Reflection Shores

Fiscal Impact Study

Independent Real Estate Intelligence

January 21, 2026

Altus Group

Reflection Shores Fiscal Impact Study

Prepared for:

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January 21, 2026

EXECUTIVE SUMMARY

Altus Group was retained by Sifton Properties Ltd. to examine the potential financial impacts of the proposed Reflection Shores development in the Municipality of Lambton Shores ("subject site") on the finances of the Municipality.

The proposed development will consist of a mix of single-family and multi-family residential lots/blocks and the development will be completed in two phases.

The proposed development would generate approximately $3.4 million in development charge revenues for the Municipality (based on January 2026 DC rates). The Municipality of Lambton Shore's 2022 Development Charges Background Study does not provide guidance regarding how local works are defined, and as such there is no basis to determine which types of works required by the subject development would be DC eligible or local in nature.

In addition to the one-time expenditures and revenues for infrastructure, the development of the subject lands will generate on-going revenues and costs at build-out:

- Annual property tax revenues for the Municipality of $1,762,557;
- Net non-tax revenues of approximately $138,233 per year;
- Annual water/sewer rate revenues of $836,907;
- Annual net operating expenditures of $894,485 (for all municipal services excluding roads, water, wastewater and stormwater);
- An additional amount in annual operating costs for hard infrastructure (roads, water, sewer) required by the development that will range from $301,431 to $604,098 depending on the wastewater treatment technology ultimately employed; and
- Annual lifecycle costs (direct and indirect) for the both the works to be installed, but also the development's share of estimated lifecycle costs for all municipal-wide infrastructure needs of new growth for the next 10-20 years of between $478,089 and $456,500 depending on the wastewater treatment technology ultimately employed. .

At full build-out, it is estimated that the net annual fiscal surplus is estimated to be between $474 and $756 per capita, or approximately $471,458 and $752,627 per year depending on the wastewater technology.

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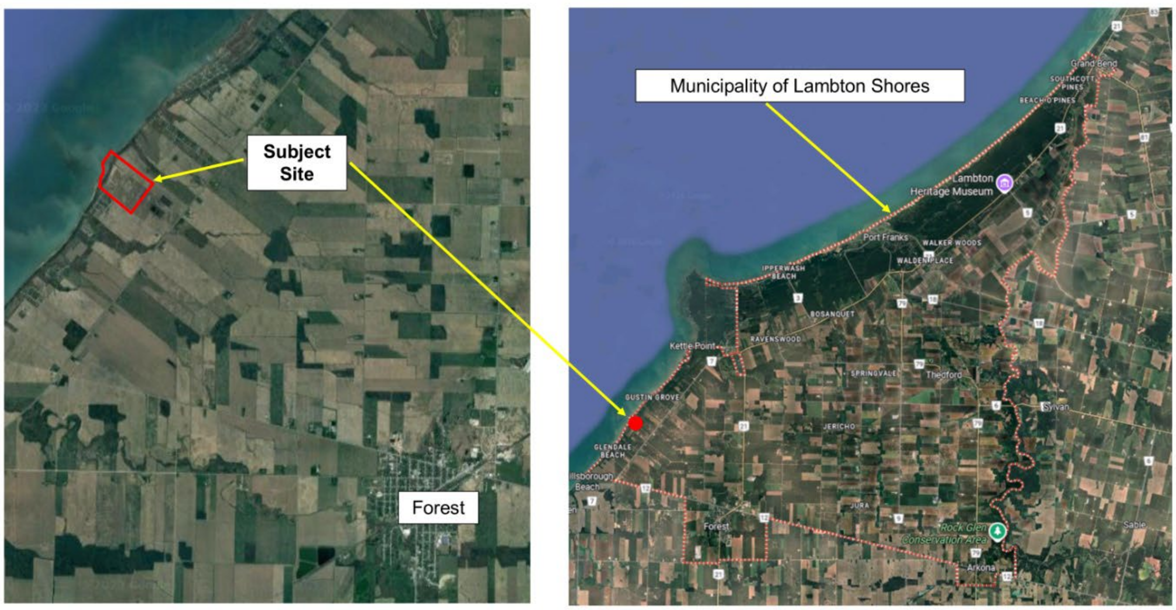
1 INTRODUCTION

Altus Group was retained by Sifton Properties Ltd. ("Sifton") to examine the potential financial impacts of the proposed development of the lands located in the Municipality of Lambton Shores ("subject site"), on the finances of the Municipality of Lambton Shores.

