump maintenance and emergencies.

The maintenance and construction works for drains are very difficult to budget due to the timing of the work and the grants from OMAFRA. The work, grants and billing to property owners may span 2 or more years. The costs are carried by the municipality and the annual operating revenue and expenses are netted to zero at the end of the

year. The only cost to Lambton Shores is the personnel cost for the Drainage Superintendent; which is also subsidized by OMAFRA, and any assessment charged to us as a property owner.

## **Summary of Operating Budget Changes**

The drain maintenance and construction numbers have been adjusted down to better reflect expected costs and recoveries. Both of these sections are fully funded from the benefitting property owners and therefore no impact to taxation.

## 2025 Budget

[illegible]



# Municipality of Lambton Shores

## 2025 Budget

	2024 Approved Budget	2025 Approved Budget	Change Amount Over 2024	% Change Over 2024	2026 Forecast	Amount Changed Over 2025	% Change Over 2025	2027 Forecast	Amount Change Over 2026	% Change Over 2026	Comments
REVENUE											
GRANTS	(200,000)	(200,000)			(200,000)			(200,000)			
USER FEES	(100,000)	(100,000)			(100,000)			(100,000)			
<b>Total REVENUE</b>	(300,000)	(300,000)			(300,000)			(300,000)			
EXPENSE											
CONTRACTED SERVICES	300,000	300,000			300,000			300,000			
<b>Total EXPENSE</b>	300,000	300,000			300,000			300,000			
<b>Total MUNICIPAL DRAIN CONSTRUCTION</b>											
<b>TILE DRAINAGE</b>											
REVENUE											
USER FEES	(6,059)	(6,059)			(6,059)			(6,059)			
<b>Total REVENUE</b>	(6,059)	(6,059)			(6,059)			(6,059)			
EXPENSE											
PRINCIPAL & INTEREST	6,793	6,793			6,793			6,793			
ADMINISTRATIVE OTHER	2,268	2,268			2,268			2,268			
<b>Total EXPENSE</b>	9,061	9,061			9,061			9,061			
<b>Total TILE DRAINAGE</b>	3,002	3,002			3,002			3,002			



THE MUNICIPALITY OF

LAMBTON SHORES

## 2025 Budget Department Overview

### Water Department

Lambton Shores serves 7193 water customers throughout its water distribution infrastructure, an increase of 50 connections over 2024. This infrastructure includes approximately 360km of watermains, two elevated storage facilities, a reservoir, and two booster/pumping stations. The Municipality shares in the ownership of its two water suppliers, the Lake Huron Primary Water Supply System (LHPWSS) and the Lambton Area Water Supply System (LAWSS).

The Municipality currently contracts with Jacobs for the operation of the Municipalities water distribution system. The contract was recently renewed for a ten (10) year term that expires on December 31, 2030. Jacobs is responsible for the day-to-day operation of the system, maintenance, responding to complaints and repair issues, and ensuring that the Provincial water quality standards are met.

In late 2010 the Municipality became licensed under the new water licensing program. The license demonstrates that Lambton Shores has the operational and management systems and procedures in place to provide sustainable and safe drinking water to all customers. The license was renewed in 2015 and was successfully renewed again in 2020.

The business unit operates on a fully self-funded model through user rates and has no impact to the tax levy. Rates are set based on a Financial Plan required by the Safe Water Drinking Act, and adopted by Council.

Every water account is metered for billing purposes and ensuring that users are being charged on an equitable per use basis. These water meters are repaired as needed.

### Summary of Operating Budget Changes

Jacobs fees have been updated based on contract values for 2025.

Revenue and water purchase amounts have been adjusted to reflect growth and trending usage amounts.

## 2025 Budget

[illegible]



## Wastewater Department

The Lambton Shores Wastewater Treatment and Collection System is made up of collection systems in the urban areas of Forest, Arkona, Thedford, and Grand Bend in addition to treatment facilities in Arkona, Forest, Thedford, Grand Bend (within South Huron), and Indian Hills. The Arkona, Forest, Grand Bend, and Indian Hills Treatment facilities are mechanical plants while the Thedford system relies on a lagoon for treatment. The systems serve 3095 customers.

The wastewater collection system and treatment plants are operated under contract by Jacobs. The contract was renewed for 2020 and included a ten (10) year term that expires on December 31, 2030. Jacobs is responsible for the operation of the treatment facilities in accordance with Provincial certificates of approval and regulations as well as monitoring and maintenance of the collection system as required.

The Wastewater Treatment and Collection system operates under the fully self-funded model with operating expenses recovered through sewer rates. Sewer rates are charged based on the quantity of metered water consumption.

In 2022, the Municipality received their first Combined Linear Infrastructure Environmental Compliance Approval (CLI ECA) which provided the Municipality with transfer of review authority on sewage collection and treatment systems.

## Summary of Operating Budget Changes

Jacobs fees have been updated based on contract values for 2025

Revenues have been adjusted based on growth and fee updates.

The cost allocation for the Grand Bend shared sewer system has been updated as per the proposed Grand Bend Area Joint Sewer Board budget previously approved.

Cost allocation for monitoring activities has been added to support requirements of the CLI ECA, in tandem with continuous improvement of the sewage collection and treatment system

## 2025 Budget

[illegible]

## **2025 CAPITAL BUDGET OVERVIEW**

Lambton Shores has an extensive capital program in 2025. This overview highlights the planned projects and outlines staff's approach to developing the capital program for each respective area.

The Capital Budget has 3 components with each under a separate tab in the binder. The first section "Capital Budget Project Listing" provides a summary of the projects with a brief description, costs and source of funding.

The 10-year capital forecast is presented under the tab 5 noted as "Capital Detail Schedules". The 10-year capital plan shows planned capital maintenance, rehabilitation, and replacement of the Municipality's existing assets as they are funded from the appropriate lifecycle reserve. This is reflective of the Asset Management Plan and Policy approved by Council in 2019.

### **Tax Supported Projects**

The Tax Supported capital projects are funded from designated lifecycle Reserve Funds which are established through an annual allocation in the Operating Budget.

### **Rolling Stock**

This section of the capital program funds the replacement and purchase of fleet vehicles and equipment. Replacement is planned around the normal life expectancy of a particular piece of equipment, and the annual plan is adjusted based on field inspections of equipment to determine actual need for replacement. The intent of the replacement program is to ensure that equipment is safe for use by municipal staff, and to replace equipment from the Rolling Stock Reserve Fund.

### **Emergency Services**

The Fire Engine in Forest is due to be replaced. As of 2025 this vehicle will be 22 years old. As a fire apparatus, it is no longer considered a front line first response apparatus under the National Fire Protection Association (NFPA) and the Fire Underwrites Survey of Canada (FUS). The Thedford Tanker is 24 this year and falls under the same restrictions. It is also prudent to mention that unless we can find a suitable stock firetruck in the production queue, the time for deliveries on either of these vehicles is 12 - 24 months.

The capital allotment requested is for a replacement engine and not for an elevated platform device that is also outlined to be added into the fleet as per the approved master fire plan.

**Table 1 Service Schedule for Fire Apparatus For Fire Insurance Grading Purposes**

Apparatus Age	Major Cities <sup>3</sup>	Medium Sized Cities <sup>4</sup>	Small Communities <sup>5</sup> and Rural Centres
0 – 15 Years	First Line Duty	First Line Duty	First Line Duty
16 – 20 Years	Reserve	2 <sup>nd</sup> Line Duty	First Line Duty
20 – 25 Years <sup>1</sup>	No Credit in Grading	No Credit in Grading or Reserve <sup>2</sup>	No Credit in Grading or 2 <sup>nd</sup> Line Duty <sup>2</sup>
26 – 29 Years <sup>1</sup>	No Credit in Grading	No Credit in Grading or Reserve <sup>2</sup>	No Credit in Grading or Reserve <sup>2</sup>
30 Years +	No Credit in Grading	No Credit in Grading	No Credit in Grading

<sup>1</sup> All listed fire apparatus 20 years of age and older are required to be service tested by recognized testing agency on an annual basis to be eligible for grading recognition. (NFPA 1071)

<sup>2</sup> Exceptions to age status may be considered in a small to medium sized communities and rural centres conditionally, when apparatus condition is acceptable and apparatus successfully passes required testing.

<sup>3</sup> Major Cities are defined as an incorporated or unincorporated community that has:

- a populated area (or multiple areas) with a density of at least 400 people per square kilometre; AND
- a total population of 100,000 or greater.

<sup>4</sup> Medium Communities are defined as an incorporated or unincorporated community that has:

- a populated area (or multiple areas) with a density of at least 200 people per square kilometre; AND/OR
- a total population of 1,000 or greater.

<sup>5</sup> Small Communities are defined as an incorporated or unincorporated community that has:

- no populated areas with densities that exceed 200 people per square kilometre; AND
- does not have a total population in excess of 1,000.

### Transportation

Lifecycle replacement of an Articulating Tractor complete with attachments for clearing sidewalks in the winter and grass cutting in the summer.

### Recreation

Lifecycle replacement of two zero turn riding lawn mowers and the replacement of the Kubota Tractor at the Legacy Recreation Centre to a smaller tractor that will be more suitable for ball diamond maintenance.

### Equipment

Equipment is also replaced to ensure safety and efficient operations. The equipment is funded from the Equipment Replacement Reserve Fund.

### Information Technology

This section of the capital program funds technology related items purchased to assist with the day-to-day operations such as computers, printers, and network devices. We rely extensively on the technology in place, and it is in our best interest to continue to support it. These capital purchases are funded from the IT capital reserve fund.

### Emergency Services

With our last hiring we were able to work through all our spare equipment to outfit everyone. Our new recruits this year will be into full sets of new gear (\$5,500 per firefighter). The remaining will be allocated to worn gear replacement. There is a large bump of gear about to reach its 10-year expiry date. This multi-year budget item is increased to level out the purchase bubble that will begin next year for three years.

- Radios Pagers  
Ongoing replacement repair of pagers and handheld radios at end of life.
- Water Rescue Equipment  
This capital request replaces all ropes with the Northville Station Water Rescue/Rope Team equipment.
- Extrication Equipment  
We have heavy rescue in the Grand Bend and Forest stations. These trucks attend any significant motor vehicle collision that is closest to their station. While there is new extrication equipment in use, there is also a requirement for support strutting to stabilize vehicle and make for a safe extrication. Air bags also offer the ability to lift and secure heavy objects. This regular capital expense will be used to ensure that both heavy rescue units are outfitted consistently and able to appropriately handle significant impacts.
- Nozzles/ Small Equipment replacements  
We have worked towards a consistent of 75 psi nozzles across the department. We have one remaining truck to complete which will cost about \$5,500. We are also looking at developing multi-unit residential kits for Forest and Grand bend and we are moving into larger multi-level buildings. Valves alone for each kit are \$3,000. Hoses to include within these packs are around \$300 to \$500 per 50ft length. We are also working towards consistent couplers on all apparatus to maximize fill times and consistency.

### Transportation

The budget includes an annual allocation for small equipment purchases and replacement utilized in day-to-day operations.

### Recreation

- Diamond Drag  
A new diamond drag has been included that will improve baseball diamond quality and reduce staff travel time.
- Thomas Hall Tables/Accessories  
Funds have been included to replace some of the tables in Thomas Hall that are reaching end of useful life.



- **Sound System**  
Funds have been included for the sound system on the ice surface at the Legacy Recreation Centre. This project was not completed in 2024 and has been re-budgeted for 2025.
- **Floor Scrubbers**  
Funds have been included to purchase two floor scrubbers, one for the Shores Recreation Centre, and a replacement unit for the Port Franks Community Centre. The new floor scrubber for the Shores will assist with cleaning the walking track and other smaller areas in the facility.
- **Fitness Equipment**  
Funds have been included for fitness equipment lifecycle replacement at the Suncor Wellness Centre.
- **Buoys**  
Funds have been included to replace buoys in both Port Franks and Grand Bend.
- **Seasonal Decorations**  
Per Lambton Shores Seasonal Decorations policy, funds have been included to purchase Christmas decorations in conjunction with community groups who are required to provide matching funds to participate in the program. This budget line item includes \$5,000 committed from municipal funds.

## **Land Improvements**

### Recreation & Leisure Services

This section of the capital program funds capital maintenance and lifecycle projects for the Lambton Shores' inventory of recreation related facilities including arenas, harbours, community centres, libraries, and parks, as well as all associated apparatus. Projects are considered and prioritized based on the results of various inspections that are completed by staff throughout the calendar year (playground, facilities, etc.) to ensure the safe use of Lambton Shores' assets by the public. All planned expenses are funded from Reserve Funds: Facilities or Land Improvements. Some of the major capital work planned for 2025 includes the following:

- **Utter Park Improvements**  
Funds has been included to replace fencing along the back of the property line. Funds have also been included for new concrete pads for existing bleachers.
- **Thedford Village Green**  
Funds have been included to continue work to replace unit pavers with concrete around the Village Green. The pavers are cracked, and difficult to maintain. Funds have been re-budgeted for work related to the demolition of the Thedford Merge Fountain, which will be replaced by a garden in consultation with the Thedford Garden Club in 2025.

- **Forest Downtown Parkette**  
Funds have been included for Phase 1 improvements of the recently acquired downtown parkette in Forest. Staff have met with community stakeholders and will meet again in the new year to further prioritize improvements to the parkette.
- **Grand Bend Beach Playground Equipment**  
Funds have been included to replace shade sails at the Grand Bend Beach as they have now reached end of useful life.
- **Ontario Street Parking Lot**  
Funds have been included to replace portions of the wood fencing.
- **Forest Library Improvements**  
Funds have been included to replace portions of the interlocking brick at the library entrance for accessibility improvements. Funds have also been included to replace flag poles that have reached end of life.
- **Grand Bend Marina**  
Funds have been included for replacement of the fuel tanks at the Grand Bend Marina. The fuel tanks are owned by the Municipality and are nearing the end of useful life. Funds required in 2025 are needed for engineering and decommissioning/removal of the existing tanks. Funds will be allocated in 2026 for replacement.
- **Port Franks Harbour**  
Funds are included annually for ongoing dock/wall repairs as needed. Funds have been included to replace the existing septic system as it has reached end of life, and a new system is required prior to opening the new pavilion.
- **Ipperwash**  
An in-ground garbage container is proposed for Ipperwash. This project is being proposed as a pilot project for Ipperwash to help serve the community year-round. Currently, publicly accessible garbage cans are not available during the winter months. The underground units have more capacity than a standard garbage can and will need to be emptied less often.  
Capital cost: \$15,000. Funding source: Land Improvements Reserve

## **Facilities**

### **Fire**

#### **Arkona Fire Hall**

- **Exhaust Capture System**  
Arkona is the remaining hall that has not been outfitted with an exhaust capture system. This system is attached to the exhaust of the apparatus and prevents the build up of carbon monoxide and combustion within the hall. This is best

practice not only within the fire service but within Lambton Shores. Based on the presumptive cancer legislation this is a strong step in the prevention of cancer-related incidents for our staff. It is also part of our plan to ensure firefighters are wearing personal protective equipment that has not been contaminated.

- Lighting Conversion

Through instant grants and cost reduction we were able to extend the lighting overhaul in Northville Fire Hall to include the Forest and Thedford Halls as well. These three halls have been outfitted with controllers and low energy LED lighting. Arkona is the remaining hall to be completed.

- Overhaul of hall

Upon the installation of the exhaust recovery system, and the LED lighting, we would like to enclose the meeting room area of the fire hall and provide exterior ventilation. We will then move the turnout gear racks into that room as an area where firefighters can change, and the gear can dry. The bay floors would receive an epoxy treatment and Lambton Shores Fire Emergency Services Branding will be placed on the exterior to nurture our community connection.

#### Grand Bend Fire Hall

- This station requires general paint upkeep in the meeting, office, bathroom area. Some of the signage is badly faded and needs refreshed. The exterior man doors are all peeling paint and need refreshed.

#### Forest Fire Hall

- Roofing

The two roof segments on the Forest Fire Hall have been flagged as approaching end of life by a Garland Canada Inc. Based on current conditions they are recommending that this be prioritized.

- Garage Ceiling Fans

- Bunker Gear Racks

#### Thedford Fire Hall

- Overhead Doors

- Carpeting

#### Transportation

- Northville Works Depot  
Funds have been included for building sealants.
- Grand Bend Works Depot  
Funds have been included to install a new roof system to solve ongoing leak issues.

## Recreation and Leisure

Building Condition Assessments help to inform priority spending for facilities within the capital budget.

- **Grand Bend Beach House**  
Funds have been included to replace sealants throughout the beach house. The hot water heater and water meter are also scheduled for replacement. Funds have been included for millwork to replace existing cabinets in the lifeguard room.
- **Legacy Recreation Centre**  
Funds have been included to replace one HVAC rooftop unit that has reached end of useful life. Funds have also been included to replace one compressor in the ice refrigeration plant that has reached end of life. Funds have been included to replace interior doors to the dressing room hallway that have been damaged.
- **Shores Recreation Centre**  
Funds have been included to replace one HVAC rooftop unit that has reached end of useful life. Funds have also been included the condenser in the ice refrigeration plant that has reached end of life. An emergency generator will be added to the Shores Recreation Centre, pending grant approval from the province. Funds have been included to replace sinks in the women's washroom.
- **Arkona Community Centre**  
Funds have been included to replace the roof.
- **Forest Library**  
Funds have been included to replace exterior lighting with LED fixtures.
- **Port Franks Harbour**  
Funds have been included to replace plumbing fixtures at the main building washrooms.

## **Transportation Infrastructure**

Road Reconstruction and Resurfacing, Bridge and Culvert, Sidewalk and Walkways and Streetlight projects are funded from the Transportation Reserve. Lambton Shores also incorporates the Gas Tax Funding we receive into the Roads program.

### Road Reconstruction and Surface Treatment

When developing the annual capital road repair listing the following criteria from Policy #73 are applied:

1. Consideration is given to the highest priority road repairs first, and those that have been identified as a safety concern in the needs study.
2. Consideration is given to planning a road rehabilitation at the same time as a critical infrastructure upgrade (water, sewer, storm sewer).
3. Consideration is given to projects that are identified as priority items in any other engineering report, study, or memorandum.

Asphalt Resurfacing Projects for 2025 include Beaverdam Crescent (GB), Wellington Street (FO), Sarah Street (TH), Rock Glen Road (ARK), Alberta Street (GB), Shoreline Drive (GB), and King Street East (FO HWY 21)\*. The King Street Forest Highway 21 project is pending Connecting Link funding.

Tar and Chip Resurfacing Projects for 2025 include Gillespie Street (PF), Ontario Street (PF), Cornell Trail (PF), Chester Trail (PF), Ransford Street (PF), Haig Line (BOS), DeFore Drive (BOS), Arkona Road (BOS), and Lazy Lane (BOS).

#### Road Reconstruction

The Dietrich Crescent Road Improvement project is included that was proposed as part of the Antler Development land sale.