1.1 BACKGROUND

Figure 1 shows the location of the subject site, which is located along Lake Ontario, in the Municipality of Lambton Shores, which is within Lambton County. The subject site is approximately 30.78 hectares in size.

Figure 1 **Location of Subject Site, Municipality of Lambton Shores**



Source: Altus Group / Sifton Properties / Google Earth / Google Maps

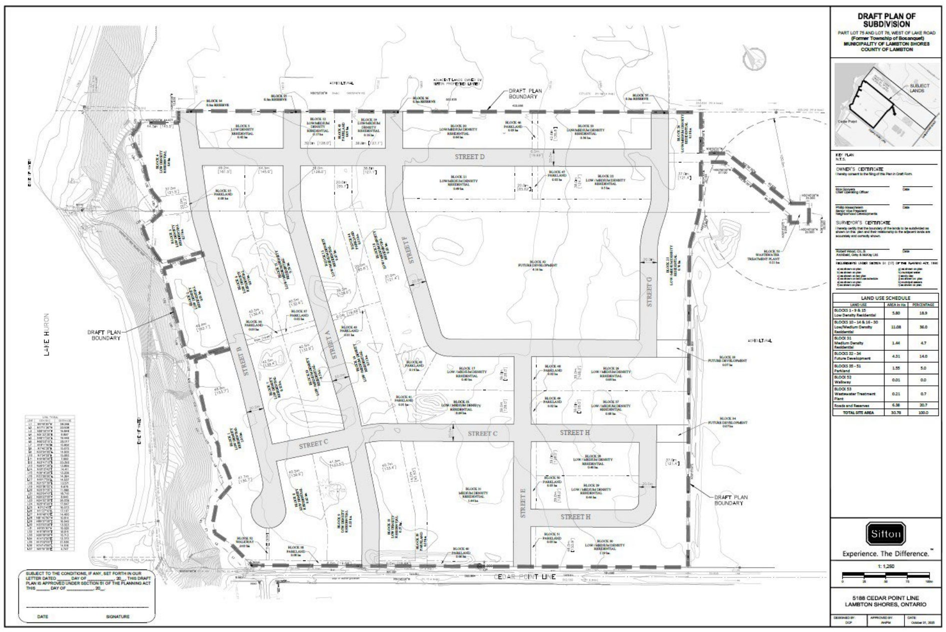
1.2 PROPOSED DEVELOPMENT

The proposed development will consist of a mix of single-family and multi-family residential lots/blocks and the development will be completed in two phases.

The proposed development plan consists of some 32 blocks, including 30 blocks planned for low-density uses and two blocks planned for medium density uses. At maximum density within each of these categories could yield as much as 1,038 units, however this fiscal impact analysis, in order to be conservative, will test the lowest density build out envisioned, inclusive of some 250 single-detached units and 224 townhouse units. The total unit count will be 474 under this build out scenario.

Figure 2

Draft Plan of Subdivision, Part Lot 75 and Lot 76, West of Lake Road, Municipality of Lambton Shores



Source: Based on Plan (December 2025) provided by Sifton Properties Ltd.

Figure 3 shows the development statistics of the proposed development. Based on Persons Per Unit (PPU) factors from the Municipality of Lambton's DC Background Study (December 2022), it is estimated that the proposed development will accommodate some 995 persons.

Figure 3

Overview of Proposed Development and Estimated Population Generation, Municipality of Lambton Shores

Housing Type	Units	Persons Per Unit	Population
Single Detached	250	2.27	568
Tow nhouses	224	1.91	428
Total	474		995

Source: Altus Group based on information from the client and the Lambton Shores DC Study 2022

2 CAPITAL REVENUES AND EXPENDITURES

This section outlines the capital expenditures required to service the proposed development, the sources of funding for the works, and the associated impact on the finances of the Municipality.

2.1 ESTIMATES OF DEVELOPMENT CHARGE REVENUES

2.1.1 DC Revenues

Based on the current DC rates charged by the Municipality, the subject development would generate $3.4 million in DC revenues for the Municipality, including $2.4 million for transportation services and $0.7 million for indoor and outdoor recreation works needed by the subject development or development generally throughout the Municipality.

Figure 4

DC Revenue Estimates, Lambton Shores Development, Municipality of Lambton Shores

	Singles and Semis	Townhouses	Total
Number of Units	250	224	
DC Rates by Service	*Dollars / Unit*		
Studies	117	98	
Outdoor Recreation	587	493	
Indoor Recreation	1,131	801	
Fire	405	340	
Transportation	5,550	4,656	
Storm Sewer	86	46	
Total	7,876	6,433	
Revenues by Service		*Dollars*	
Studies	29,185	21,934	51,119
Outdoor Recreation	146,763	110,378	257,141
Indoor Recreation	282,843	179,480	462,323
Fire	101,205	76,066	177,271
Transportation	1,387,605	1,042,937	2,430,542
Storm Sewer	21,465	10,237	31,702
Total	1,969,065	1,441,032	3,410,097

Source: Altus Group based on Lambton Shores DC Rates as of January 2026

2.2 CAPITAL INFRASTRUCTURE REQUIREMENTS

This section of the report presents information estimating the infrastructure requirements of the build-out of the proposed development.

The Municipality of Lambton Shore's 2022 Development Charges Background Study does not provide guidance regarding how local works are defined, and as such there is no basis to determine which types of works required by the subject development would be DC eligible or local in nature.

2.2.1 Water

Currently there is no watermain infrastructure within the subject site's boundaries.

A public watermain has been installed along Cedarpoint Line into the Cedar View Drive subdivision, consisting of a 150 mm watermain along the northside of Cedarpoint Line, which extends from a 300 mm watermain in the Lake Shore Road ROW and terminates within the Cedar View Drive Subdivision.

The Functional Servicing Report proposes that water servicing on the subject site be provided through the existing watermain network in Lambton Shores which includes a 300mm distribution main along Lakeshore Road and a 150mm distribution main along Cedar Point Line. Additionally, a 150 mm distribution main is available along Vance Drive which is anticipated to be utilized with further development of the lands to north to provide a well looped watermain network.

2.2.2 Wastewater

According to the Functional Servicing Report (FSR) for the subject lands prepared by Stantec in December 2025:

> *The subject lands are not currently located within an established municipal sanitary sewershed, as existing development in the surrounding area is serviced via private septic and on-site disposal systems. The nearest centralized wastewater servicing infrastructure is the Forest Wastewater Pollution Control Plant (WPCP), located approximately 10 km (road length) southwest of the site. Given the distance to existing infrastructure and the scale of the proposed development, alternative wastewater servicing*

solutions were evaluated in coordination with the Municipality of Lambton Shores.

The FSR references conclusions of the Class EA that the preferred servicing alternative was identified as internal servicing with effluent discharging to James Creek. Accordingly, the Site Plan proposes a block at the northeast corner of the subject site with a 100m buffer to accommodate the building of an onsite wastewater treatment plant (WWTP) as a preferred sanitary servicing strategy.

This study analyses two treatment options for the WWTP inclusive of a SAGR Lagoon system with estimated capital costs of some $9.7 million, and a NewTerra MBR (Membrane) system with estimated capital costs of some $7.2 million.

In either case the plan would be for the WWTP to be provided by the developer and then assumed by the municipality.

2.2.3 Roads

There are currently no existing roads within the subject site. Adjacent to the site, Cedarpoint Line is constructed to a 20-metre right-of-way (ROW).

The proposed road network will see internal roads built in a 20-metre ROW and will be built 120 metres east of Cedar View Drive to an urban standard cross-section including curb and gutter and storm sewer collection system.

2.2.4 Stormwater Management

According to the Stormwater management report, the proposed development is proposed to drain via storm sewer systems and overland flow routes during minor and major storm events. Quality control and erosion control measures will be needed to support the development, as consistent with the Stormwater Management Report dated December 2025.