A stormwater management masterplan is proposed for Forest. A storm sewer improvement project is proposed at a bottleneck location on Mackenzie Street in Forest.

Detailed engineering services are proposed to design the first phases of the West Bosanquet and Grand Bend stormwater management masterplans.

Engineering services are included to design storm sewer improvements on Townsend Line in Forest to resolve local flooding issues.

#### Sidewalks and Walkways

This section of the capital program funds maintenance upgrades to existing sidewalks, and funds the construction of new hard surface pathways. An annual allocation is dedicated to replacement of existing sidewalks, and staff completed a springtime inspection of all sidewalk areas to prioritize replacement areas based on the standards established in the Public Works "Sidewalk Inspection, Repair, and Replacement Policy". The 2025 budget includes \$100,000 to support this program.

Sidewalk network improvements are included in Forest to add new lengths and connections to accommodate the new Lambton Shores Community School.

A paved shoulder is proposed on Ipperwash Road to continue with the commitment to provide alternative transportation options. This project is consistent with the Ipperwash Community Design Plan.

#### Bridge and Culvert

This section of the capital program funds rehabilitation to Lambton Shores' inventory of bridges and culverts. O. Reg 278/06 requires that qualifying bridges and culverts must be

inspected every other year by a professional engineer to the standards of the *Ontario Structure Inspection Manual (OSIM)*.

The 2025 Capital Budget includes replacement of a culvert on Decker Road which has been identified priority in the most recent OSIM inspections in 2023.

A culvert replacement is proposed on Brush Line.

Funds are included for the ongoing Ontario Street Grand Bend bridge widening project.

#### Streetlights

Streetlight replacement funds been included to replace existing HPS top hat style hats to new energy efficient LED fixtures.

#### User Rate Supported Projects

Funding of water and wastewater projects is provided from two Reserve Funds which are established as part of our rate reviews. The General Reserve Fund supports various miscellaneous projects, and the Lifecycle Reserve Fund provides for the asset replacement related costs.

#### Water

This section of the capital program funds replacement and upgrade investments to drinking water related infrastructure. “Horizontal” infrastructure, such as watermains, is replaced in coordination with road resurfacing projects on an age and/or condition related basis. “Vertical” infrastructure, such as pump stations and water towers, is assessed on a regular basis and replacements/improvements are made on aged and/or obsolete equipment. Projects included in this year’s budget as follows:

- A water meter changeout program that replaces aged meters
- Thedford Watermain Improvements to better service areas poised for residential development (\*Pending HEWS Funding)
- A SCADA renewal project is being proposed phased over the next five years to replace aged equipment and programming.

#### Wastewater

This section of the capital program funds replacement and upgrade investments to sanitary servicing related infrastructure. The majority of “horizontal” infrastructure in Lambton Shores, such as gravity sewers and force mains, is not yet old enough to require replacement. As such, most horizontal sanitary infrastructure capital work is completed on an as-needed basis in the form of repairs during road and watermain reconstruction projects. “Vertical” infrastructure, such as pump stations and wastewater treatment plants, is assessed on a regular basis and replacements/improvements are made on aged and/or obsolete equipment.

In 2025 projects included are:

- Continuation of the Municipal Wet Weather Assessment with flow monitoring and inspection of problematic areas

- Installation of stand by generators at Creekside Place and Green Acres to reduce the likelihood of sewage backups

**Municipality of Lambton Shores  
2025 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<b><u>ROLLING STOCK</u></b>						
<b><u>Fire</u></b>						
FO - Pumper	Lifecycle replacement	\$ 1,224,000	\$ 1,224,000			
TH - Squad Truck	New Fleet	\$ 80,000	\$ 80,000			
	Subtotal	\$ 1,304,000	\$ 1,304,000	\$ -	\$ -	\$ -
<b><u>Protective Inspection &amp; Control</u></b>						
Bylaw Vehicle	Lifecycle replacement	\$ 50,000	\$ 50,000			
	Subtotal	\$ 50,000	\$ 50,000	\$ -	\$ -	\$ -
<b><u>Transportation</u></b>						
Articulating Tractor	Lifecycle replacement of existing unit	\$ 280,500	\$ 280,500			
Riding Lawn Mower	Lifecycle replacement of existing unit	\$ 16,000	\$ 16,000			
Riding Lawn Mower	Lifecycle replacement of existing unit	\$ 16,000	\$ 16,000			
	Subtotal	\$ 312,500	\$ 312,500	\$ -	\$ -	\$ -
<b><u>Recreation &amp; Leisure Services</u></b>						
Tractor - Legacy	Lifecycle replacement of existing unit	\$ 35,000	\$ 35,000			
	Subtotal	\$ 35,000	\$ 35,000	\$ -	\$ -	\$ -
	Total Rolling Stock	\$ 1,701,500	\$ 1,701,500	\$ -	\$ -	\$ -
<b><u>EQUIPMENT</u></b>						
<b><u>Information Technology</u></b>						
IT	Workstation, laptop, printers, smart screens, tv displays and wireless network replacements	\$ 36,000	\$ 36,000			
	Subtotal	\$ 36,000	\$ 36,000	\$ -	\$ -	\$ -
<b><u>Fire</u></b>						
Bunker Gear	Pooled asset lifecycle replacement	\$ 50,000	\$ 50,000			
Radios & Pagers	Pooled asset lifecycle replacement	\$ 6,000	\$ 6,000			
Water Rescue Equipment	Lifecycle replacement	\$ 6,500	\$ 6,500			
GB - Extrication Equipment	Lifecycle replacement	\$ 20,000	\$ 20,000			
NV - Small Equipment & Nozzle(s)	Lifecycle replacement	\$ 30,000	\$ 30,000			
	Subtotal	\$ 112,500	\$ 112,500	\$ -	\$ -	\$ -
<b><u>Transportation</u></b>						
Equipment	Annual allocation for small equipment purchases	\$ 10,000	\$ 10,000			
	Subtotal	\$ 10,000	\$ 10,000	\$ -	\$ -	\$ -
<b><u>Recreation &amp; Leisure Services</u></b>						
Diamond Drag	Additional equipment	\$ 8,000	\$ 8,000			
Thomas Hall Accessories / Tables etc	Lifecycle replacement	\$ 10,000	\$ 10,000			
Sound System	Lifecycle replacement	\$ 25,000	\$ 25,000			
Floor Scrubber - Shores	Additional equipment - walk behind unit	\$ 5,000	\$ 5,000			
Fitness Equipment	Pooled asset lifecycle replacement	\$ 7,500	\$ 7,500			
Floor Scrubber - PFCC	Lifecycle replacement	\$ 8,500	\$ 8,500			
Buoys - GB Marina	Lifecycle replacement	\$ 7,500	\$ 7,500			
Buoys - PF Marina	Lifecycle replacement	\$ 5,000	\$ 5,000			
Christmas Lights / Decorations	In conjunction with community groups as per policy #72	\$ 5,000	\$ 2,500		\$ 2,500	
	Subtotal	\$ 81,500	\$ 79,000	\$ -	\$ 2,500	\$ -
	Total Equipment	\$ 240,000	\$ 237,500	\$ -	\$ 2,500	\$ -
<b><u>LAND IMPROVEMENTS</u></b>						
<b><u>Recreation &amp; Leisure Services</u></b>						



**Municipality of Lambton Shores  
2025 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
Utter Ball Diamond & Fencing	Outfield and perimeter fencing	\$ 60,000	\$ 60,000			
Concrete Pads	Install concrete pads for the bleachers	\$ 20,000	\$ 20,000			
TVG Site Works	Replace pavers with concrete	\$ 20,000	\$ 20,000			
Thedford Merge Fountain	Demolition / Landscaping	\$ 10,000	\$ 10,000			
Forest Downtown Parkette	Phase 1	\$ 200,000	\$ 200,000			
Beach Playground	Lifecycle replacement	\$ 20,000	\$ 20,000			
Ontario St Fence	Fence replacement	\$ 10,000	\$ 10,000			
Forest Library Concrete Elements	Remove paver stones and replace with concrete	\$ 20,000	\$ 20,000			
Ipperwash	In-ground garbage Container	\$ 15,000	\$ 15,000			
Forest Library Flag Poles	Lifecycle replacement	\$ 15,000	\$ 15,000			
Marina Fuel Tank	Decommissioning & Engineering	\$ 150,000	\$ 150,000			
PF Marina - Dock Replacement	Lifecycle replacement	\$ 22,500	\$ 22,500			
PF Marina - Septic System	Lifecycle replacement	\$ 90,000	\$ 90,000			
	Subtotal	\$ 652,500	\$ 652,500	\$ -	\$ -	\$ -
<b>Economic Development</b>						
Industrial land Servicing	Road & Servicing Industrial Park	\$ 3,000,000				\$ 3,000,000
	Subtotal	\$ 3,000,000	\$ -	\$ -	\$ -	\$ 3,000,000
	Total Land Improvements	\$ 3,652,500	\$ 652,500	\$ -	\$ -	\$ 3,000,000
<b>FACILITIES</b>						
<b>Fire</b>						
Arkona Fire Hall	Exhaust Capture System	\$ 70,000	\$ 70,000			
Arkona Fire Hall	Interior: LED Lighting Conversion, Enclose gear storage area, provide ventilation, epoxy floors, painting	\$ 57,000	\$ 57,000			
Grand Bend Fire Hall	Interior: Painting of meeting / office room	\$ 4,000	\$ 4,000			
Northville Fire Hall	Lifecycle replacement	\$ 120,000	\$ 120,000			
Northville Fire Hall	Sloped Shingle Roof replacement to metal	\$ 50,000	\$ 50,000			
Northville Fire Hall	Garage ceiling fans, bunker gear redi racks	\$ 25,000	\$ 25,000			
Thedford Fire Hall	Overhead doors	\$ 5,000	\$ 5,000			
Thedford Fire Hall	Interior: Carpet	\$ 10,000	\$ 10,000			
	Subtotal	\$ 341,000	\$ 341,000	\$ -	\$ -	\$ -
<b>Transportation</b>						
Northville Works Depot	Structure: Building Sealants	\$ 15,000	\$ 15,000			
Grand Bend Works Depot	Facility Roof Rehab on garage	\$ 100,000	\$ 100,000			
	Subtotal	\$ 115,000	\$ 115,000	\$ -	\$ -	\$ -

**Municipality of Lambton Shores  
2025 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<b><u>Recreation &amp; Leisure Services</u></b>						
Beach House	Exterior sealants	\$ 7,000	\$ 7,000			
Beach House	Other Services: Hot water heaters, water distribution system	\$ 11,000	\$ 11,000			
Beach House	Interior: Millwork	\$ 2,500	\$ 2,500			
Legacy Recreation Centre	HVAC - Rooftop Unit	\$ 80,000	\$ 80,000			
Legacy Recreation Centre	Refrigeration Plant - Compressor 1	\$ 100,000	\$ 100,000			
Legacy Recreation Centre	Interior Doors Glass Insert to dressing room	\$ 10,000	\$ 10,000			
Shores Recreation Centre	HVAC	\$ 80,000	\$ 80,000			
Shores Recreation Centre	Refrigeration Plant - Condenser	\$ 150,000	\$ 150,000			
Shores Recreation Centre	Generator	\$ 130,000	\$ 80,000		\$ 50,000	
Shores Recreation Centre	Interior: Plumbing Fixtures	\$ 15,000	\$ 15,000			
Arkona CC & Library	Flat Roof replacement	\$ 240,000	\$ 240,000			
Forest Library	Exterior LED Lighting Conversion	\$ 4,000	\$ 4,000			
PF Harbour	Interior: Plumbing Fixtures	\$ 11,500	\$ 11,500			
	Subtotal	\$ 841,000	\$ 791,000	\$ -	\$ 50,000	\$ -
	Total Facilities	\$ 1,297,000	\$ 1,247,000	\$ -	\$ 50,000	\$ -
<b><u>TRANSPORTATION INFRASTRUCTURE</u></b>						
<b><u>Road Re-Construction</u></b>						
FO - Townsend Line	Storm sewer, engineering	\$ 30,000	\$ 30,000			
FO - King St East Downtown	Reconstruction	\$ 1,000,000	\$ 1,000,000			
FO - Enterprise Dr	Reconstruction / Upgrade	\$ 1,650,000	\$ 1,650,000			
FO - School Driveway	Development Agmt / Urbanization	\$ 260,000	\$ 260,000			
GB - Deitrich	Widening	\$ 150,000	\$ 150,000			
FO - SMW Masterplan	Stormwater masterplan	\$ 175,000	\$ 175,000			
FO - SMW Mackenzie Street	Storm sewer	\$ 500,000	\$ 500,000			
WB - SMW Cedar Cove East	Detail Engineering	\$ 100,000	\$ 100,000			
GB - SMW Masterplan	LIDS Urban Area, detail engineering	\$ 100,000	\$ 100,000			
	Subtotal	\$ 3,965,000	\$ 3,965,000	\$ -	\$ -	\$ -
<b><u>Re-Surface Treatment</u></b>						
Re-surface Treatment - Various Locations	Storm sewer	\$ 2,373,800	\$ 2,373,800			
FO - King St East	Road resurfacing between Amtelecom Pkwy and north limit of Connecting Link	\$ 280,000	\$ 28,144		\$ 251,856	
	Subtotal	\$ 2,653,800	\$ 2,401,944	\$ -	\$ 251,856	\$ -
<b><u>Sidewalks / Walkways</u></b>						
Annual Sidewalk Replacement Program	Annual allocation to repair priority sidewalk sections. Priority determined based upon springtime inspection cycle.	\$ 100,000	\$ 100,000			
Forest Sidewalks	Additional sidewalks	\$ 200,000	\$ 200,000			
Ipperwash Rd	Paved Shoulder	\$ 250,000	\$ 175,000	\$ 75,000		
	Subtotal	\$ 550,000	\$ 475,000	\$ 75,000	\$ -	\$ -

**Municipality of Lambton Shores  
2025 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<b>Bridge / Culvert</b>						
Ontario St Bridge and Connecting Link	Replacement and Widening of existing bridge	\$ 5,000,000	\$ -	\$ 2,000,000	\$ 3,000,000	
Decker Road	Culvert replacement between Gordon and Arkona	\$ 650,000	\$ 650,000			
Brush Road	Culvert replacement between Douglas and Hubbard	\$ 150,000	\$ 150,000			
	Subtotal	\$ 5,800,000	\$ 800,000	\$ 2,000,000	\$ 3,000,000	\$ -
<b>Street Light</b>						
Intersection/ Safety	Annual allocation to allow for capital maintenance repairs as identified throughout the year.	\$ 20,648	\$ 20,648			
Misc - Intersection Lighting	Intersection lighting improvements.	\$ 23,433	\$ 23,433			
Top Hat Style Light	LED upgrade	\$ 250,000	\$ 250,000			
	Subtotal	\$ 294,081	\$ 294,081	\$ -	\$ -	\$ -
	Total Transportation Infrastructure	\$ 13,262,881	\$ 7,936,025	\$ 2,075,000	\$ 3,251,856	\$ -
	<b>Total Tax Supported</b>	<b>\$ 20,153,881</b>	<b>\$ 11,774,525</b>	<b>\$ 2,075,000</b>	<b>\$ 3,304,356</b>	<b>\$ 3,000,000</b>

**Municipality of Lambton Shores  
2025 Capital Program**

Capital Project Description and Cost			Funding Source			
Department						
Project Name	Project Description	Budget	Reserve Fund	Development Charges	Grant / Donation / Other	Financing
<b>WATER INFRASTRUCTURE</b>						
<u>Water Mains</u>						
Meter Change out program	Lifecycle Replacement	\$ 200,000	\$ 200,000			
TH - Widder, Springer, Main	Watermain Improvements	\$ 550,000	\$ 148,500		\$ 401,500	
Road Related Replacements	Repairs to distribution system in footprint of road related capital works.	\$ 215,287	\$ 215,287			
<u>Miscellaneous</u>						
LAWS System	Contribution to LAWSS capital program based on flow proportion.	\$ 133,000	\$ 133,000			
Infrastructure Renewal	Miscellaneous waterworks associated with other projects.	\$ 165,000	\$ 165,000			
SCADA	Lifecycle replacement	\$ 600,000	\$ 600,000			
	Subtotal	\$ 1,863,287	\$ 1,461,787	\$ -	\$ 401,500	\$ -
	Total Water Infrastructure	\$ 1,863,287	\$ 1,461,787	\$ -	\$ 401,500	\$ -
<b>WASTEWATER INFRASTRUCTURE</b>						
<u>Collection Systems</u>						
Road Related Replacements	Repairs to collection system in footprint of road related capital works	\$ 39,404	\$ 39,404			
Generators	Replacement for Creekside and Green Acres	\$ 150,000	\$ 150,000			
Inflow/Infiltration Program	Monitors	\$ 100,000	\$ 100,000			
	Subtotal	\$ 289,404	\$ 289,404	\$ -	\$ -	\$ -
	Total Wastewater Infrastructure	\$ 289,404	\$ 289,404	\$ -	\$ -	\$ -
	Total User Rate Supported	\$ 2,152,691	\$ 1,751,191	\$ -	\$ 401,500	\$ -
<b>2024 Total Capital</b>			<b>\$ 13,525,716</b>	<b>\$ 2,075,000</b>	<b>\$ 3,705,856</b>	<b>\$ 3,000,000</b>



## 2025 Tax Rate Impact

At the time the 2025 Operating and Capital Budget was approved, the Lambton County tax policies have not been approved. For illustration purposes, the tax policy for 2024 has been used to calculate the estimated tax rate for 2025.

The 2025 Draft Budget reflects an estimated increase of 4.54% to the tax rate over the 2024 rate.

The following chart shows the impact of property taxes over the period 2020-2025 on the Median Assessed Home with an assessment of \$252,000:

<b>Residential Tax Class</b>						
<b>Median Assessed Home</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>
Assessment	\$ 252,000	\$ 252,000	\$ 252,000	\$ 252,000	\$ 252,000	\$ 252,000
Tax Rate	0.00503123	0.00503064	0.00503064	0.00515136	0.00536829	0.00561195
<b>Taxes</b>	<b>\$ 1,267.87</b>	<b>\$ 1,267.72</b>	<b>\$ 1,267.72</b>	<b>\$ 1,298.14</b>	<b>\$ 1,352.81</b>	<b>\$ 1,414.21</b>
Annual Change \$		\$ (0.15)	\$ -	\$ 30.42	\$ 54.67	\$ 61.40
Annual Change %		-0.01%	0.00%	2.40%	4.21%	4.54%



## Debt Repayments in 2025

Staff review the debt annually or on an as needed basis. The Annual Repayment Limit (ARL) is established by the Ministry of Municipal Affairs and Housing and is updated if or when any new debt is acquired. The detailed calculation is included in the annual Financial Information Return that we are required to complete.

In summary the calculation is based on net revenues of the Municipality. The total principle and interest payments cannot exceed 25% of the net revenues.