3 ON-GOING REVENUES AND EXPENDITURES

This section provides an overview of the methodology for determining the net annual fiscal impact of development.

3.1 REVENUES

3.1.1 Property Tax Revenues

The proposed development will generate property tax revenues for the Municipality of Lambton Shores, County of Lambton Shores and for education.

Based on anticipated assessed property values for each unit type, it is estimated that the proposed development, at full build-out, would account for about $313 million in total assessment value.

Based on the current property tax rates, the total amount of annual property tax revenue generated by the development of the subject site at build-out would be $3.9 million annually, including $1.8 million for the municipality, $1.6 million for the County and just under half a million dollars annually for education purposes.

Figure 5

Estimated Annual Property Tax Revenues, Lambton Shores Redevelopment

Unit by Type	Number of Units	Avg. Assessment	Total Assessment	
		$ / Unit	*Dollars*	
Single Detached	250	800,000	200,000,000	
Townhouses	224	504,000	112,896,000	
	474		312,896,000	
	Tax Rates (2023) and Revenue			
	Municipality	County	Education	Total
Tax Rate		*Percent*		
Single Detached	0.564495%	0.523919%	0.153000%	1.241414%
Townhouses	0.561195%	0.523919%	0.153000%	1.238114%
Tax Revenue		*Dollars*		
Single Detached	1,128,990	1,047,838	306,000	2,482,828
Townhouses	633,567	591,484	172,731	1,397,781
Total	1,762,557	1,639,322	478,731	3,880,609

Source: Altus Group based on 2025 property tax rates for the Municipality of Lambton Shores, County of Lambton Shores, and Provincial Education rates

3.1.2 Non-Tax Revenues

In addition to the property tax revenues generated annually by the proposed development, the units and residents will also generate a variety of annual non-tax revenues for the Municipality and County. These non-tax revenues include fees for items such as licenses, permits (excluding building permits), fines and donations, etc.

After making provisions for non-tax revenues that would increase along with residential growth, and the proportion to which residential development would contribute to an increase in those revenues, we have estimated that the proposed development would add approximately $138.88 per capita to the Municipality's annual non-tax revenues.

The development will generate $138,233 in non-tax revenues annually.

The calculations of non-tax revenues are shown in Appendix A.

3.1.3 Water / Sewer Rate Revenues

In estimating water and wastewater user rate revenues, the projected sanitary flows and water demands of 230 litres per capita per day used. This benchmark considers the average residential water use for Ontario of 190 litres per capita per day reported by Statistics Canada[1], grossed up by 20% in order to be conservative.

[1] Average daily total potable water use per capita of the population served, average assessed over the 2011-2021

Figure 6

Estimate of Annual Revenues from Water and Wastewater Rates, Municipality of Lambton Shores

		Annual Usage per Unit	Units	Annual Usage	Revenues
Water					
Residential	*$ / Unit*	*m3 / Year / Unit*		*m3 per Year*	*Dollars*
Monthly Fixed Rate	16.20		474		92,146
	$ / m3				
Consumption Rate	3.16	176		83,559	264,046
Total Water					356,191
Wastewater					
Residential	*$ / Unit*	*m3 / Year / Unit*		*m3 per Year*	*Dollars*
Monthly Fixed Rate	22.08		474		125,591
	$ / m3				
Consumption Rate	4.25	176		83,559	355,125
Total Water					480,716
Total					836,907

Source: Altus Group based on the Municipality of Lambton Shores water and sewer rates (2026) for a 3/4" meter size

Based on the Municipality's 2026 user rates for water ($16.20 per month plus $3.16 per cubic metre) and sewer ($22.08 per month plus $4.25 per cubic metre), the subject development would generate $356,191 per year in water rate revenues, and $480,716 per year in wastewater rate revenues. The calculations of water and wastewater rate revenues are shown in Figure 6.

3.2 EXPENDITURES

3.2.1 Net Operating Expenditures

The additional operating costs that will result from residential and non-residential uses for services such as roads, recreation, cultural services and fire protection are calculated using the following five steps:

1) Obtain the operating expenditures of the Municipality in 2024, from Schedule 40 of the 2024 Financial Information Return;
2) Expenditures for each service relating to long-term debt interest, amortization, and any user fee and service charge revenues associated with each service are deducted to reach net operating expenditures;
3) Deductions are also made for grants that are provided by the federal government, provincial government and other municipalities to fund services.