Based on the calculation, Lambton Shores current annual repayment limit is \$6,243,238.

When debt retires it provides an opportunity to either undertake a newly debentured project or allocate an equal annual amount to the capital asset replacement reserve Funds. Increasing contributions to Reserve Funds enables the funding of future asset replacements without incurring debt.

The following chart shows the current debt for Lambton Shores

Municipality of Lambton Shores				
2025 Estimated Debt Repayment for Budget Purposes				
2024				
Description	Expiry	Year End PRI	Annual Pmt	Funded by
<b>Wastewater</b>				
GB STF & PS2	Dec, 2031	332,701	47,940	Rates, DC and connection fees
		<b>332,701</b>	<b>47,940</b>	
<b>Water</b>				
Phase IV Waterline	Oct, 2027	140,772	49,561	Property owners, DC and rates
		<b>140,772</b>	<b>49,561</b>	
<b>Recreation</b>				
Shores Rec Centre	Sept, 2033	1,522,519	214,165	User Fees and Taxation
Beach P.Lot	Sept, 2026	219,453	129,243	Parking / concession revenues
Legacy Rec Centre	Nov, 2034	481,758	53,391	User Fees and Taxation
Legacy Rec Centre	Dec, 2039	2,228,718	192,114	User Fees and Taxation
		<b>4,452,448</b>	<b>588,913</b>	
<b>Administration</b>				
Administration Office	Dec, 2054	4,576,570	292,763	User Fees and Taxation
		<b>4,576,570</b>	<b>292,763</b>	
		<b>9,502,491</b>	<b>979,178</b>	
Does not include Tile Loan Debenture				

This does not include Tile Loan Debentures



THE MUNICIPALITY OF

LAMBTON SHORES

2025 Budget

## **2025 Reserve Fund Impact**

Reserve Funds are established to fund asset replacement in the future. The Draft 2025 Operating Budget includes allocations to the various Reserve Funds and the amounts have been increased by 19% over the 2024 level. Although we have been increasing the allocations annually, the recommended allocation in the Asset Management Plan has not been reached.

The detailed Capital Budget sheets illustrate the impacts to the Reserve Funds. The following charts show a list of the current Reserve Funds and the impact of the Operating and Capital Budget.



## 2025 Estimated Budget Impacts

DESCRIPTION	2024 R/R Year End	2025 Capital Expense	2025 Operating Expense	2025 Operating Contribution	2025 R/R Year End Estimate	Capital Program
<b>RESERVE FUND</b>						
Working Funds	1,026,315				1,026,315	
Opportunities and Contingency	192,289				192,289	
Tax Rate Stabilization	626,339				626,339	
Election	49,650			15,865	65,515	
Parking	1,060,350				1,060,350	
Information Technology	192,042	35,000		49,255	206,297	Equipment
Bridge & Road Inspection /Studies	972,488	800,000		30,000	202,488	
Arkona Cemetery	109,222				109,222	
Harbour Maintenance	558,816	150,000			408,816	
Rolling Stock	1,134,688	1,701,500		1,023,829	457,017	Rolling Stock
Equipment	388,982	201,500		275,936	463,418	Equipment
Transportation Services	2,698,516	4,059,270		2,527,240	1,166,486	Transportation
Building and Facilities	1,420,405	1,017,000		468,662	872,067	Building & Facilities
Land Improvements	388,659	302,500		275,883	362,042	Land Improvement
Water	14,336,478	1,461,787		2,996,097	15,870,788	Water
Wastewater	1,597,900	289,404	50,000	720,817	1,979,313	Wastewater
Economic Development	101,509				101,509	
Short Term Rental Operations	286,376			82,633	369,009	
Special Projects	1,237,782	230,000			1,007,782	
Building Department Cost Stabilization	1,192,363				1,192,363	
<b>SUB TOTAL RESERVE FUNDS</b>						
<b>SUB TOTAL RESERVE &amp; RESERVE FUNDS</b>	<b>29,571,170</b>	<b>10,477,961</b>	<b>50,000</b>	<b>8,466,217</b>	<b>27,739,426</b>	
<b>FEDERAL GAS TAX</b>						
Federal Gas Tax	641,198	1,030,138		388,940	(0)	Infrastructure
Cash-in-lieu of Parkland Revenue	198,744				198,744	
Cash-in-lieu of Parking	244,084				244,084	
Ontario Community Infrastructure Fund (OCIF)	566,806	2,846,617		2,279,811	(0)	Infrastructure
Vibrancy Fund	1,737,451	200,000			1,537,451	
Segregated Vibrancy Fund	1,391,921		66,000		1,325,921	
Community Improvement - Water Quality	4,389				4,389	
Community Improvement - Skateboard/Basketball Park	3,247				3,247	
<b>SUB TOTAL DEFERRED REVENUE</b>	<b>4,787,839</b>	<b>4,076,755</b>	<b>66,000</b>	<b>2,668,751</b>	<b>3,313,835</b>	
<b>TOTAL</b>	<b>34,359,009</b>	<b>14,554,716</b>	<b>116,000</b>	<b>11,134,968</b>	<b>31,053,260</b>	





<b>Development Charges</b>					
	<b>2024 Year End Estimate</b>	<b>2025 Capital Expense</b>	<b>2025 Operating Expense</b>	<b>2025 Operating Contribution</b>	<b>2025 Year End Estimate</b>
Water	\$ 3,115,867				\$ 3,115,867
Waste Water	\$ 658,096		\$50,000	\$ 23,922	\$ 632,018
<u>Municipal Wide Breakdown</u>					
Transportation	\$ 2,206,415	\$ 2,000,000		\$ 25,811	\$ 232,225
Outdoor Recreation Services	\$ 970,199	\$ 75,000		\$ 2,730	\$ 897,929
Indoor Recreation Services	\$ 173,816		\$18,000	\$ 5,261	\$ 161,077
Library Services	\$ 19,300		\$20,000		-\$ 700
Parking	\$ 67,027				\$ 67,027
Growth-Related Studies	\$ 70,932			\$ 543	\$ 71,475
Fire Protection Services	\$ 26,083			\$ 1,883	\$ 27,965
Storm Sewer	-\$ 30,759			\$ 399	-\$ 30,360
<b>Balance</b>	<b>\$ 7,276,976</b>	<b>\$ 2,075,000</b>	<b>\$88,000</b>	<b>\$ 60,548</b>	<b>\$ 5,174,524</b>

Municipality of Lambton Shores - Capital Program - 10 Year Projection Rolling Stock										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>PROTECTION SERVICES</b>										
<b>Fire Service Vehicles</b>										
Pumper - Pierce Saber - GB										2,000,000
Pumper - International - FO	1,224,000									
Rescue - Peterbilt - GB									1,195,093	
Rescue - GMC - NV						975,000				
Rescue - GMC - TH				900,000						
Tanker - Mack - TH		1,040,400								
Pickup Squad Truck - Training Officer - AK									107,558	
Squad Truck - FMP FES-01-2022 TH	80,000									
Quad Cab Truck - Ford - FO									110,000	
Command							109,710			
District Command								109,710		
District Command								109,710		
<b>PROTECTIVE INSPECTION &amp; CONTROL</b>										
By-law Vehicle	50,000									
<b>TRANSPORTATION</b>										
<b>GRADERS</b>										
John Deere 772G Grader			700,000							
John Deere 772G Grader									799,166	
<b>BACKHOES</b>										
Backhoe				270,608						
Case Backhoe									260,093	
<b>LOADERS</b>										
Wheel Loader			477,544							
<b>TRACTORS</b>										
Tractor with Grader				324,730						
Articulating Tractor									328,650	
Articulating Tractor	280,500									
Articulating Tractor										335,223
Tractor - Massey Ferguson 5711D						115,309				

**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Rolling Stock**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Tractor - Massey Ferguson - Beach Cleaner							125,651			
Zero Turn Mower								12,087		
<b>PLOW TRUCKS</b>										
5 Ton - Single Axle - S. Area			424,483							
5 Ton - Tandem Truck with Snow Plow Package				514,155						
5 Ton - Single Axle - International									478,037	
<b>PICK UP TRUCKS</b>										
5-7080 PU		75,000								
1-7219 PU				75,770						
34-7712 Dodge Ram 2500						101,355				
6-7795 Pickup - Chevrolet Silverado - North								82,016		
88-7918 Dodge Pickup - Drainage										85,330
<b>ONE TONS</b>										
Dodge 4x4 4500HD w/Plow & Sander-S.Area								152,316		
Dodge 4x4 - S. Area					143,531					
Dodge Ram 4500				140,716						
Dodge Ram 4x4		135,252								
<b>LIFT</b>										
Skyjack Vertical Lift - Orange			21,224							
Bucket Truck										235,373
<b>SWEEPERS</b>										
Sweeper - Cubex		416,160								
<b>CHIPPERS</b>										
Brush Chipper - Vermeer						84,462				
<b>BEACH CLEANER</b>										
Beach Cleaner					112,377					
<b>HYDROVAC</b>										
Hydrovac Truck		850,000								

Municipality of Lambton Shores - Capital Program - 10 Year Projection Rolling Stock										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>RIDING MOWERS</b>										
Riding Lawn Mower - JD Zero Turn Z915B 54"	16,000									
Riding Lawn Mower - Zero Turn Ferris IS2000 ZB2	16,000									
Zero Turn Mower				14,072						
<b>TRAILERS</b>										
Loadstar Trailer										51,766
Trailer - Load Trail Car hauler							15,000			
Bravo 7x16 Trailer					13,250					
Trailer - Utility - Black PL#Z18615							2,872			
(Vars) Trailer - Tandem - Black - N. Area PL#T68100							9,439			
Trailer - Generator - Grey		5,236								
QSAP Trailer									7,171	
Utility Trailer 5X8 (Advantage BT583)					1,800					
<b>OTHER ROLLING STOCK</b>										
4x4 ATV Kubota - Grand Bend Beach						28,154				
<b>RECREATION &amp; LEISURE SERVICES</b>										
<b>Parks</b>										
Zero Turn Mower								15,232		
Tractor - South Area - John Deere										48,760
<b>Legacy Recreation Complex</b>										
Zamboni 446 - Ice Resurfacing Unit										130,000
Tractor - 55 hp - Kubota- (Legacy)	35,000									
<b>Shores Recreation Complex</b>										
Zamboni						130,000				
Tractor - Kubota										48,760
Tractor -Kioti										62,233
<b>Harbours</b>										
Riding Mower - Zero Turn (PF Marina)			13,796							
Riding Mower (PF Marina)							4,595			
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>1,701,500</b>	<b>2,522,048</b>	<b>1,637,047</b>	<b>2,240,051</b>	<b>270,958</b>	<b>1,434,280</b>	<b>267,267</b>	<b>481,071</b>	<b>3,285,768</b>	<b>2,997,445</b>

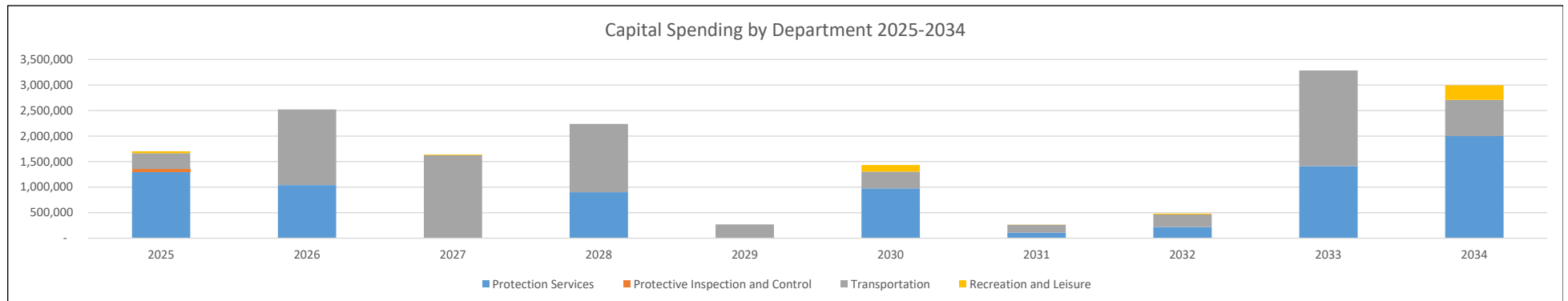
**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Rolling Stock**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Rolling Stock Reserve Fund</b>	1,701,500	2,522,048	1,637,047	2,240,051	270,958	1,434,280	267,267	481,071	3,285,768	2,997,445
<b>Balance</b>	-	-	-	-	-	-	-	-	-	-
Rolling Stock Reserve Fund Activity	1,134,688									
Water Reserve Funding - Vac Truck		425,000								
Rolling Stock RF -contribution	1,023,829	1,044,306	1,065,192	1,086,496	1,108,226	1,130,390	1,152,998	1,176,058	1,199,579	1,223,571
Rolling Stock RF-withdrawal	1,701,500	2,097,048	1,637,047	2,240,051	270,958	1,434,280	267,267	481,071	3,285,768	2,997,445
<b>Total - Rolling Stock RF Balance</b>	<b>457,017</b>	<b>(170,725)</b>	<b>(742,580)</b>	<b>(1,896,135)</b>	<b>(1,058,867)</b>	<b>(1,362,757)</b>	<b>(477,026)</b>	<b>217,962</b>	<b>(1,868,227)</b>	<b>(1,555,913)</b>

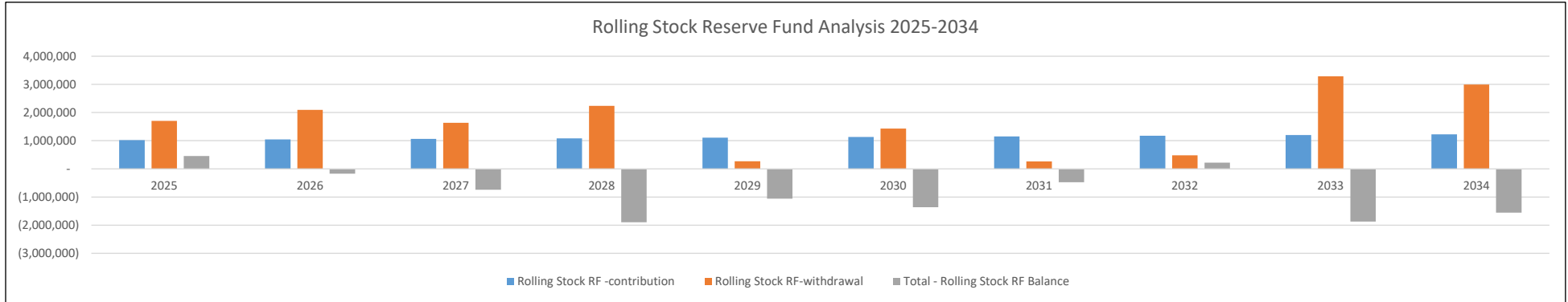
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years

**Capital Spending by Department 2025-2034**

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Protection Services	1,304,000	1,040,400	-	900,000	-	975,000	109,710	219,420	1,412,651	2,000,000
Protective Inspection and Control	50,000	-	-	-	-	-	-	-	-	-
Transportation	312,500	1,481,648	1,623,251	1,340,051	270,958	329,280	152,962	246,419	1,873,117	707,692
Recreation and Leisure	35,000	-	13,796	-	-	130,000	4,595	15,232	-	289,753
<b>Total</b>	<b>1,701,500</b>	<b>2,522,048</b>	<b>1,637,047</b>	<b>2,240,051</b>	<b>270,958</b>	<b>1,434,280</b>	<b>267,267</b>	<b>481,071</b>	<b>3,285,768</b>	<b>2,997,445</b>



Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Rolling Stock										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034



**Municipality of Lambton Shores - Capital Program - 10 Year Projection**

**Equipment**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>INFORMATION TECHNOLOGY</b>										
Laptop / Workstations / Servers	31,000	32,000	50,000	35,000	36,000	37,000	38,000	60,000	40,000	40,000
Various Equip -Lan/Wan/displays	5,000	6,500	6,500	7,000	7,000	7,500	7,500	8,000	8,000	8,500
<b>PROTECTION SERVICES</b>										
<b>Fire Chief / Administration</b>										
Bunker Gear (Boots, Jackets, Pants, Helmet)	50,000	40,000	75,000	40,000	40,000	40,000	40,000	40,000	40,000	40,000
Breathing Gear (Back Packs, Fiber Bottles, Masks)			1,100,000	90,000	6,000	6,000	6,000	6,000	6,000	6,000
Fit Test Equipment						23,745				
Radios & Pagers (Global as required)	6,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000	7,000
Infrared Camera (s)		20,000					20,000			
Defibrillators					19,000					
Gas Detector			13,000					14,000		
Water Rescue Equipment	6,500							17,000		
Sea Can for Live Fires		7,000								
Fire Blanket DSPA			6,000				6,000			
<b>Arkona Fire Station</b>										
Extrication Equipment				20,000						20,000
Generator			19,000							
Infrared Camera								13,000		
<b>Grand Bend Fire Station</b>										
Extrication Equipment	20,000						80,000			
Generator			19,000							
<b>Northville Fire Station</b>										
Extrication Equipment			20,000						20,000	
Nozzles / Small Equipment replacements	30,000	30,000	30,000	35,000	35,000	35,000	40,000	40,000	40,000	45,000
<b>Forest Fire Station</b>										
Extrication Equipment		20,000					80,000			
Extrication Equipment										21,900
Generator			19,000							
Compressor / Cascade			48,350							

Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Equipment										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Thedford Fire Station</b>										
Extrication Equipment				20,000				25,000		
Generator			19,000							
Compressor / Cascade			40,800							
<b>TRANSPORTATION</b>										
<b>Roadways</b>										
Boom Flail Mower								35,700		
20" Blowhard High Flow								6,645		
Road Side Mower							18,500			
Small Equipment	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Generator - Oran 8 KW Hydraulic (Forest)				20,000						
Compost Turning Equipment				23,500						
Water Tank					24,000					
GPS							36,500			
Laser Level								2,700		
Concrete Cutter								3,800		
NV Yard Security Camera								12,000		
Speedcheck Radar Sign						10,000				
Traffic Control Sign (2)		8,500								
Communication Sign							20,735			
Communication Sign							20,735			
<b>RECREATION &amp; LEISURE SERVICES</b>										
<b>Parks</b>										
Recycling Container - Village Green							1,715			
Bike Rack - Frances Dr Park					1,400					
Diamond Drag (to float to all diamonds)										9,000
Diamond Drag (reduce travel time and increase service)	8,000									
<b>Beach</b>										
Beach Path Mat										7,300



**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Equipment**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Accessible Chair (2)										8,200
Security System				25,700						
Security System - Camera							23,000			
Benches (28), Bike Racks, Waste Receptables									15,000	15,000
<b>Beach Concession</b>										
Beach PA System										27,600
<b>Parking</b>										
Parking Meters - Main St (10)							90,900			
Parking Meters (6)									75,000	
Coin and Bill Counter				5,000						
<b>Legacy Recreation Complex</b>										
Power Fail Generator										69,500
Zamboni Ice Edger				6,500						
Concession Tables/Chairs			6,200							
Banquet Tables									4,000	
Thomas Hall Accessories / Tables etc.	10,000	15,000	10,000	10,000	10,000					
Floor Scrubber			16,500							
Sound System	25,000									
<b>Shores Recreation Complex</b>										
Floor Scrubber					21,500					
Interior Furniture (Table & Chairs)								25,250		
Electric Ice Edger								6,700		
Motorized Basketball Nets		20,000								
Floor Scrubber - walk behind	5,000									
<b>Fitness Area</b>										
Fitness Equipment	7,500	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
<b>Port Franks Community Centre</b>										
Portable Generator					50,000					

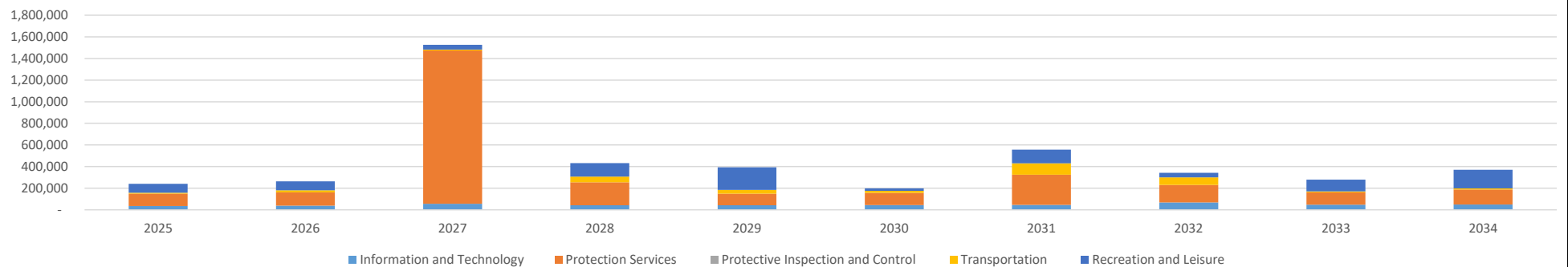
Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Equipment										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Floor Scrubber	8,500									
Sound System (Portable)		7,000								
Dishwasher					8,500					
Garbage Receptacles										3,500
Banquet Tables									4,000	
Access System Software										22,700
<b>Thedford Village Complex</b>										
Furniture						12,000				
Emergency Generator				55,250						
<b>Forest Library</b>										
<b>Grand Bend Harbour</b>										
Buoys	7,500	5,000								
Floating dock system - jet skis				12,000						
Pumpout		20,000								
<b>Port Franks Harbour</b>										
Buoys	5,000	5,000								
<b>Community Signs</b>										
Communication Sign - Grand Bend					32,600					
Wayfinding Signs										
<b>Other</b>										
Emergency Generator - Forest Legion					75,000					
Seasonal Lights / Decorations	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000
Arkona Seasonal Lights / Decorations										
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>240,000</b>	<b>263,000</b>	<b>1,525,350</b>	<b>431,950</b>	<b>393,000</b>	<b>198,245</b>	<b>556,585</b>	<b>342,795</b>	<b>279,000</b>	<b>371,200</b>
<b>IT Reserve Fund</b>	36,000	38,500	56,500	42,000	43,000	44,500	45,500	68,000	48,000	48,500
<b>Equipment Reserve Fund</b>	201,500	222,000	1,466,350	387,450	347,500	151,245	508,585	272,295	228,500	320,200

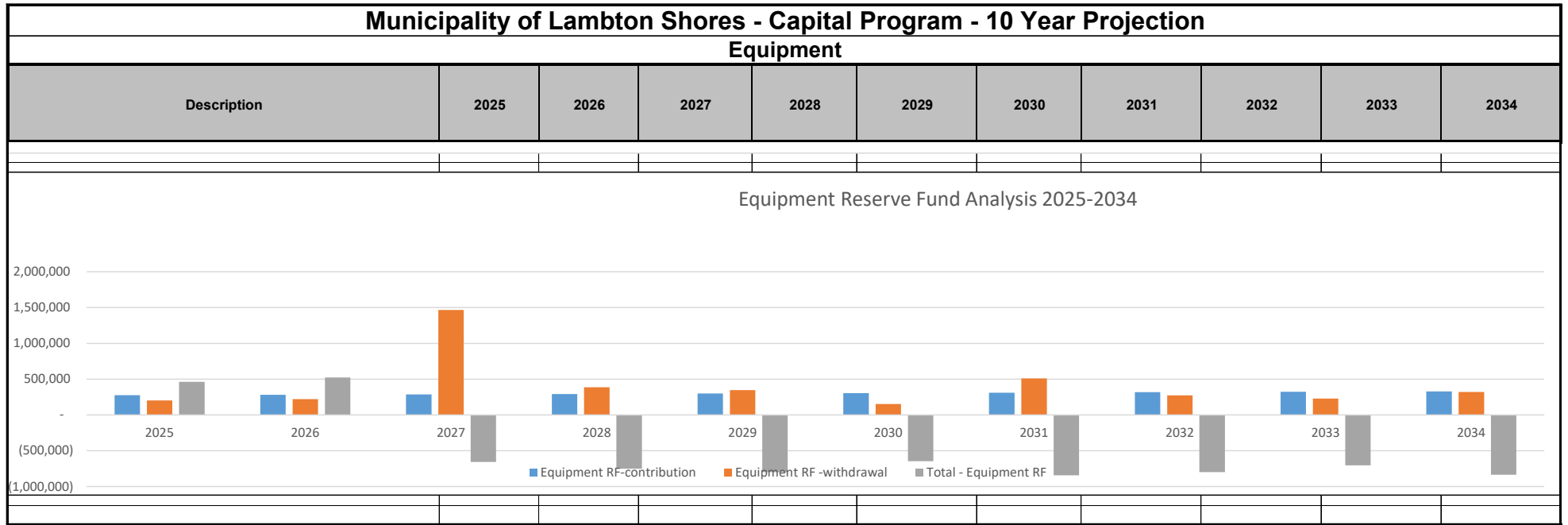
## Municipality of Lambton Shores - Capital Program - 10 Year Projection

### Equipment

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Community Groups	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500	2,500
Balance	-	-	-	-	-	-	-	-	-	-
Equipment Reserve Fund Activity	388,982									
Equipment RF-contribution	275,936	281,455	287,084	292,826	298,682	304,656	310,749	316,964	323,303	329,769
Equipment RF -withdrawal	201,500	222,000	1,466,350	387,450	347,500	151,245	508,585	272,295	228,500	320,200
<b>Total - Equipment RF</b>	<b>463,418</b>	<b>522,874</b>	<b>(656,392)</b>	<b>(751,017)</b>	<b>(799,834)</b>	<b>(646,423)</b>	<b>(844,259)</b>	<b>(799,590)</b>	<b>(704,787)</b>	<b>(834,690)</b>
This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years										
<b>Capital Spending by Department 2025-2034</b>										
<b>Year</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
Information and Technology	36,000	38,500	56,500	42,000	43,000	44,500	45,500	68,000	48,000	48,500
Protection Services	112,500	124,000	1,416,150	212,000	107,000	111,745	279,000	162,000	113,000	139,900
Protective Inspection and Control	-	-	-	-	-	-	-	-	-	-
Transportation	10,000	18,500	10,000	53,500	34,000	20,000	106,470	70,845	10,000	10,000
Recreation and Leisure	81,500	82,000	42,700	124,450	209,000	22,000	125,615	41,950	108,000	172,800
<b>Total</b>	<b>240,000</b>	<b>263,000</b>	<b>1,525,350</b>	<b>431,950</b>	<b>393,000</b>	<b>198,245</b>	<b>556,585</b>	<b>342,795</b>	<b>279,000</b>	<b>371,200</b>

Capital Spending by Department 2025-2034





Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Land Improvements										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>PROTECTION SERVICES</b>										
<b>Fire Services</b>										
<b>Arkona Fire Station</b>										
Parking Lot - Gravel							9,300			
<b>TRANSPORTATION</b>										
<b>Roadways</b>										
<b>Northville Works Depot</b>										
Parking Lot - Asphalt								546,000		
Fence - Chain Link				11,000						
<b>Other</b>										
Retaining Wall - Rock Glen Road										110,000
<b>CEMETERIES</b>										
<b>Beechwood Cemetery</b>										
<b>Pinery Cemetery</b>										
<b>RECREATION &amp; LEISURE SERVICES</b>										
<b>Recreation - Parks</b>										
<b>Eilber Park</b>										
Parking Lot - Asphalt									204,500	
<b>Grand Bend Lions Park</b>										
Bleacher - Grand Bend Lions Park								7,410		
Playground Equipment								50,000		
<b>Grand Bend Skateboard Park</b>										
Parking Lot - Asphalt						162,800				
Skateboard Park							158,439			
<b>Veteran's Memorial Park</b>										
Pedestrian Bridge		20,000								
Park Stairs							20,000			

2025 Capital Budget

Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Land Improvements										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Optimist Park</b>										
Play Structure / Equipment				24,000						
Playground Equipment									47,000	
Gazebo										34,000
Walkways								25,200		
<b>Klondyke Park</b>										
Bleachers and Benches - Klondyke Sports Field							42,120			
Soccer Nets										25,000
<b>Utter Ball Diamond</b>										
Parking Lot - Gravel					26,500					
Ball Diamond (2) & Fencing	60,000									
Playground Equipment			83,500							
Concrete pads - bleachers	20,000									
<b>Rick Goodhand Memorial Baseball Diamond</b>										
Swing Set / Play Structure					13,000					68,300
<b>Thedford Ball Diamond</b>										
Bleachers and Benches - Thedford Ball Diamond							5,500			
Playground Equipment			13,000							
<b>Rotary Civic Square</b>										
Parking Lot - Asphalt			104,200							
<b>Thedford Village Green</b>										
Playground Structure						89,000				
Playground Equipment						5,200				
Gazebo			70,000							
Sidewalks						242,000				
Site Works	20,000	20,000								
Parking Improvement						89,200				
Thedford Merge Fountain	10,000									
<b>Other Parks</b>										

2025 Capital Budget

Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Land Improvements										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Chain Link Fence - Whyte Park							12,000			
Natural Playground Equipment - Esli Dodge									31,000	
Tennis Courts - Esli Dodge		160,000								
BMX Park								125,840		
Pleasure Park - Playground Equipment									44,100	
Frances Dr - Playground Equipment										23,500
LVG Play Structure										34,000
Forest Downtown Parkette (Phase 1)	200,000									
<b>Recreation - Beach</b>										
<b>Beach</b>										
Life Guard Stands										50,000
Playground Equipment	20,000	20,000			255,200					
Boardwalk lighting				170,000						115,540
Splashpad										352,562
<b>Parking</b>										
Parking Lot - Asphalt (Gill)						106,500				
Fence - Chain Link (Gill)										1,500
Parking Lot - Asphalt (Ontario)				86,500						
Fence - Wood (Ontario)	10,000									
Parking Lot - Asphalt (Huron)			385,000							
Parking Lot - Asphalt (James St N)								97,000		
<b>Recreation Complexes</b>										
<b>Legacy Recreation Complex</b>										
Parking Lot Zamboni Entrance										8,500
Fencing - Nursery School			5,600							
Playground Equipment - Nursery School										37,800
Parking Lot Light Fixtures				23,000						
<b>Community Centres &amp; Libraries</b>										
<b>Arkona CC &amp; Library</b>										
Fence - Chain Link							3,300			
Splash Pad								168,500		
Play Structure										70,000

2025 Capital Budget

Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Land Improvements										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Flag pole (1)					5,000					
<b>Arkona Seniors</b>										
Flag poles (2)					10,000					
Brick Monument					5,000					
<b>Port Franks CC</b>										
Parking Lot - Asphalt				200,000						
Skateboard Park						102,000				
Tennis Court/ Pickel Ball		80,000								
Play Structure - replace and upgrade to accessible			175,000							
Wood Entrance sign replaced with electronic sign		60,000								
<b>Thedford Village Complex</b>										
Parking Lot - Asphalt				110,500						
Unit Paver Walkway (around the building)				20,000						
Flagpoles (Firehall, Merge, Cenotaph -6)		30,000								
<b>Forest Library</b>										
Concrete elements, curbs, stairs, walkways	20,000									
Flag poles (3)	15,000									
<b>Harbours</b>										
<b>Grand Bend Harbour</b>										
Electrical Upgrades - South Basin				80,000						
Marina Fuel Tank (Funded through Harbour Maintenance Fund)	150,000									
<b>Port Franks Harbour</b>										
Retaining Wall										925,000
Dock Hydro Service				60,000						
Docks / Wall	22,500	23,000	23,500	24,000	24,500	25,000	25,500	26,000	26,500	27,000
Septic System	90,000									
<b>Economic Development</b>										
<b>Industrial Land</b>										
Industrial Land Servicing	3,000,000									

2025 Capital Budget



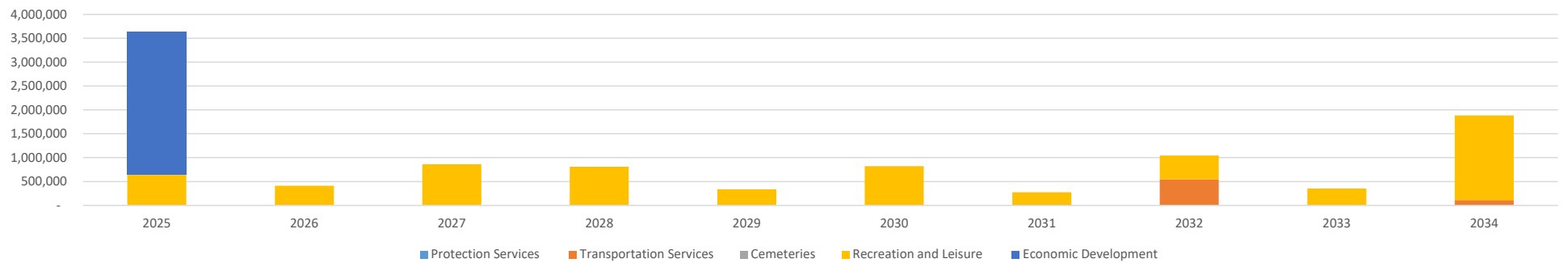
Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Land Improvements										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>3,637,500</b>	<b>413,000</b>	<b>859,800</b>	<b>809,000</b>	<b>339,200</b>	<b>821,700</b>	<b>276,159</b>	<b>1,045,950</b>	<b>353,100</b>	<b>1,882,702</b>
Vibrancy Reserve Fund	200,000									
Greater Harbour Maintenance Fund	150,000									
Financing (For Industrial Land Servicing)	3,000,000									
<b>Land Improvement Reserve Fund</b>	<b>287,500</b>	<b>413,000</b>	<b>859,800</b>	<b>809,000</b>	<b>339,200</b>	<b>821,700</b>	<b>276,159</b>	<b>1,045,950</b>	<b>353,100</b>	<b>1,882,702</b>
<b>Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>		<b>-</b>
Land Improvements Reserve Fund Activity	388,659									
Land Improvements RF - contribution	275,883	281,401	287,029	292,770	298,625	304,597	310,689	316,903	323,241	323,241
Land Improvements RF - withdrawal	287,500	413,000	859,800	809,000	339,200	821,700	276,159	1,045,950	353,100	1,882,702
<b>Total - Total Land Improvements RF</b>	<b>377,042</b>	<b>245,443</b>	<b>(327,328)</b>	<b>(843,559)</b>	<b>(884,134)</b>	<b>(1,401,236)</b>	<b>(1,366,706)</b>	<b>(2,095,753)</b>	<b>(2,125,612)</b>	<b>(3,685,072)</b>
<b>This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years</b>										

## Municipality of Lambton Shores - Capital Program - 10 Year Projection

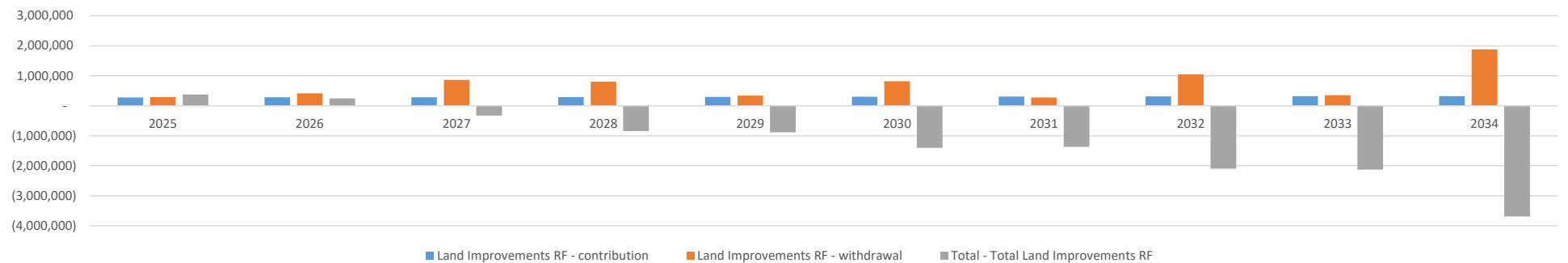
### Land Improvements

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Capital Spending by Department 2025-2034</b>										
<b>Year</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
Protection Services	-	-	-	-	-	-	9,300	-	-	-
Transportation Services	-	-	-	11,000	-	-	-	546,000	-	110,000
Cemeteries	-	-	-	-	-	-	-	-	-	-
Recreation and Leisure	637,500	413,000	859,800	798,000	339,200	821,700	266,859	499,950	353,100	1,772,702
Economic Development	3,000,000	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>3,637,500</b>	<b>413,000</b>	<b>859,800</b>	<b>809,000</b>	<b>339,200</b>	<b>821,700</b>	<b>276,159</b>	<b>1,045,950</b>	<b>353,100</b>	<b>1,882,702</b>

Capital Spending by Department 2025-2034



Land Improvements Reserve Fund Analysis 2025-2034



# Municipality of Lambton Shores - Capital Program - 10 Year Projection

113

## Facilities

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>PROTECTION SERVICES</b>										
<b>Fire</b>										
<b>Arkona Fire Hall</b>										
<b>Structure</b>										
<b>Services - Other</b>										
- Exhaust Capture System	70,000									
<b>Interior</b>										
- LED Lighting Conversion	8,000									
- Enclose gear storage area, provide ventilation, epoxy floors and paint interior as required, signage/rebranding exterior.	49,000									
<b>Grand Bend Fire Hall</b>										
<b>Interior</b>	4,000									
<b>Northville Fire Hall</b>										
<b>Structure</b>										
- Exterior Exhaust Fans		5,000								
- Steel Roof					5,000					
<b>Interior</b>										
- Epoxy Flooring Refinish				20,000						
<b>Forest Fire Hall</b>										
<b>Shell - Roof</b>										
- EPDM Flat Roof System	120,000									
- Sloped Shingle Roof - recommendation to metal	50,000									
<b>Services - Other</b>										
- Millwork - kitchen and washrooms							5,500			
- Garage ceiling fans	15,000									
- Bunker Gear Redi Racks	10,000									
<b>Thedford Fire Hall</b>										
<b>Shell - Other</b>										
- Overhead doors	5,000									
<b>Interior</b>										
- Carpet	10,000									
<b>TRANSPORTATION</b>										
<b>Roadways</b>										
<b>Northville Works Depot</b>										
<b>Structure</b>										