4) To estimate the degree to which the net operating expenditures will increase in step with growth, a "growth-related factor" is applied to the net operating expenditures, to reach net growth-related operating expenditures. In some cases, the need for services will generate a nearly proportional increase in operating costs, with a small allowance made for efficiencies and economies of scale. In other cases, the need for services will generate a greater than proportionate increase in operating costs. In select cases, services will grow at a much slower pace than population growth, such as government, and planning department costs.
5) A share of the net growth-related operating expenditures is allocated to residential growth, by applying residential/non-residential factors to each service based on typical usage and/or the prevailing residential/non-residential split in the Municipality/County. The result of this calculation is known as the net residential growth-related operating expenditures.

In total, we have estimated that the proposed development would represent an additional annual operating cost to the Municipality of approximately $899 per capita, for a total estimated annual incremental expenditure of $894,484. The detailed calculations are presented in Appendix A.

3.2.2 Annual Operating and Lifecycle Costs for Roads

Based on the average operating costs per lane km, annual lifecycle replacement costs for roads to be constructed within the development lands and assumed by the Municipality, the costs of operating and ultimate replacement of the internal roads are estimated. Other roads within the development will be local roads where the operating and lifecycle costs will be the direct responsibility of residents of the community.

3.2.2.1 Operating Costs

Based on data taken from the Municipality's 2024 Financial Information Return annual operating costs for municipal roads, after deducting amortization costs (to avoid double counting with the calculation of lifecycle costs below), the annual operating costs of the internal roads, if assumed by the Municipality would be approximately $29,704 per year.

Figure 7

Estimated Operating Costs, Installed Infrastructure, Municipality of Lambton Shores

	Total Operating Costs	Interest on Long-Term Debt	External Transfers	Amortization	Net Operating Expenditure	Inventory (km / megalitres)	Net Operating Expenditure per Unit	Units in Subject Development	Annual Operating Costs
			Dollars				*$ / Unit*	*m3 / km*	*Dollars*
Roads - Paved	3,417,892	-	-	1,568,262	1,849,630	405	4,567	6.50	29,704
Watermains (1)	4,546,385	6,675	-	1,701,779	2,837,931	388	7,314	3.25	23,786
Sewers (1)	2,399,858	-	-	642,230	1,757,628	122	14,407	3.25	46,851
								Total Tax-Supported	**29,704**
							Residential Share	**100.0%**	29,704
								Total Rate-Supported	**70,637**
							Residential Share	**100.0%**	70,637
Wastewater Treatment Costs Two Scenarios									
Town assumption of Lagoon estimated annual costs									201,000
Town assumption of Membrane estimated annual costs									503,757
Total Estimated Operating Costs Two Scenarios									
Town assumption of Pond estimated annual costs									**301,341**
Town assumption of Membrane estimated annual costs									**604,098**

Note (1): sewer/watermain cost benchmarks may include overlapping treatment costs based on how costs are reported in Municipality's FIR
Source: Altus Group based on 2024 Financial Information Returns for Municipality of Lambton Shores, and wastewater costs from Stantec (via the client)

Similarly, the watermains and sewers to be constructed would generate annual operating costs to the Municipality of $70,637 per year.

Costs related to water treatment are analysed directly as the estimated annual costs related to one of two potential technologies being considered for the subject site, on the assumption that the municipality will assume these facilities and their annual costs. The annual costs vary from $201,000 for the Lagoon scenario to $503,757 for the Membrane system scenario.

Total operating costs to the municipality generated by the residents of the subject site therefore will range from $301,341 per year in the first scenario to $604,098 per year in the second scenario.

3.2.2.2 Lifecycle Costs

Capital costs for internal roadways, watermains and sanitary and storm sewers and appurtenances were estimated by Stantec. Based on the capital cost estimates, a 2% annual escalation assumption, and and the useful life of components of the infrastructure works, annual lifecycle contributions by component are calculated and set out in Figure 8.