2025 Capital Budget

# Municipality of Lambton Shores - Capital Program - 10 Year Projection

114

## Facilities

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
- Building Sealants	15,000									
- Exterior Windows					10,000					
- Vehicle Exhaust System and CO Control Panel		8,500								
<b>Services - HVAC</b>										
- Carrier furnace		6,000								
- Baseboard electric heaters			22,500							
- Radiant tube heaters (split garage + firehall)		9,000								
- Condenser Units (3)					10,000					
- Electrical panels (2)		7,500								
<b>Grand Bend Works Depot</b>										
Facility - Roof Rehab - Garage	100,000									
<b>RECREATION &amp; LEISURE SERVICES</b>										
<b>Recreation - Parks</b>										
<b>Eilber Park</b>										
<b>Structure</b>										
<b>Shell - Other</b>										
- Metal siding						10,000				
- Soffits and fascia					5,000					
- Steel service doors					10,000					
<b>Interior</b>										
-Countertops and partitions			30,000							
<b>Klondyke Park</b>										
<b>Services - Other</b>										
- Domestic Water Heater				6,000						
<b>Interior</b>										
- Plumbing Fixtures			10,000							
<b>Recreation - Beach</b>										
<b>Beach</b>										
<b>Structure</b>										
<b>Shell - Other</b>										
- Exterior Steel Doors							10,000			
- Exterior sealants	7,000									
- Exterior roll-up window							4,000			
<b>Services - HVAC</b>										
- Air Conditioning Unit		5,000								
<b>Services - Other</b>										

# Municipality of Lambton Shores - Capital Program - 10 Year Projection

115

## Facilities

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
- Emergency Lighting							7,000			
- Elevator							200,000			
- Domestic Hot Water Heater (Radiant Flooring) (operating)	6,000									
- Domestic Hot Water Heater (Info Booth)	2,500									
- Domestic Water Distribution System (Water Meter)	2,500									
- Exhaust Fans							5,000			
- Hyrdonic in-floor radiant heating		6,000								
<b>Interior</b>										
- Bathroom partitions										
- Millwork	2,500									
- Plumbing fixtures - replacement								15,000		
- LED Lighting		10,000								
- Staff Washroom		35,000								
<b>Recreation Complexes</b>										
<b>Legacy Recreation Complex</b>										
<b>Services - HVAC</b>										
- HVAC - Rooftop Unit - LCC-RTU-02	80,000									
- HVAC - Rooftop Unit - LCC-RTU-3B		80,000								
- HVAC - Rooftop Unit - LCC-RTU-3A			80,000							
- HVAC - Rooftop Unit - LCC-RTU-01				80,000						
- HVAC - Rooftop Unit - LCC-RTU-04					80,000					
-HVAC - Rooftop Unit - LCC-MUA-01						120,000				
-HVAC - Rooftop Unit - LCC-MUA-02							120,000			
<b>Services - Other</b>										
- Refrigeration Plant - Compressor 1	100,000									
- Refrigeration Plant - Compressor 2		100,000								
- Refrigeration Plant - Controls										30,000
- Refrigeration Plant - Water Tank						5,000				
<b>Interior</b>										
- Rubber Tile Flooring - Dressing Rooms						100,000				
- Rubber Tile Flooring - Lobby						75,000				
- Millwork - Concession and Bar Area					4,500					
- Carpet (Library)						22,000				
- Liquid Applied Flooring (Showers and Kitchen)			17,000							
- Interior Doors Glass Insert	10,000									
- LED Lighting (Storage areas, hallways, dressing rooms)					30,000					
<b>Special Construction</b>										
- Arena Floor				1,500,000						
Capital - Facilities				Page 20 of 45					2025 Capital Budget	

# Municipality of Lambton Shores - Capital Program - 10 Year Projection

116

## Facilities

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Pony Barn - Legacy Recreation Centre</b>										
Pony Barn - Concrete Flooring		25,000								
Pony Barn - Siding and Door			30,000							
<b>Shores Recreation Complex</b>										
<b>Shell - Other</b>										
- Exterior Sliding Doors			20,000							
- Exterior Sealants		45,000								
<b>Shell - Roof</b>										
- Modified Bitumen Flat Roofing Systems			600,000							
<b>Services - HVAC</b>										
-HVAC - SCC-RTU-01										
-HVAC - SCC-RTU-02 (YMCA Unit)	80,000									
-HVAC - SCC-RTU-03		80,000								
-HVAC - SCC-RTU-04			80,000							
-HVAC - SCC-HRU-01					20,000					
-HVAC - SCC-HRU-02					20,000					
<b>Services - Other</b>										
- Refrigeration Plant - Condenser	150,000									
- Refrigeration Plant - Controls										30,000
- Fire Alarm Panel			18,000							
- Carbon Monoxide Detection System				15,000						
- Hydronic In-Floor Heating System						90,000				
- Generator	130,000									
<b>Interior</b>										
- Vinyl Flooring						35,000				
- Rubber Track Flooring						35,000				
- Rubber Tiled Flooring						80,000				
- Plumbing Fixtures	15,000	15,000			28,000					
- LED Lighting Dressing Rooms					35,000					
- Interior Sliding Doors					20,000					
- Interior Doors Glass Insert (x)		10,000								
- Motorized basketball net system						20,000				
<b>Community Centres &amp; Libraries</b>										
<b>Arkona CC &amp; Library</b>										
<b>Structure</b>										
- Windows		50,000								
- Wallpaper Facilities		150,000								

# Municipality of Lambton Shores - Capital Program - 10 Year Projection

117

## Facilities

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Shell - Roof</b>										
- Flat Roof	240,000									
<b>Interior</b>										
- Interior Doors			18,000							
- Carpet		9,000								
- Tile Flooring				63,000						
- Cupboards and Countertops					20,000					
<b>Arkona Seniors</b>										
<b>Shell - Other</b>										
- Metal Doors					10,000					
<b>Shell - Roof</b>										
- Wood Roof Trusses				12,000						
<b>Services - HVAC</b>										
- Furnace			8,000							
<b>Services - Other</b>										
- Exhaust Fans (Washroom)							5,000			
- Electrical Panels						5,000				
<b>Interior</b>										
- MDF Countertops and Cabinets		15,000								
- Vinyl Tile					20,000					
- Tiled Ceiling			7,000							
- Ceiling Fans			4,000							
<b>Port Franks CC &amp; Library</b>										
<b>Shell - Other</b>										
- Windows		23,000								
- Eavestrophs, Soffits, Fascia		60,000								
<b>Shell - Roof</b>										
- Laminated Asphalt Shingles							20,000			
- 3-Tab Asphalt Shingles		16,000								
<b>Services - Other</b>										
- Fire Alarm Panel		10,000								
- Ductwork							9,000			
- Main Disconnect Switch		9,000								
- Firestopping (North Utility Closet)		30,000								
<b>Interior</b>										
- Plumbing Fixtures			15,000							
- Carpet		19,000								
- Vinyl Flooring										
- Capital Facilities										

# Municipality of Lambton Shores - Capital Program - 10 Year Projection

118

## Facilities

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
- Concrete Floor Refinishing			11,000							
- Millwork Kitchen								80,000		
<b>Thedford Village Complex</b>										
<b>Services - HVAC</b>										
- Packaged air handling unit					30,000					
- Split system air conditioner					5,000					
<b>Services - Other</b>										
- Exit Signs				7,000						
- Emergency Lighting				5,000						
- Domestic Water Heater				2,500						
<b>Interior</b>										
- Exhaust fans (Washrooms)				4,500						
- Millwork, cupboards			15,000							
<b>Forest Library</b>										
<b>Shell - Other</b>										
- Soffits, fascia, eavestroughs						5,000				
- Entry doors						20,000				
- Steel exterior service doors					10,000					
- Ceilings (Gypsum)							4,000			
- Wood shakes on roof tower		5,000								
<b>Shell - Roof</b>										
- Shingles										
<b>Services - HVAC</b>										
- Gibson Furnace										
<b>Services - Other</b>										
- Exit Signs			7,000							
- Emergency Lighting Battery			5,000							
- Goodman Condenser (South elevation)		6,000								
- Exterior LED Lighting Conversion	4,000									
<b>Interior</b>										
- Vinyl flooring			4,000							
<b>Harbours</b>										
<b>Port Franks Harbour</b>										
<b>Shell - Other</b>										
- Windows					7,500					
- Exterior shower doors		10,000								
<b>Services - Other</b>										



Municipality of Lambton Shores - Capital Program - 10 Year Projection										119
Facilities										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
- Automated gates/card access system						10,000				
<b>Interior</b>										
- Washroom partitions						15,000				
- Washroom Countertops						5,000				
- Plumbing Fixtures	11,500									
- Showers						15,000				
<b>TOTAL CAPITAL REQUIREMENTS</b>	<b>1,297,000</b>	<b>859,000</b>	<b>1,001,500</b>	<b>1,728,000</b>	<b>380,000</b>	<b>667,000</b>	<b>389,500</b>	<b>95,000</b>	<b>-</b>	<b>60,000</b>
2024 Estimate COVID Fund	230,000	160,000	160,000	20,000						
EMO Grant	50,000									
Building & Facilities Reserve Fund	1,017,000	699,000	841,500	1,708,000	380,000	667,000	389,500	95,000	-	60,000
<b>Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
Building & Facilities Reserve Fund Activity	1,420,405									
Building & Facilities RF - contribution	468,662	478,035	487,596	497,348	507,295	517,441	527,790	538,346	549,112	560,095
Building & Facilities RF - withdrawal	1,017,000	699,000	841,500	1,708,000	380,000	667,000	389,500	95,000	-	60,000
<b>Total - Building &amp; Facilities RF</b>	<b>872,067</b>	<b>651,103</b>	<b>297,199</b>	<b>(913,453)</b>	<b>(786,158)</b>	<b>(935,717)</b>	<b>(797,427)</b>	<b>(354,082)</b>	<b>195,031</b>	<b>695,125</b>
<b>This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years</b>										

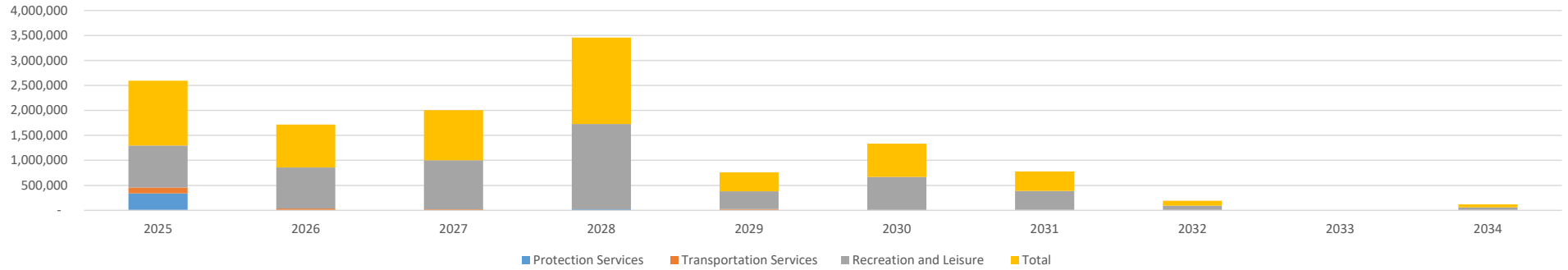
# Municipality of Lambton Shores - Capital Program - 10 Year Projection

120

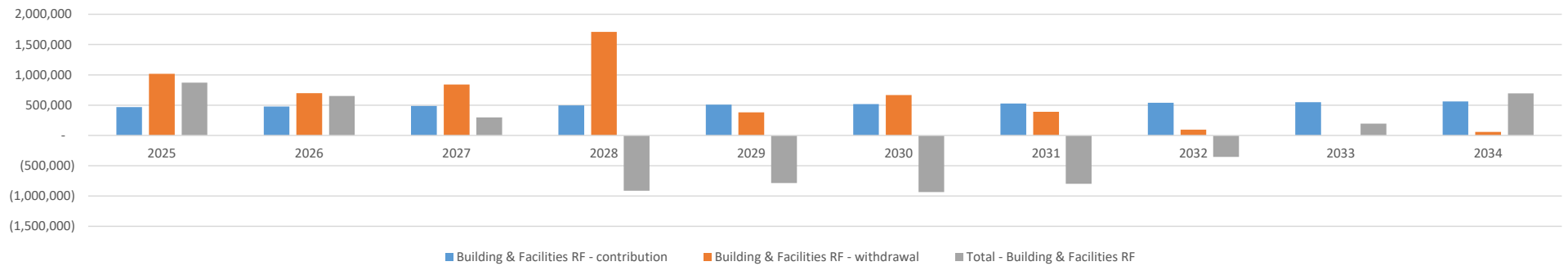
## Facilities

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Capital Spending by Department 2025-2034</b>										
<b>Year</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
Protection Services	341,000	5,000	-	20,000	5,000	-	5,500	-	-	-
Transportation Services	115,000	31,000	22,500	-	20,000	-	-	-	-	-
Recreation and Leisure	841,000	823,000	979,000	1,708,000	355,000	667,000	384,000	95,000	-	60,000
<b>Total</b>	<b>1,297,000</b>	<b>859,000</b>	<b>1,001,500</b>	<b>1,728,000</b>	<b>380,000</b>	<b>667,000</b>	<b>389,500</b>	<b>95,000</b>	<b>-</b>	<b>60,000</b>

Capital Spending by Department 2025-2034



Building and Facilities Reseve Fund Analysis



**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Road Re-Construction**

Description	Priority	Road Type	IMP TYPE	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
	as per 2011 RNS												
GB - Ontario St South of Main - Widening			WM/SW/ST								3,500,000		
GB - Main St East - Widening (urbanization)			SW						3,750,000				
GB - River Rd			RECON/SW/SAN				4,000,000						
FO - Townsend - Union to Coultis Drain (130m)	55%		Storm	30,000	278,000								
FO - Townsend - Main to Union (312m)	70%		Storm		283,000								
FO - Townsend - Albert to Main (241m)	80%		Storm		158,000								
FO - Arthur St (Close Loop)			WM		257,500								
FO - York St			WM		150,000								
FO - King St East Downtown				1,000,000									
FO - Enterprise Dr				1,650,000									
FO - School Driveway				260,000									
GB - Deitrich				150,000									
Forest SMW Masterplan				175,000									
Forest SMW Mackenzie Street				500,000									
WB SWM Masterplan - Cedar Cove East			detail eng	100,000									
Grand Bend SWM Masterplan - LIDS Urban Area			detail eng	100,000									
<b>Total Asphalt Road Maintenance / Construction</b>				<b>3,965,000</b>	<b>1,126,500</b>	<b>-</b>	<b>4,000,000</b>	<b>-</b>	<b>3,750,000</b>	<b>-</b>	<b>3,500,000</b>	<b>-</b>	<b>-</b>
Transportation Infrastructure RF				3,965,000	526,500	-	4,000,000	-	3,750,000	-	1,500,000	-	-
Connecting Links Funding											2,000,000		
Funding from DC (Main Street East & Enterprise)					600,000				1,875,000				
<b>Balance</b>				<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

**\*\*not all assets are recorded only those with current capital projections**

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Re-Surface Treatment													
Description	Priority	Road Type	IMP Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
BOS - Townsend Line - Hilltop Road to End	2023	LCB - 2 lifts	Rural Pulverize and Two Lifts Surface Treatment			6,700							
BOS - Townsend Line - Hillsboro Road to Hilltop Road	2023	LCB - 2 lifts	Rural Pulverize and Two Lifts Surface Treatment			26,200							
BOS - Townsend line - Lakeshore Road to Hillsboro Road	2023	LCB - 2 lifts	Rural Pulverize and Two Lifts Surface Treatment Plympton-Wyoming share			87,400							
GB - Beaver Dam Crescent - Grand Oaks Dr to Beaver Dam Crt	2023	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave	75,000									
GB - Beaver Dam Crescent - Beaver Dam Crt to Grand Oaks Dr	2023	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave	80,000									
FO - Wellington Street W - Union Street to Washington Street N	2024	HCB - 2 lifts	Urban Full depth pulverize and pave (40mm HL-4)	50,000									
FO - Wellington Street W - Washington St N to James St N	2024	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing	12,000									
FO - Wellington Street West - James Street to Main Street	2024	HCB - 2 lifts	Urban Full depth pulverize and pave (40mm HL-4)	45,000									
GB - Woodward Avenue - King Street to Centre Street	2024	HCB - 1 lift	Semi-Urban Full depth pulverize and pave		22,100								
GB - Woodward Avenue - Main Street to King Street	2024	HCB - 1 lift	Semi-Urban Full depth pulverize and pave		13,800								
GB - Park Avenue - King Street to Centre Street	2024	HCB - 1 lift	Semi-Urban Full depth pulverize and pave		56,800								
GB - Centre Street- Hill Street to Pine Street	2024	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave		6,600								
GB - Oak Street - Hill Street to Beach Lane	2024	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave asphalt curb		12,000								
BOS - Lake Valley Grove Road - Oak Drive to Pioneer Drive	2024	LCB - 2 lifts	Surface Treatment - Single surface		11,700								
BOS - Pioneer Drive - Huron View Ave to Lake Valley Grove Rd	2024	LCB - 2 lifts	Surface Treatment - Single surface		8,100								
BOS - Lake Valley Grove Road - Franklin Street to Park Street	2024	LCB - 2 lifts	Surface Treatment - Single surface		6,100								
BOS - Beach St - 0.15 km W of Lake Valley Grove Rd to N End	2024	LCB - 2 lifts	Surface Treatment - Single surface		17,200								
BOS - Pioneer Drive - Proof Line to Huron View Avenue	2024	LCB - 2 lifts	Surface Treatment - Single surface		8,100								
BOS - Lake Valley Grove Road - Pioneer Drive to Franklin Street	2024	LCB - 2 lifts	Surface Treatment - Single surface		7,500								
Franklin StreetOak AvenueLake Valley Grove Road	2024	LCB - 2 lifts	Surface Treatment - Single surface		8,700								
BOS - Huron View Ave - Pioneer Drive to East End	2024	LCB - 2 lifts	Surface Treatment - Single surface		26,400								
BOS - Park Street - Oak Avenue to Lake Valley Grove Road	2024	LCB - 2 lifts	Surface Treatment - Single surface		9,500								
BOS - Birch Street - Lake Valley Grove Road to 0.15 km West	2024	LCB - 2 lifts	Surface Treatment - Single surface		9,600								
BOS - Lake Valley Grove Road - Park Street to Birch Street	2024	LCB - 2 lifts	Surface Treatment - Single surface		7,200								
BOS - Broadview Avenue - Proof Line to South End	2024	LCB - 2 lifts	Surface Treatment - Single surface		26,700								
BOS - Lake Valley Grove Road - Birch Street to East End	2024	LCB - 2 lifts	Surface Treatment - Single surface		4,900								
BOS - Oak Avenue - Lake Valley Grove Road to Franklin Street	2024	LCB - 2 lifts	Surface Treatment - Single surface		10,900								
BOS - Oak Avenue - Proof Line to Lake Valley Grove Road	2024	LCB - 2 lifts	Surface Treatment - Single surface		4,400								
BOS - Oak Avenue - Franklin Street to Park Street	2024	LCB - 2 lifts	Surface Treatment - Single surface		5,000								
PF - Gillespie Street - Ontario Street to Simcoe Street	2024	LCB - 2 lifts	Surface Treatment - Single surface	15,000									
PF - Ontario Street - Gillespie Street to Ransford Street	2024	LCB - 2 lifts	Surface Treatment - Single surface	18,000									
PF - Ontario Street - Ransford Street to Port Franks Road	2024	LCB - 2 lifts	Surface Treatment - Single surface	10,000									
PF - Ontario Street - Riverside Drive to Gillespie Street	2024	LCB - 2 lifts	Surface Treatment - Single surface	12,000									
PF - Chester Trail - Superior Street to East End	2024	LCB - 2 lifts	Rural Pulverize and Two Lifts Surface Treatment	25,000									

**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Re-Surface Treatment**

Description	Priority	Road Type	IMP Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
PF - Erin Street - Riverside Drive to Cornell Trail	2024	LCB - 2 lifts	Surface Treatment - Single surface			5,800							
PF - Gillespie Street - Simcoe Street to Nipigon Street	2024	LCB - 2 lifts	Surface Treatment - Single surface	15,000									
PF - Gillespie Street - Superior Street to Ontario Street	2024	LCB - 2 lifts	Surface Treatment - Single surface	15,000									
PF - Cornell Trail - Erie Street to East End	2024	LCB - 2 lifts	Surface Treatment - Single surface	10,000									
PF - Ransford Street - Superior Street to Ontario Street	2024	LCB - 2 lifts	Surface Treatment - Single surface	15,000									
PF - Erin Street - Cornell Trail to East to End	2024	LCB - 2 lifts	Surface Treatment - Single surface			3,400							
BOS - Indian Hills Trail West - Lakeshore Road to South End	2024	HCB - 2 lifts	Rural Full depth pulverize and pave		351,300								
GB - Riverside Drive - Oakburn Court to Brookbank Court	2024	LCB - 1 lift	Surface Treatment - Single surface		6,200								
GB - Riverside Drive - Brookbank Court to Lakeview Avenue	2024	LCB - 1 lift	Surface Treatment - Single surface		5,000								
GB - Brookbank Court - Riverside Drive to West End	2024	LCB - 1 lift	Surface Treatment - Single surface		6,000								
GB - Oakburn Court - Riverside Drive to North End	2024	LCB - 1 lift	Surface Treatment - Single surface		6,700								
TH - Sarah Street - Pearl Street to Elizabeth Street	2024	HCB - 2 lifts	Urban Full Reconstruction - Base Course of Asphalt	180,000									
TH - Sarah Street - King Street to Pearl Street	2024	HCB - 2 lifts	Urban Full Reconstruction - Base Course of Asphalt	180,000									
BOS - Haig Line - Walker Road to Defore Drive	2025	LCB - 2 lifts	Surface Treatment - Single surface	38,000									
BOS - Haig Line - Defore Drive to South End	2025	LCB - 1 lift	Rural Pulverize and Two Lifts Surface Treatment	10,000									
BOS - Defore Drive - Haig Line to West End	2025	LCB - 2 lifts	Surface Treatment - Single surface	35,000									
GB - River Road - Ontario Street South to Orchard Road	2025	HCB - 2 lifts	Urban Full Reconstruction - Base Course of Asphalt										
GB - River Road - Alberta Street to Heaman Drive	2025	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave										
GB - River Road - Orchard Road to Alberta Street	2025	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave										
GB - River Road - Heaman Drive to Shoreline Drive North	2025	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave										
BOS - Arkona Road - Bog Line to Lazy Lane	2025	LCB - 2 lifts	Surface Treatment - Single surface	45,700									
BOS - Lazy Lane - Arkona Road to West End	2025	LCB - 2 lifts	Surface Treatment - Single surface	23,100									
PF - Katharine Cr. - Herbert Street to Herbert Street	2025	LCB - 2 lifts	Surface Treatment - Single surface			22,000							
PF - Katharine Cr. - Port Franks Estate Drive to Herbert Street	2025	LCB - 2 lifts	Surface Treatment - Single surface			6,700							
PF - Herbert Street - Patrick Street to Katharine Crescent	2025	LCB - 2 lifts	Surface Treatment - Single surface			26,000							
ARK - Rock Glen Rd - 1.5 Km. N. of Townsend Line to Arkona Rd	2025	HCB - 2 lifts	Rural Full depth pulverize and pave	350,000									
ARK - Rock Glen Rd to Townsend Line to 1.5 Km North	2025	HCB - 2 lifts	Rural Full depth pulverize and pave	525,000									
GB - Christie Blvd - Pines Parkway to 0.2 km East	2025	LCB - 1 lift	Rural Full depth pulverize and pave		55,600								
GB - Christie Boulevard - 0.2 km east to Pines Parkway	2025	LCB - 1 lift	Rural Pulverize and Two Lifts Surface Treatment		31,900								
FO - Queen Street West - Town Limit to Argyle Street	2026	LCB - 2 lifts	Rural Pulverize and Two Lifts Surface Treatment		79,500								
FO - Stanley Street - Frances Drive to Park Lane	2026	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing		35,000								
FO - Frances Drive - Stanley Street to North End	2026	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing		51,700								
FO - Stanley Street - West End to Frances Drive	2026	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing		14,800								
FO - Frances Drive - Stanley Street to South End	2026	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing		73,000								
GB - Lake Road - Ontario Street North to Orchard Road	2026	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave		33,000								
GB - Oak Street - Ontario Street North to Queens Avenue	2026	HCB - 1 lift	Semi-Urban Full depth pulverize and pave		68,600								

**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Re-Surface Treatment**

Description	Priority	Road Type	IMP Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GB - Lake Road - Orchard Road to Alberta Street	2026	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing		22,800								
GB - Lake Road - Alberta Street to Pines Parkway	2026	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing		53,800								
IP - Peter Crescent - London Road to London Road	2026	LCB - 2 lifts	Surface Treatment - Single surface		10,400								
IP - Wakefield St - London Road to William Street	2026	LCB - 2 lifts	Surface Treatment - Single surface		7,500								
IP - Cedar Drive - London Road to East End	2026	LCB - 2 lifts	Surface Treatment - Single surface		3,000								
IP - Spruce Street - Short Street to East End	2026	LCB - 2 lifts	Surface Treatment - Single surface		1,300								
IP - William Street - West Ipperwash Road to Wakefield Street	2026	LCB - 2 lifts	Surface Treatment - Single surface		26,700								
IP - Spruce Street - West End to Short Street	2026	LCB - 2 lifts	Surface Treatment - Single surface		9,100								
IP - Jane Street - London Road to Tobias Lane	2026	LCB - 2 lifts	Surface Treatment - Single surface		11,300								
IP - Evergreen Ave - Beachway Drive to Sunset Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		19,600								
IP - Beachway Drive - Evergreen Ave to Sunset Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		5,200								
IP - Beachway Drive - West Parkway Drive to Evergreen Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		13,300								
IP - Victoria Avenue - West Ipperwash Road to Mary Street	2026	LCB - 2 lifts	Surface Treatment - Single surface		16,300								
IP - Tanner Road to West Ipperwash Road to East End	2026	LCB - 2 lifts	Surface Treatment - Single surface		16,300								
IP - Clemens Line - Maylard Avenue to James Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		7,800								
IP - Beachway Drive - Sunset Avenue to Pine Trail Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		5,600								
IP - Maylard Avenue - Bradley Street to Clemens Lane	2026	LCB - 2 lifts	Surface Treatment - Single surface		12,100								
IP - Sunset Avenue - Pine Trail Avenue to Beachway Drive	2026	LCB - 2 lifts	Surface Treatment - Single surface		14,700								
IP - Mary Street - Victoria Avenue to Robert Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		10,900								
IP - Sunset Avenue - Ipperwash Road to Pine Trail Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		5,400								
IP - Bradley Street - Maylard Avenue to James Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		10,400								
IP - James Avenue - Bradley Street to Clemens Lane	2026	LCB - 2 lifts	Surface Treatment - Single surface		8,000								
IP - Margaret Place - William Street to North End	2026	LCB - 2 lifts	Surface Treatment - Single surface		4,600								
IP - Clemens Line - Army Camp Road to Maylard Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		8,300								
IP - Maylard Avenue - Gratton Drive to Bradley Street	2026	LCB - 2 lifts	Surface Treatment - Single surface		8,600								
IP - Beachway Drive - Pine Trail Avenue to South End	2026	LCB - 2 lifts	Surface Treatment - Single surface		4,000								
IP - Victoria Avenue - Mary Street to East End	2026	LCB - 2 lifts	Surface Treatment - Single surface		3,400								
IP - Ruth Place - William Street to North End	2026	LCB - 2 lifts	Surface Treatment - Single surface		4,400								
IP - Barbara Street - James Avenue to West End	2026	LCB - 2 lifts	Surface Treatment - Single surface		5,200								
IP - Richardson Drive - East Parkway Drive to South End	2026	LCB - 2 lifts	Surface Treatment - Single surface		24,900								
IP - Foster Crescent - Ipperwash Road to North End	2026	LCB - 2 lifts	Surface Treatment - Single surface		19,900								
IP - Pine Trail Avenue - Beachway Drive to Sunset Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		19,600								
IP - Clemens Line - James Avenue to West End	2026	LCB - 2 lifts	Surface Treatment - Single surface		7,000								
IP - Gratton Drive - Army Camp Road to Maylard Avenue	2026	LCB - 2 lifts	Surface Treatment - Single surface		7,800								
IP - Robert Avenue - Mary Street to East End	2026	LCB - 2 lifts	Surface Treatment - Single surface		5,100								
IP - Agnes Place - William Street to North End	2026	LCB - 2 lifts	Surface Treatment - Single surface		4,800								

**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Re-Surface Treatment**

Description	Priority	Road Type	IMP Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
IP - Robert Avenue - West End to Mary Street	2026	LCB - 2 lifts	Surface Treatment - Single surface		44,000								
GB - Edmonds Boulevard - Judith Street to Lakeview Avenue	2026	LCB - 2 lifts	Surface Treatment - Double surface		42,500								
GB - Edmonds Boulevard - Pinedale Road to Judith Street	2026	LCB - 2 lifts	Surface Treatment - Double surface		39,700								
GB - John Street - Lakeview Avenue to Judith Street	2026	LCB - 2 lifts	Surface Treatment - Double surface		2,200								
GB - Pinedale Road - Edmonds Boulevard to John Street	2026	LCB - 2 lifts	Surface Treatment - Single surface		7,400								
GB - John Street - Judith Street to Pinedale Road	2026	LCB - 2 lifts	Surface Treatment - Double surface		20,500								
GB - Pinedale Road - Ontario Street South to Edmonds Boulevard	2026	LCB - 2 lifts	Surface Treatment - Single surface		1,300								
GB - Judith Street - Edmonds Boulevard to John Street	2026	LCB - 2 lifts	Surface Treatment - Double surface		12,500								
GB - Proof Line - Lakeshore Road to Fuller Road	2026	HCB - 2 lifts	Rural Full depth pulverize and pave		686,700								
FO - Hubbard Line - Brush Road to 100m W. of Argyle Street	2026	LCB - 2 lifts	Surface Treatment - Single surface		43,000								
TH - Widder Road - Springer Line to Ravenswood Line	2026	HCB - 2 lifts	Rural Hot Mix Resurfacing (40mm HL-4, incl tack coat)		114,300								
TH - Widder Road - Main Street to Springer Line	2026	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing		37,400								
TH - Decker Road - Gordon Road to 1.0 Km W. of Arkona Road	2026	LCB - 2 lifts	Surface Treatment - Single surface		58,200								
GB - Lakeview Avenue - Edmonds Boulevard to John Street	2026	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing		75,700								
GB - Lakeview Avenue - John Street to Grand Oaks Drive	2026	LCB - 1 lift	Urban Partial depth cold planing and resurfacing		101,800								
GB - Lakeview Avenue - Ontario Street S to Edmonds Boulevard	2026	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing		8,500								
TH - Mill Street - Anne Street to Cameron Street	2026	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing		16,900								
FO - MacDonald Street - Royal Street to Woodside Crescent	2027	HCB - 2 lifts	Urban Full Reconstruction - Base Course of Asphalt			536,100							
GB - Warwick Avenue - Centre Street to Oak Street	2027	HCB - 1 lift	Semi-Urban Full depth pulverize and pave			52,900							
GB - Warwick Avenue - Oak Street to Walker Street	2027	HCB - 1 lift	Semi-Urban Full depth pulverize and pave			19,100							
GB - Pinetree Crescent - Pinetree Drive to Pinetree Drive	2027	HCB - 1 lift	Semi-Urban Full depth pulverize and pave			89,700							
PF - Outer Drive - Edward Street to McCordic Lane	2027	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)			118,800							
PF - Outer Drive - McCordic Lane to Poplar Avenue	2027	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)			226,500							
PF - Outer Drive - Dolway Drive to Edward Street	2027	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)			113,900							
PF - Outer Drive - 200m North of Lakeshore Road to Dolway Drive	2027	HCB - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)			754,500							
BOS - Army Camp Rd - Bruce Scott Road to Lakeshore Road	2027	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)			77,300							
BOS - Arkona Road - Ravenswood Line to Kennedy Line	2027	LCB - 2 lifts	Surface Treatment - Single surface			112,600							
PF - Port Franks Rd - Northville Road to Lakeshore Road	2027	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)			453,800							
TH - Arkona Road - Main Street to Ravenswood Line	2027	LCB - 2 lifts	Surface Treatment - Single surface			74,500							
TH - Arkona Road - Kennedy Line to Bog Line	2027	LCB - 2 lifts	Surface Treatment - Single surface			50,700							
TH - Adna Street - West of Dumfries Street to King Street	2027	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave			40,100							
TH - King Street - Pherrill Street to Ontario Street	2027	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)			37,200							
TH - King Street - Decker Road to Pherrill Street	2027	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)			73,600							
TH - King Street - Ontario Street to Main Street	2027	HCB - 2 lifts	Rural Full depth pulverize and pave			26,400							
TH - Dumfries Street - Pherrill Street to Adna Street	2027	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing			18,800							
BOS - Burwell Road - Canal Street to Shore Court	2028	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing				84,400						

**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Re-Surface Treatment**

Description		Priority	Road Type	IMP Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
BOS - Burwell Road - Burwell Court to East End	2028	HC	B - 2 lifts	Semi-Urban Full depth pulverize and pave				21,700						
BOS - Burwell Road - Shore Court to Burwell Court	2028	HC	B - 2 lifts	Urban Partial depth cold planing and resurfacing				42,600						
BOS - Walden Road - Lakeshore Road to Willsie Line	2028	HC	B - 2 lifts	Urban Partial depth cold planing and resurfacing				61,200						
BOS - Eric Street - Willsie Line to Prince Philip Street	2028	HC	B - 2 lifts	Semi-Urban Hot Mix Resurfacing				102,100						
FO - Jefferson Street - Main Street North to James Street North	2028	HC	B - 2 lifts	Urban Partial depth cold planing and resurfacing		40,400								
FO - Leonard Street - MacNab Street to MacHenry Street	2028	HC	B - 2 lifts	Urban Full Reconstruction - Base Course of Asphalt				164,400						
FO - MacHenry Street - Royal Street to Morris Street	2028	HC	B - 2 lifts	Semi-Urban Hot Mix Resurfacing				22,600						
FO - MacHenry Street - Morris Street to Church Street	2028	HC	B - 2 lifts	Semi-Urban Hot Mix Resurfacing				33,800						
GB - Centre Street - Queens Avenue to Warwick Avenue	2028	HC	B - 2 lifts	Semi-Urban Full depth pulverize and pave				15,200						
GB - Sauble River Rd - Main Street E to Eighty One Crescent	2028	HC	B - 2 lifts	Urban Full Reconstruction - Base Course of Asphalt				130,500						
GB - Lancaster Ave - Green Acres Cres to Green Acres Cres	2028	HC	B - 2 lifts	Semi-Urban Hot Mix Resurfacing				10,400						
GB - Alberta Street - Lake Road to River Road	2028	HC	B - 2 lifts	Semi-Urban Full depth pulverize and pave	100,000									
GB - Green Acres Cres - Ontario Street South to Lancaster Ave	2028	HC	B - 2 lifts	Semi-Urban Hot Mix Resurfacing				34,700						
GB - Heaman Drive - Heaman Crescent to River Road	2028	HC	B - 2 lifts	Semi-Urban Hot Mix Resurfacing				14,700						
IP - Ipperwash Rd - 1.0 Km N of Lakeshore Road to Foster Cres	2028	HC	B - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)				486,200						
IP - Ipperwash Road - 1.0 Km N of Lakeshore Road to Lake Huron	2028	HC	B - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)				368,200						
PF - Clarke Drive - Poplar Avenue to Dune Drive	2028	HC	B - 2 lifts	Urban Partial depth cold planing and resurfacing				133,500						
PF - Ann Crescent - Dolway Drive to Edward Street	2028	LC	B - 2 lifts	Surface Treatment - Single surface				19,100						
PF - Huron Street - Riverside Drive to South End	2028	LC	B - 2 lifts	Surface Treatment - Double surface				8,200						
PF - Creek Trail - Outer Drive to West End	2028	LC	B - 2 lifts	Surface Treatment - Single surface				8,700						
TH - Decker Road - 1.0 Km W of Arkona Road to Arkona Road	2028	HC	B - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)				300,200						
BOS - Goosemarsh Trail - Walker Road to Jenna Road	2028	HC	B - 2 lifts	Semi-Urban Hot Mix Resurfacing				288,100						
BOS - Goosemarsh Trail - Jenna Road to Timberwood Trail	2028	HC	B - 2 lifts	Semi-Urban Hot Mix Resurfacing				187,200						
GB - William Street - Pines Parkway to Allison Avenue	2028	HC	B - 2 lifts	Surface Treatment - Single surface				9,700						
GB - Shoreline Drive - Maplewood Avenue to Brewster Boulevard	2028	HC	B - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)	325,000									
GB - Shoreline Drive - Albert Street to Brewster Boulevard North	2030	HC	B - 2 lifts	Urban Partial depth cold planing and resurfacing	55,000									
GB - Shoreline Drive - William Street to Albert Street	2032	HC	B - 2 lifts	Urban Partial depth cold planing and resurfacing	95,000									
GB - Shoreline Drive - Lake Road to William Street	2032	HC	B - 2 lifts	Urban Partial depth cold planing and resurfacing	15,000									
GB - Maplewood Ave - Grand Oaks Drive to Trillium Avenue	2028	HC	B - 2 lifts	Surface Treatment - Single surface				15,800						
GB - William Street - Allison Avenue to Shoreline Drive	2028	HC	B - 2 lifts	Urban Partial depth cold planing and resurfacing				25,900						
GB - Parkside Cres - Lakeview Avenue to Woodpark Court	2028	LC	B - 1 lift	Surface Treatment - Single surface				5,000						
GB - Parkside Cres - Havenpark Court to Lakeview Avenue	2028	LC	B - 1 lift	Surface Treatment - Single surface				3,800						
GB - Parkside Cres - Woodpark Court to Havenpark Court	2028	LC	B - 1 lift	Surface Treatment - Single surface				9,500						
GB - Havenpark Court - Parkside Crescent to South End	2028	LC	B - 1 lift	Surface Treatment - Single surface				11,100						
GB - Woodpark Court - Parkside Crescent to South End	2028	LC	B - 1 lift	Fibre-mat surface treatment				7,300						
TH - Franklin Street - King Street to Pearl Street	2028	HC	B - 2 lifts	Rural Full depth pulverize and pave				33,000						