Figure 8

Estimated Lifecycle Costs, Installed Roads, Water & Sewer Infrastructure, Municipality of Lambton Shores

	Unit Measure	Unit Cost		Capital Cost	Asset Useful Life	Lifecycle Factor	Annual Contribution
Transportation	*Lane Km*	*Dollars / Lane Km*		*Dollars*	*Years*		*Dollars*
Local Roads (lane km)	6.50	182,633		2,526,070			
			Base	1,844,031	75	0.0059	47,678
			Surface	682,039	25	0.0312	34,934
Total - Transportation Infrastructure							**82,612**
				Residential Share		100.0%	82,612
				Non-Residential Share		0.0%	-
Water / Sewer				*Dollars*	*Years*		*Dollars*
Watermains				1,533,975	75	0.0059	39,661
Sewers (storm and sanitary)				4,058,820	75	0.0059	104,941
Total - Water/Wastewater Infrastructure							**144,602**
				Residential Share		100.0%	144,602
				Non-Residential Share		0.0%	-
Wastewater Treatment Replacement Two Scenarios							
Town assumption of Lagoon				9,703,125	75	0.0059	250,875
Town assumption of Membrane System				7,205,000	50	0.0059	229,286
Total Estimated Lifecycle Costs Two Scenarios							
Town assumption of Lagoon							**478,089**
Town assumption of Membrane system							**456,500**

Source: Altus Group based on Stantec and 2024 Financial Information Returns for Municipality of Lambton Shores

3.2.3 Indirect Lifecycle Costs

The Municipality's 2022 DC Background Study included numerous proposed capital works needed by growth. Future growth, such as that of the subject development, will contribute to the need for these works. The associated annual lifecycle expenditures need to be factored into the estimation of net annual fiscal impact of development.

Based on estimates of the annual lifecycle expenditures necessary to fund eventual replacement of capital works, the annual lifecycle costs to the Municipality for all identified capital works equate to $1,025,351. Of this, $828,537 in annual lifecycle costs per year are attributable to the residential sector.

Of this, the proposed development would equate to 43.2% of planned residential population growth over the 10-year period, and 22.2% of the planned growth over the 20-year period, with those ratios being the proportion of annual lifecycle costs related to new infrastructure are attributed to the subject development for the purposes of this study.

For the capital works needed to accommodate projected growth, the subject development's share of these annual costs would be approximately $311,156.

Figure 9

Estimated Indirect Lifecycle Costs, Municipality of Lambton Shores

Service	Annual Lifecycle Contribution	Forecast Period	Residential Share	Residential Share of ALC	Development Share of Town-wide Population Growth	Proportionate Share of Annual Lifecycle Costs for Subject Development
	Dollars				*Percent*	*Dollars*
Studies	-	2022-2031	74.0%	-	43.20%	-
Outdoor Recreation	69,621	2022-2031	95.0%	66,140	43.20%	28,573
Indoor Recreation	262,653	2022-2031	95.0%	249,520	43.20%	107,794
Fire	67,356	2022-2031	74.0%	49,843	43.20%	21,533
Transportation	324,617	2022-2031	74.0%	240,217	43.20%	103,775
Stormwater	-	2022-2031	74.0%	-	43.20%	-
Water	-	2022-2031	74.0%	-	43.20%	-
Wastewater	301,104	2022-2041	74.0%	222,817	22.21%	49,482
Total Tax-Supported	1,025,351			828,537		311,156

Estimated Share of Municipal-Wide Growth	Population	Employment
Subject Development	995	0
10-Year Growth	2,304	781
Subject Development as % of 10-Year Growth	43.2%	0.0%
20-Year Growth	4,482	781
Subject Development as % of 20-Year Growth	22.2%	0.0%

Source: Altus Group based on Lambton Shores 2022 DC Study

4 CONCLUSIONS RE: FISCAL IMPACTS

Figure 10 shows the calculation of the net annual fiscal impact of the proposed development.

The subject proposal is estimated to generate a positive fiscal impact for the Municipality ranging from $471,458 to $752,627 (or approximately $474-$756 per capita) depending on the wastewater treatment solution ultimately employed.