**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Re-Surface Treatment**

Description	Priority	Road Type	IMP Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
TH - Anne Street - Victoria Street to Royal Street	2028	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing				18,000						
TH - Nelson Street - Pearl Street to Elizabeth Street	2028	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave				29,200						
TH - Anne Street - Mill Street to Lousia Street	2028	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave				29,900						
TH - Golfview Street - Third Street to 0.16 Km East	2028	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave				38,000						
GB - Jane Street - Parkview Crescent to 0.05 Km E of Wilbert St	2028	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing				24,100						
BOS - Burwell Road - West End to Canal Street	2029	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing					32,100					
FO - MacHenry Street - Leonard Street to Royal Street	2029	HCB - 2 lifts	Urban Full Reconstruction - Base Course of Asphalt					394,900					
GB - Queens Avenue - Main Street West to Centre Street	2029	HCB - 1 lift	Semi-Urban Full depth pulverize and pave					36,400					
GB - Main Street East - Gill Road to Sauble River Road	2029	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing										
GB - Main Street East - Gill Road to Mullard Line	2029	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)										
GB - Main Street East - Sauble River Road to Ontario Street	2029	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing										
GB - Pinetree Drive - Old River Road to Pinetree Crescent	2029	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave					75,200					
GB - Pinetree Drive - Pinetree Crescent to Pinetree Crescent	2029	HCB - 2 lifts	Rural Full depth pulverize and pave					129,600					
PF - McCordic Lane - Outer Drive to North End	2029	LCB - 2 lifts	Surface Treatment - Single surface					12,700					
PF - Edward Street - Outer Drive to Ann Crescent	2029	LCB - 2 lifts	Surface Treatment - Single surface					7,600					
PF - Edward Street - Ann Crescent to Dolway Drive	2029	LCB - 2 lifts	Surface Treatment - Single surface					8,300					
PF - Dolway Drive - Ann Crescent to Outer Drive	2029	LCB - 2 lifts	Surface Treatment - Single surface					15,500					
PF - Edward StreetDolway DriveMud Creek Trail	2029	LCB - 2 lifts	Surface Treatment - Single surface					7,400					
PF - Raeburn Road - Kimmerly Drive to Mud Creek Trail	2029	LCB - 2 lifts	Surface Treatment - Double surface					4,600					
PF - Mud CreekTrail - Raeburn Road to Edward Street	2029	LCB - 2 lifts	Surface Treatment - Single surface					14,000					
TH - Ravenswood Line - Widder Road to Arkona Road	2029	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)					226,500					
BOS - Kennedy Line - 60m West of Arkona Road to Arkona Road	2029	LCB - 1 lift	Surface Treatment - Single surface					3,200					
GB - Sumac Court - Grand Oaks Drive to East End	2029	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave					28,600					
TH - Springer Road - Main Street to Widder Road	2029	HCB - 2 lifts	Rural Hot Mix Resurfacing (40mm HL-4, incl tack coat)					42,000					
BOS - Joanne Avenue - Julie Avenue to Daniel Avenue	2030	HCB - 1 lift	Semi-Urban Hot Mix Resurfacing						26,700				
FO - Victoria Street - Main Street South to James Street South	2030	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing						47,100				
BOS - Glendale Drive - Lakeshore Road to Cole Crescent	2030	LCB - 2 lifts	Surface Treatment - Single surface						51,300				
GB - Centre Street - Elmwood Avenue to Woodward Avenue	2030	HCB - 1 lift	Semi-Urban Full depth pulverize and pave						14,700				
GB - Centre Street - Park Avenue to Huron Street	2030	HCB - 1 lift	Rural Full depth pulverize and pave						6,600				
GB - Centre Street - Warwick Avenue to Elmwood Avenue	2030	HCB - 1 lift	Semi-Urban Full depth pulverize and pave						15,300				
GB - Centre Street - Woodward Avenue to Park Avenue	2030	HCB - 1 lift	Rural Full depth pulverize and pave						10,100				
GB - Queens Avenue - Centre Street to Oak Street	2030	HCB - 1 lift	Semi-Urban Full depth pulverize and pave						35,000				
GB - King Street - Huron Avenue to Pine Street	2030	HCB - 1 lift	Semi-Urban Full depth pulverize and pave						13,600				
GB - King Street - Park Avenue to Woodward Avenue	2030	HCB - 1 lift	Semi-Urban Full depth pulverize and pave						8,900				
GB - King Street - Huron Avenue to Park Avenue	2030	HCB - 1 lift	Semi-Urban Full depth pulverize and pave						13,300				
GB - Sauble River Road - 50m from South End to South End	2030	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave						14,500				

**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Re-Surface Treatment**

Description	Priority	Road Type	IMP Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
PF - Whatman Street - Port Franks Road to Nipigon Street	2030	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave						59,000				
PF - Nipigon Street - Whatman Street to Alfred Street	2030	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave						91,000				
PF - Nipigon Street - Alfred Street to Gillespie Street	2030	HCB - 2 lifts	Semi-Urban Full depth pulverize and pave						40,200				
PF - Dolway Drive - Raeburn Road to Ann Crescent	2030	LCB - 2 lifts	Surface Treatment - Single surface						2,000				
PF - Raeburn Road - Dolway Drive to Kimmerly Drive	2030	LCB - 2 lifts	Surface Treatment - Single surface						6,500				
BOS - Vance Drive - Lakeshore Road to Ravine Road	2030	LCB - 2 lifts	Surface Treatment - Single surface						56,900				
GB - Riverside Drive - Pines Parkway to Princess Street	2030	HCB - 2 lifts	Surface Treatment - Single surface						17,800				
GB - Riverside Drive - Princess Street to Oakburn Court	2030	HCB - 2 lifts	Surface Treatment - Single surface						30,500				
GB - Princess Street - Riverside Drive to Pines Parkway	2030	LCB - 1 lift	Surface Treatment - Single surface						8,700				
BOS - Cedarview Drive - Keith Street to Marilyn Street	2031	LCB - 2 lifts	Surface Treatment - Single surface							5,300			
BOS - Cedarview Drive - Cedar Point Road to Keith Street	2031	LCB - 2 lifts	Surface Treatment - Single surface							6,600			
BOS - Cedar Point Road - Lakeshore Road to Cedarview Drive	2031	LCB - 2 lifts	Surface Treatment - Single surface							64,400			
BOS - Cedarview Drive - Marilyn Street to West End	2031	LCB - 2 lifts	Surface Treatment - Single surface							10,400			
BOS - Marilyn Street - Cedarview Drive to South End	2031	LCB - 2 lifts	Surface Treatment - Single surface							8,500			
BOS - Keith Street - Cedarview Drive to South End	2031	LCB - 2 lifts	Surface Treatment - Single surface							8,400			
BOS - Joanne Avenue - Daniel Avenue to North End	2031	HCB - 1 lift	Semi-Urban Hot Mix Resurfacing							10,400			
BOS - Dalton Street - South End to Julie Avenue	2031	HCB - 1 lift	Semi-Urban Hot Mix Resurfacing							51,300			
BOS - Joanne Avenue - South End to Mary Avenue	2031	HCB - 1 lift	Semi-Urban Hot Mix Resurfacing							25,800			
BOS Joanne Avenue - Mary Avenue to Julie Avenue	2031	HCB - 1 lift	Semi-Urban Hot Mix Resurfacing							16,900			
BOS - Mary Ave - Jonnna Avenue to West End	2031	HCB - 1 lift	Semi-Urban Hot Mix Resurfacing							21,300			
FO - King Street East - Rawlings Road to Enterprise Drive	2031	HCB - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)	140,000									
FO - King Street East - Enterprise Drive to North Town Limit	2031	HCB - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)	140,000									
BOS - Glendale Drive - Cole Crescent to Cole Crescent	2031	LCB - 2 lifts	Surface Treatment - Single surface							6,100			
BOS - Glendale Drive - Cole Crescent to South End	2031	LCB - 2 lifts	Surface Treatment - Single surface							11,700			
BOS - Cole Crescent - Glendale Drive to Glendale Drive	2031	LCB - 2 lifts	Surface Treatment - Single surface							11,600			
GB - Ontario Street South - Main Street to River Road	2031	HCB - 3 lifts	Urban Full Reconstruction - Base Course of Asphalt										
GB - Ontario Street South - River Road to Lake Road	2031	HCB - 3 lifts	Urban Partial depth cold planing and resurfacing										
GB - Ontario Street S - Lake Rd to 200m North of Merrywood Dr	2031	HCB - 3 lifts	Urban Full depth removal and pave - 8.5m										
GB - Shady Lane - Lakeside Circle to South end	2031	HCB - 1 lift	Semi-Urban Full depth pulverize and pave							19,900			
GB - Pinery Lane - Pinetree Drive to West End	2031	HCB - 1 lift	Semi-Urban Hot Mix Resurfacing							17,600			
GB - Pinetree Court - Pinetree Drive to North End	2031	HCB - 1 lift	Semi-Urban Hot Mix Resurfacing							15,600			
IP - West Ipperwash Road - Lakeshore Road to Indian Lane	2031	HCB - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)							81,900			
BOS - St. Anthony Cres - Lake View Haven Dr to LVH Dr	2031	LCB - 2 lifts	Surface Treatment - Single surface							24,600			
BOS - Lake View Haven Dr - Lakeshore Road to St. Anthony Cres	2031	LCB - 2 lifts	Surface Treatment - Single surface							51,400			
Lake View Haven DriveSt. Anthony CrescentSt. Anthony Crescent	2031	LCB - 2 lifts	Surface Treatment - Single surface							10,600			
PF - Dolway Drive - Edward Street to Raeburn Road	2031	LCB - 2 lifts	Surface Treatment - Single surface							10,100			

Municipality of Lambton Shores - Capital Program - 10 Year Projection													
Re-Surface Treatment													
Description	Priority	Road Type	IMP Type	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
PF - Herbert Street - Katharine Crescent to South End	2031	LCB - 2 lifts	Surface Treatment - Single surface							2,500			
BOS - Freeman Street - Ravine Road to Cliff Road	2031	LCB - 2 lifts	Surface Treatment - Single surface							12,800			
BOS - Ravine Road - Vance Drive to Freeman Street	2031	LCB - 2 lifts	Surface Treatment - Single surface							4,100			
BOS - Cliff Road - Freeman St. W to South End	2031	LCB - 2 lifts	Surface Treatment - Single surface							10,800			
BOS - Ravine Road - Vance Drive to West End	2031	LCB - 2 lifts	Surface Treatment - Single surface							4,200			
FO - Queen Street East - Prince Street to Albert Street	2032	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing								19,300		
FO - Queen Street West - Argyle Street to Ontario Street	2032	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing								15,200		
FO - Queen Street East - Albert Street to Gore Street	2032	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing								41,200		
FO - Park Lane - George Street to Stanley Street	2032	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing								92,200		
IP - West Ipperwash Rd - Middle Sideroad to William Milliken Road	2032	HCB - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)								364,400		
IP - West Ipperwash Road - William Street to West Parkway Drive	2032	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)								8,100		
IP - West Ipperwash Road - Indian Lane to Middle Sideroad	2032	HCB - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)								508,700		
IP - Ipperwash Road - East Parkway Drive to West Parkway Drive	2032	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing								18,700		
IP - London Road - Peter Crescent to Tobias Lane	2032	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing								24,500		
IP - London Road - Centre Road to Peter Crescent	2032	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing								30,000		
IP - London Road - Tobias Lane to Jane Street	2032	HCB - 2 lifts	Urban Partial depth cold planing and resurfacing								52,500		
PF - Riverside Drive - Erie Street to Superior Street	2032	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)								70,300		
PF - Port Franks Estate Drive - Alfred Street to Clayton Street	2032	HCB - 2 lifts	Semi-Urban Hot Mix Resurfacing								97,800		
PF - Port Franks Road - Whatman Street to Lakeshore Road	2032	HCB - 3 lifts	Rural partial depth cold in place and pave (50mm HL-4)								352,200		
PF - Riverside Drive - Huron Street to Erie Street	2032	HCB - 2 lifts	Rural partial depth cold in place and pave (50mm HL-4)								95,300		
<b>Surface Treatment Road Maintenance</b>				<b>2,653,800</b>	<b>2,873,700</b>	<b>3,060,700</b>	<b>2,798,000</b>	<b>1,038,600</b>	<b>569,700</b>	<b>524,800</b>	<b>1,790,400</b>	<b>-</b>	<b>-</b>
Connecting Link				251,856									
Transportation Infrastructure RF				2,401,944	2,873,700	3,060,700	2,798,000	1,038,600	569,700	524,800	1,790,400	-	-
<b>Balance</b>				<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*\*not all assets are recorded only those with current capital projections

**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Bridge & Culvert**

	Description	Priority		2025	2026	2027	2028	2029	2030	2031	2032	2032
	#1045 Ontario Street Bridge and Connecting Link	NOW		5,000,000	1,200,000							
	#1022 Decker Road (btw Gordon and Arkona) Culvert Replacement			650,000								
	#1047 Brush Road (btw Douglas and Hubbard) Culvert Replacement			150,000								
	#1049 Kinnaird Road (south of Ravenswood) Culvert Replacement					300,000						
	#1018 Cedar Point Line (bt Northville and Jericho)							330,000				
	<b>Total Bridge &amp; Culvert Repair or Replacement</b>			<b>5,800,000</b>	<b>1,200,000</b>	<b>300,000</b>	<b>-</b>	<b>330,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
	Connecting Link Funding (Bridge)			3,000,000	900,000		-	330,000	-	-	-	-
	DC Funds (Bridge)			2,000,000	300,000							
	Transportation RF			800,000	-	300,000	-	-	-	-		
	<b>Balance</b>			<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Municipality of Lambton Shores - Capital Program - 10 Year Projection											
Sidewalks											
	Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Sidewalks</b>											
	Annual sidewalk replacement program	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	Forest Sidewalk Network Improvements	200,000	200,000	200,000							
5854 / 6797	Rotary Nature Trail - Julie Ave to Pinetree Dr		139,200								
6798	Rotary Nature Trail - Pinetree Dr to Pinedale Rd		102,100								
6799	Rotary Nature Trail - Pinedale Dr to Lakeview Ave		35,250								
6800	Rotary Nature Trail - Lakeview Ave to Lake Rd		110,400								
	Ipperwash Rd Trail	250,000									
	<b>Total Sidewalk / Walkway</b>	<b>550,000</b>	<b>686,950</b>	<b>300,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>	<b>100,000</b>
	Funding from DC - (30% of Ipperwash trail)	75,000									
	Transportation Infrastructure RF	475,000	686,950	300,000	100,000	100,000	100,000	100,000	100,000	100,000	100,000
	<b>Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

Municipality of Lambton Shores - Capital Program - 10 Year Projection										
Street Lights & Traffic Lights										
Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Streetlights</b>										
- Misc intersection lighting improvements	23,433	23,432	23,901	24,379	24,866	25,364	25,871	26,388	26,916	27,454
- Decorative Street Light LED upgrade - Grand Bend		250,000								
- Top Hat Style Light LED upgrade	250,000									
Intersection / safety	20,648	21,267	21,905	22,563	23,240	23,937	24,655	25,394	26,156	26,941
<b>Total Street Light Capital</b>	<b>294,081</b>	<b>294,699</b>	<b>45,806</b>	<b>46,941</b>	<b>48,106</b>	<b>49,300</b>	<b>50,526</b>	<b>51,783</b>	<b>53,072</b>	<b>54,395</b>
Transportation Infrastructure RF	294,081	294,699	45,806	46,941	48,106	49,300	50,526	51,783	53,072	54,395
<b>Balance</b>	-	-	-	-	-	-	-	-	-	-