Figure 10 **Estimate of Net Annual Fiscal Impact, Municipality of Lambton Shores**

Units	474
Persons	995

	Annual Municipal Financial Flows by WWTP Scenario			
Municipality of Lambton Shores	Lagoon Scenario		Membrane System Scenario	
	Dollars	Dollars per Capita	Dollars	Dollars per Capita
Revenues				
Property Taxes	1,762,557	1,771	1,762,557	1,771
Non-Tax Revenues	138,233	139	138,233	139
Water and Wastewater Revenues	836,907	841	836,907	841
Total Revenues	2,737,697	2,751	2,737,697	2,751
Expenditures				
Net Operating Expenditures	894,485	899	894,485	899
Direct Annual Lifecycle Costs - Installed Roads	82,612	83	82,612	83
Direct Annual Lifecycle Costs - Installed Water/Sewer	144,602	145	144,602	145
Direct Annual Lifecycle Costs - Wastewater Treatment	250,875	252	229,286	230
Direct Annual Operating Costs - Installed Roads	29,704	30	29,704	30
Direct Annual Operating Costs - Installed Water/Sewer	70,637	71	70,637	71
Direct Annual Operating Costs - Wastewater Treatment	201,000	202	503,757	506
Indirect Lifecycle Costs	311,156	313	311,156	313
Total Expenditures	1,985,071	1,994	2,266,239	2,277
Net Annual Fiscal Surplus / (Deficit)	752,627	756	471,458	474

Source: Altus Group

These annual surpluses could be utilized by the Municipality in a number of ways (or combinations thereof):

- Reduce property taxes;
- Expand municipal services;
- Increase capital contributions from on-going existing and new tax and/or rate revenues towards overcoming any existing or emerging infrastructure maintenance deficits;

- Accelerate debt repayment schedules; and/or;
- Allocate funds to accumulate reserves for future purposes, including lifecycle replacement and general risk management.

4.1 SENSITIVITY ANALYSIS

We have also undertaken a sensitivity analysis of what the 'breakeven' point may be for the Municipality – the installation of infrastructure prior to development will result in capital costs and ongoing maintenance and replacement costs that will be incurred even if the full proposed development does not materialize.

Estimate of Net Annual Fiscal Impact, Municipality of Lambton Shores

Units	328	
Persons	689	
	Annual Municipal Financial Flows by WWTP Scenario	
Municipality of Lambton Shores	Membrane System Scenario	
	Dollars	Dollars per Capita
Revenues		
Property Taxes	1,220,167	1,771
Non-Tax Revenues	95,695	139
Water and Wastewater Revenues	579,367	841
Total Revenues	1,895,229	2,751
Expenditures		
Net Operating Expenditures	619,226	899
Direct Annual Lifecycle Costs - Installed Roads	82,612	120
Direct Annual Lifecycle Costs - Installed Water/Sewer	144,602	210
Direct Annual Lifecycle Costs - Wastewater Treatment	229,286	333
Direct Annual Operating Costs - Installed Roads	29,704	43
Direct Annual Operating Costs - Installed Water/Sewer	70,637	103
Direct Annual Operating Costs - Wastewater Treatment	503,757	731
Indirect Lifecycle Costs	215,405	313
Total Expenditures	1,895,228	2,751
Net Annual Fiscal Surplus / (Deficit)	0	0

Source: Altus Group

Estimate of Net Annual Fiscal Impact, Municipality of Lambton Shores

Units	241	
Persons	506	
	Annual Municipal Financial Flows by WWTP Scenario	
Municipality of Lambton Shores	Lagoon Scenario	
	Dollars	Dollars per Capita
Revenues		
Property Taxes	896,697	1,771
Non-Tax Revenues	70,326	139
Water and Wastewater Revenues	425,775	841
Total Revenues	1,392,797	2,751
Expenditures		
Net Operating Expenditures	455,067	899
Direct Annual Lifecycle Costs - Installed Roads	82,612	163
Direct Annual Lifecycle Costs - Installed Water/Sewer	144,602	286
Direct Annual Lifecycle Costs - Wastewater Treatment	250,875	495
Direct Annual Operating Costs - Installed Roads	29,704	59
Direct Annual Operating Costs - Installed Water/Sewer	70,637	139
Direct Annual Operating Costs - Wastewater Treatment	201,000	397
Indirect Lifecycle Costs	158,300	313
Total Expenditures	1,392,797	2,751
Net Annual Fiscal Surplus / (Deficit)	0	0