**Municipality of Lambton Shores - Capital Program - 5 Year Projection**  
**Transportation Infrastructure Summary**

	2025	2026	2027	2028	2029
<b>Transportation Infrastructure Reserve Balance Forward</b>	\$ 2,698,516	\$ 1,166,486	\$ 1,215,173	\$ 1,989,996	\$ (437,675)
<b>Reserve Fund Annual Inflated Contribution</b>	\$ 1,727,240	\$ 1,761,785	\$ 1,797,020	\$ 1,832,961	\$ 1,869,620
Transfer from Bridge and Road Inspection Reserve (one-time)	\$ 800,000				
<b>Gas Tax Reserve Fund Unspent Carry-forward</b>	\$ 641,198				
<b>Gas Tax Contribution</b>	\$ 388,940	\$ 388,940	\$ 404,498	\$ 404,498	\$ 404,498
<b>OCIF Balance Forward</b>	\$ 566,806				
<b>OCIF Formula Funding</b>	\$ 2,279,811	\$ 2,279,811	\$ 2,279,811	\$ 2,279,811	\$ 2,279,811
<b>Total Funds Available</b>	<b>\$ 9,102,511</b>	<b>\$ 5,597,022</b>	<b>\$ 5,696,502</b>	<b>\$ 6,507,266</b>	<b>\$ 4,116,254</b>
<b>Project Cost Summary</b>					
Re-Construction	\$ 3,965,000	\$ 1,126,500	\$ -	\$ 4,000,000	\$ -
Re-Surface Treatment	\$ 2,653,800	\$ 2,873,700	\$ 3,060,700	\$ 2,798,000	\$ 1,038,600
Bridge & Culvert	\$ 5,800,000	\$ 1,200,000	\$ 300,000	\$ -	\$ 330,000
Sidewalks	\$ 550,000	\$ 686,950	\$ 300,000	\$ 100,000	\$ 100,000
Street Lights	\$ 294,081	\$ 294,699	\$ 45,806	\$ 46,941	\$ 48,106
<b>Total Project Costs</b>	<b>\$ 13,262,881</b>	<b>\$ 6,181,849</b>	<b>\$ 3,706,506</b>	<b>\$ 6,944,941</b>	<b>\$ 1,516,706</b>
<b>Other Sources of Revenue</b>					
<b>Road Re-construction</b>					
Funding from DC (Main Street East & Enterprise)	\$ -	\$ 600,000	\$ -	\$ -	\$ -
<b>Road Re-surfacing</b>					
Connecting Link	\$ 251,856	\$ -	\$ -	\$ -	\$ -
<b>Bridge &amp; Culvert</b>					
Connecting Link Funding (Bridge)	\$ 3,000,000	\$ 900,000	\$ -	\$ -	\$ 330,000
DC Funds (Bridge)	\$ 2,000,000	\$ 300,000	\$ -	\$ -	\$ -
<b>Sidewalks</b>					
Funding from DC - (30% of Upperwash trail)	\$ 75,000	\$ -	\$ -	\$ -	\$ -

2025 Capital Budget

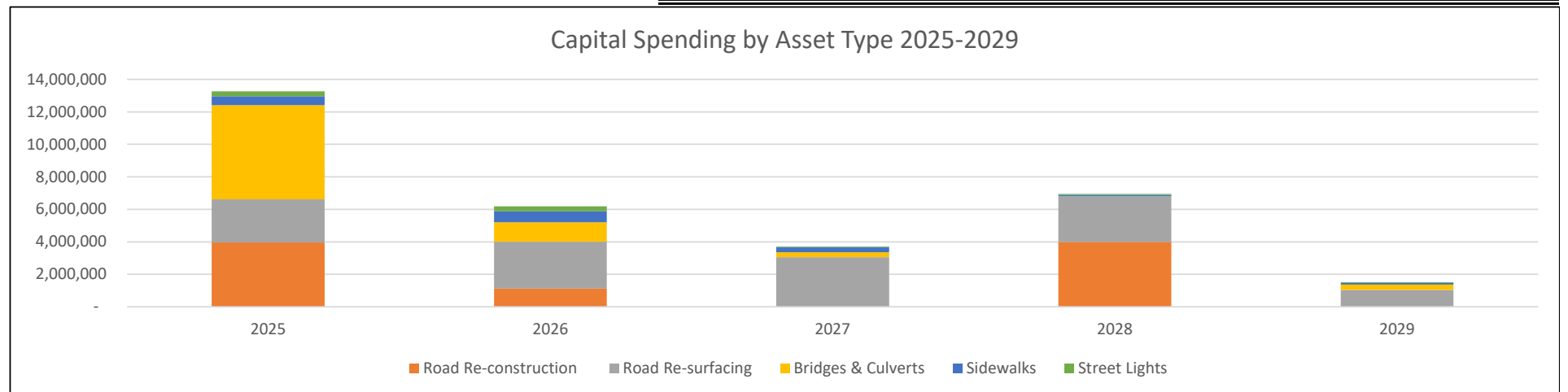
<b>Total Other Sources of Revenue</b>	<b>\$ 5,326,856</b>	<b>\$ 1,800,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 330,000</b>
<b>Balance From Transportation Reserve Fund</b>	<b>\$ 7,936,025</b>	<b>\$ 4,381,849</b>	<b>\$ 3,706,506</b>	<b>\$ 6,944,941</b>	<b>\$ 1,186,706</b>
<b>Transportation Reserve Fund Balance</b>	<b>\$ 1,166,486</b>	<b>\$ 1,215,173</b>	<b>\$ 1,989,996</b>	<b>\$ (437,675)</b>	<b>\$ 2,929,549</b>

**This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years**

This summarizes Transportation Capital expenses and reserve fund transactions for pages 11 - 21

### Capital Spending by Asset Type 2025-2029

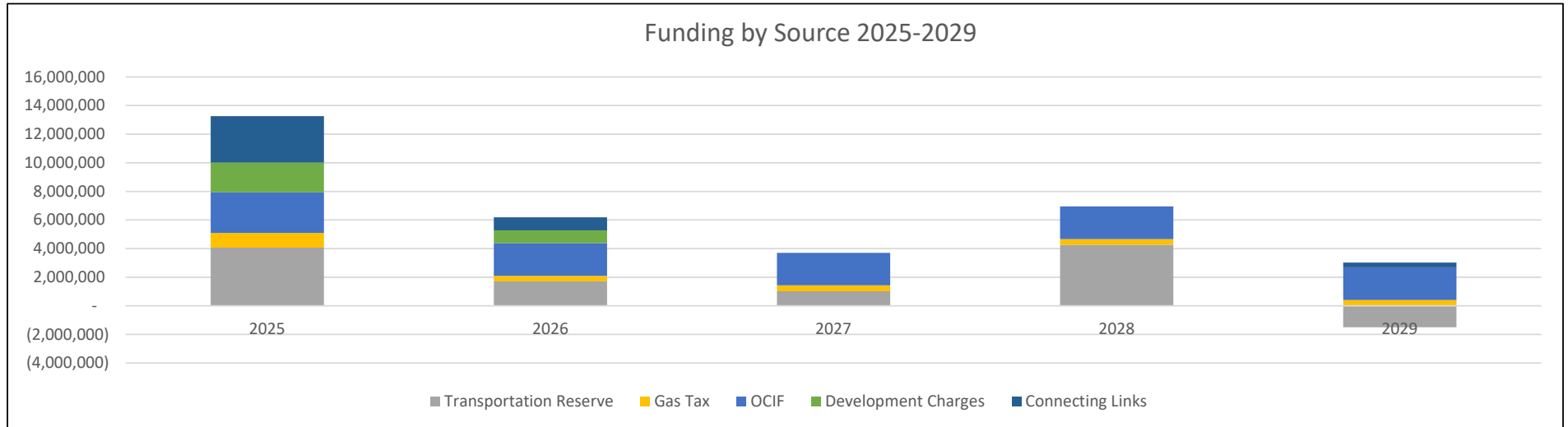
<b>Year</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>
Road Re-construction	3,965,000	1,126,500	-	4,000,000	-
Road Re-surfacing	2,653,800	2,873,700	3,060,700	2,798,000	1,038,600
Bridges & Culverts	5,800,000	1,200,000	300,000	-	330,000
Sidewalks	550,000	686,950	300,000	100,000	100,000
Street Lights	294,081	294,699	45,806	46,941	48,106
<b>Total</b>	<b>13,262,881</b>	<b>6,181,849</b>	<b>3,706,506</b>	<b>6,944,941</b>	<b>1,516,706</b>





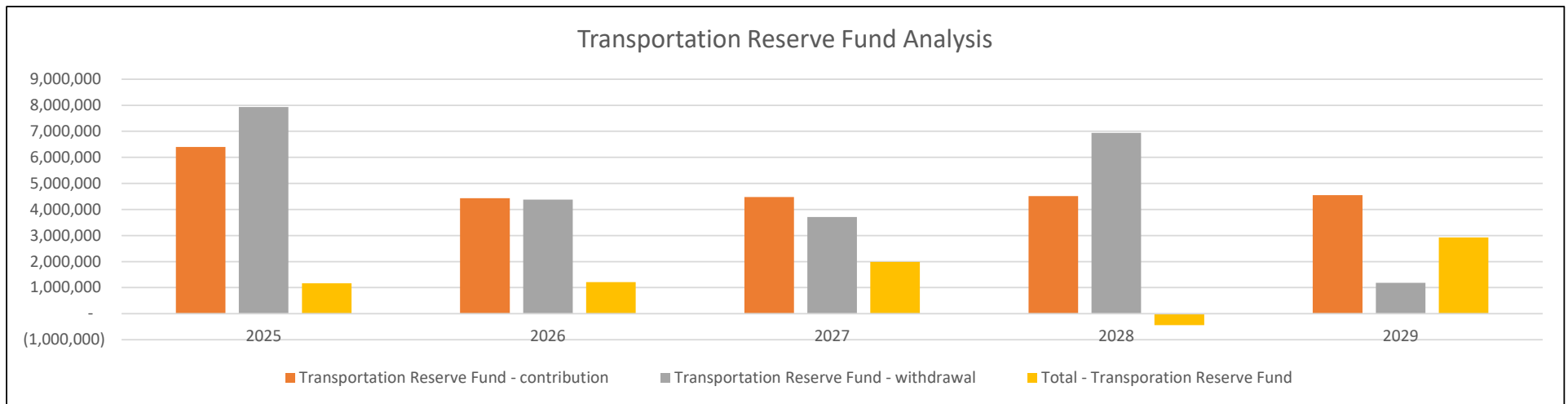
### Funding by Source 2025-2029

Year	2025	2026	2027	2028	2029
Transportation Reserve	4,059,270	1,713,098	1,022,197	4,260,632	(1,497,603)
Gas Tax	1,030,138	388,940	404,498	404,498	404,498
OCIF	2,846,617	2,279,811	2,279,811	2,279,811	2,279,811
Development Charges	2,075,000	900,000	-	-	-
Connecting Links	3,251,856	900,000	-	-	330,000
<b>Total</b>	<b>13,262,881</b>	<b>6,181,849</b>	<b>3,706,506</b>	<b>6,944,941</b>	<b>1,516,706</b>



**Transportation Reserve Fund Analysis**

	2025	2026	2027	2028	2029
Transportation Reserve Fund Beginning Balance	2,698,516	1,166,486	1,215,173	1,989,996	(437,675)
Transportation Reserve Fund - contribution	6,403,995	4,430,536	4,481,329	4,517,270	4,553,929
Transportation Reserve Fund - withdrawal	7,936,025	4,381,849	3,706,506	6,944,941	1,186,706
<b>Total - Transportation Reserve Fund</b>	<b>1,166,486</b>	<b>1,215,173</b>	<b>1,989,996</b>	<b>(437,675)</b>	<b>2,929,549</b>



**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Water System**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>Water System General</b>										
Meter Changeout Program	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
<b>Water Mains</b>										
GB - Ontario St S widening						2,000,000				
TH- Widder, Springer, Main Watermain Improvements Kennedy Line	550,000									
GB - River Rd				1,500,000						
FO - Arther		125,000								
FO - York		100,000								
Road Related Replacements	215,287	221,746	228,398	235,250	242,307	249,577	257,064	264,776	272,719	280,901
<b>Miscellaneous Items</b>										
LAWS System Capital	133,000	136,990	141,100	145,333	149,693	154,183	158,809	163,573	168,480	173,535
Infrastructure Renewal	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000	165,000
Northville Tower maintenance			1,000,000							
<b>Water Equipment</b>										
SCADA	600,000	450,000	205,000	400,000	1,300,000					
<b>Total Capital Requirements</b>	<b>1,863,287</b>	<b>1,398,736</b>	<b>1,939,498</b>	<b>2,645,583</b>	<b>2,057,000</b>	<b>2,768,760</b>	<b>780,873</b>	<b>793,349</b>	<b>806,200</b>	<b>819,436</b>
<b>Funding of above projects</b>										
Water Reserve Fund	1,461,787	1,398,736	1,939,498	2,645,583	2,057,000	2,768,760	780,873	793,349	806,200	819,436
HEWSF Funding	401,500									
<b>Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Water Reserve Fund Activity</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>2029</b>	<b>2030</b>	<b>2031</b>	<b>2032</b>	<b>2033</b>	<b>2034</b>
2024 Estimate Water Reserve Fund at December 31	14,336,478									
Less: Vac Truck Funding (50% funding of Rolling Stock)		425,000								
Water Reserve Fund - contribution	2,996,097	3,056,019	3,117,139	3,179,482	3,243,072	3,307,933	3,374,092	3,441,574	3,510,405	3,580,613
Water Reserve Fund - withdrawal	1,461,787	1,823,736	1,939,498	2,645,583	2,057,000	2,768,760	780,873	793,349	806,200	819,436
<b>Total - Water Reserve/Reserve Fund</b>	<b>15,870,788</b>	<b>17,103,072</b>	<b>18,280,713</b>	<b>18,814,613</b>	<b>20,000,685</b>	<b>20,539,858</b>	<b>23,133,077</b>	<b>25,781,301</b>	<b>28,485,500</b>	<b>29,124,685</b>

## Municipality of Lambton Shores - Capital Program - 10 Year Projection

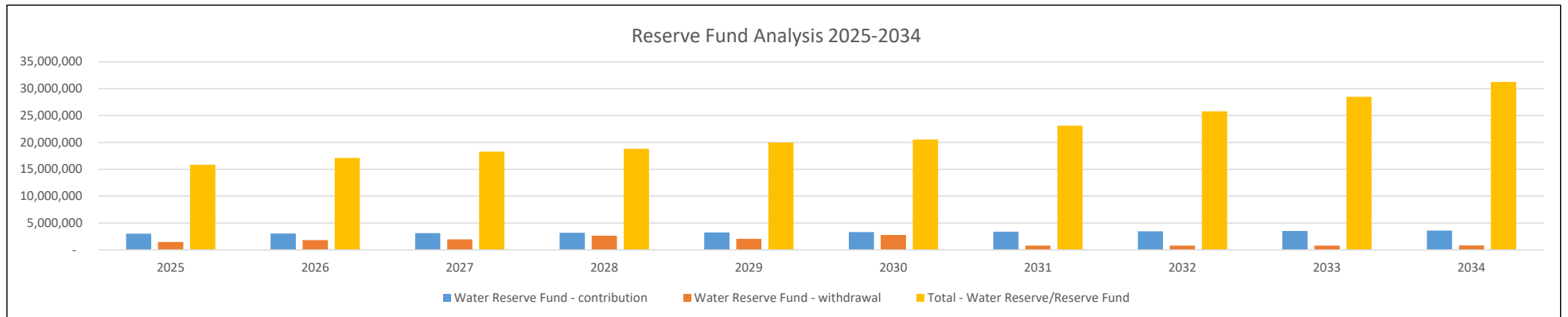
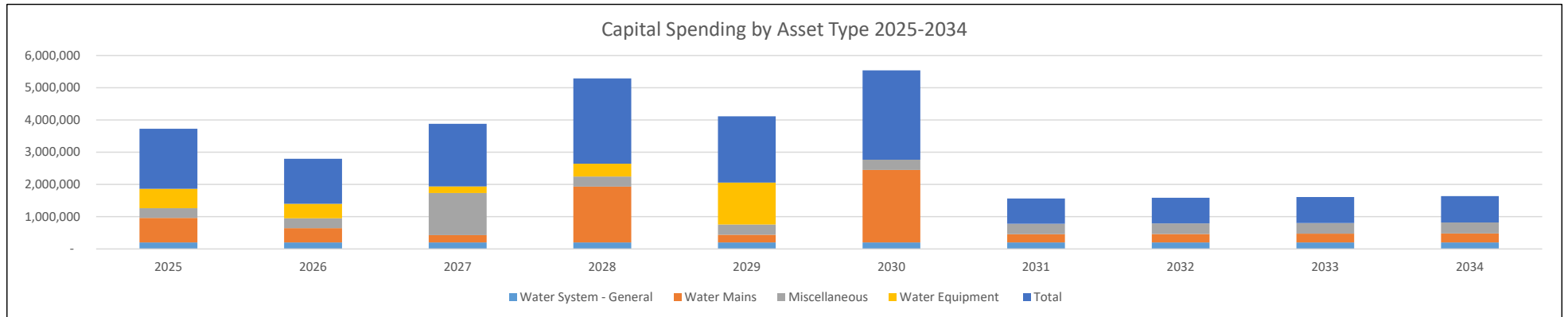
### Water System

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
-------------	------	------	------	------	------	------	------	------	------	------

This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years

#### Capital Spending by Type 2025-2034

Year	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Water System - General	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000	200,000
Water Mains	765,287	446,746	228,398	1,735,250	242,307	2,249,577	257,064	264,776	272,719	280,901
Miscellaneous	298,000	301,990	1,306,100	310,333	314,693	319,183	323,809	328,573	333,480	338,535
Water Equipment	600,000	450,000	205,000	400,000	1,300,000	-	-	-	-	-
<b>Total</b>	<b>1,863,287</b>	<b>1,398,736</b>	<b>1,939,498</b>	<b>2,645,583</b>	<b>2,057,000</b>	<b>2,768,760</b>	<b>780,873</b>	<b>793,349</b>	<b>806,200</b>	<b>819,436</b>



**Municipality of Lambton Shores - Capital Program - 10 Year Projection**  
**Waste Water System Infrastructure**

Description	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035
<b>Collection Systems</b>											
Road Related Replacements	39,404	40,586	41,804	43,058	44,350	45,680	47,050	48,462	49,916	51,413	52,956
<b>Miscellaneous Items</b>											
ARK - STP Sand Filtration System		1,500,000									
River Road Sanitary Sewer Upgrades				1,500,000							
Forest STP - Rehab			1,750,000								
Arkona STP - Rehab				1,000,000							
Generators - Creekside, Green Acres	150,000										
Inflow/Infiltration Program	100,000										
<b>Total Capital Requirements</b>	<b>289,404</b>	<b>1,540,586</b>	<b>1,791,804</b>	<b>2,543,058</b>	<b>44,350</b>	<b>45,680</b>	<b>47,050</b>	<b>48,462</b>	<b>49,916</b>	<b>51,413</b>	<b>52,956</b>
<b>Funding of above projects</b>											
Sump Pump Program - Operating	50,000										
Sewer Reserve Fund	339,404	1,540,586	1,791,804	2,543,058	44,350	45,680	47,050	48,462	49,916	51,413	52,956
<b>Balance</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Waste Water Reserve Fund Activity</b>											
2024 Estimate Waste Water Reserve Fund	1,597,900										
Waste Water RF - contribution	720,817	735,233	749,938	764,937	780,236	795,840	811,757	827,992	844,552	861,443	878,672
Waste Water RF - withdrawal	339,404	1,540,586	1,791,804	2,543,058	44,350	45,680	47,050	48,462	49,916	51,413	52,956
<b>Total - Waste Water R/RF</b>	<b>1,979,313</b>	<b>1,173,960</b>	<b>132,095</b>	<b>(1,646,027)</b>	<b>(910,141)</b>	<b>(159,980)</b>	<b>604,726</b>	<b>1,384,256</b>	<b>2,178,893</b>	<b>2,988,922</b>	<b>3,814,639</b>

This shows an inflation factor of 2% applied to the reserve fund contribution for subsequent years