Source: Altus Group

Based on the understanding that some of the costs of development, in terms of both initial construction costs and on-going operating and maintenance costs, are fixed (operating/lifecycle costs for installed roads, watermains, sewers, etc.), and other costs are variable and dependent on usage of services (water usage, wastewater flows, need for community amenities), etc., the break-even point for the Municipality in terms of the development generating an estimated positive fiscal impact is as follows:

In the case of the development scenario involving the Membrane system for wastewater treatment,

- If unit count fails to exceed 328 units and all infrastructure needed for the full plan is installed, with all else being equal; or
- All units in the plan (474 units as tested) proceed and infrastructure needs are built and maintained, but if assessment achieves only 73% of what is assumed in the base model.

In the case of the development scenario involving the Lagoon system for wastewater treatment,

- If unit count fails to exceed 241 units and all infrastructure needed for the full plan is installed, with all else being equal; or
- All units in the plan (474 units as tested) proceed and infrastructure needs are built and maintained, but if assessment achieves only 57% of what is assumed in the base model.

Appendix A
Detailed Tables

Figure A- 1 **Estimate of Non-Tax Revenues, Municipality of Lambton Shores**

Licenses, Permits, Rents, etc.	Non-Tax Revenues	Growth Related	Growth Related Non-Tax Revenues	Res. Share	Residential Growth Related Non-Tax Revenues
	Dollars	*Percent*	*Dollars*	*Percent*	*Dollars*
Licenses and Permits					-
Rents, Concessions, etc.	989,292	95%	939,827	74%	696,934
Subtotal	989,292		939,827		696,934
Fines and Penalties					
Other Fines	383,837	95%	364,645	74%	270,404
Penalties and Interest on Taxes	278,228	95%	264,317	74%	196,005
Subtotal	662,065		628,962		466,410
Other Revenue					
Investment Income	2,060,804	0%	-	74%	-
Gaming and Casino Revenues	-	95%	-	74%	-
Donations	689,877	95%	655,383	74%	486,003
Subtotal	2,750,681		655,383		486,003
Total	4,402,038		2,224,172		1,649,346
					Persons
				Population Estimate	11,876
					$ / Capita
				$ / Capita or Employee - Growth Related Non Tax Revenues	138.88

Source: Altus Group based on Municipality of Lambton Shores 2024 Financial Information Returns

Figure A- 2

Estimate of Net Operating Expenditures, Municipality of Lambton Shores

	Expenditures	Less: Interest on Long Term Debt	Less: User Fees and Service Charges	Less: External Transfers	Less: Amortization	Net Expenditures	Growth Related %	Growth Related Net Operating Expenditures	Res. Share	Residential Growth Related Net Operating Expenditures
General Government										
Governance	983,329	-	-	-	271,157	712,172	50%	356,086	74%	264,057
Corporate Management	1,173,116	-	146,459	-	-	1,026,657	75%	769,993	74%	570,992
Program Support	508,231	-	-	-	-	508,231	75%	381,173	74%	282,661
Subtotal	2,664,676	-	146,459	-	271,157	2,247,060		1,507,252		1,117,710
Protection Services										
Fire	1,640,580	-	6,554	126,185	351,216	1,156,625	125%	1,445,781	74%	1,072,126
Police / Court Security	3,132,822	-	800	70,479	-	3,061,543	125%	3,826,929	74%	2,837,877
Conservation Authority	366,852	-	-	-	-	366,852	100%	366,852	74%	272,041
Protective Inspection and Control	635,399	-	277,486	-	2,135	355,778	100%	355,778	74%	263,829
Building Permit and Inspection Service	262,016	-	219,506	-	6,979	35,531	100%	35,531	74%	26,348
Emergency Measures	11,992	-	-	-	5,908	6,084	100%	6,084	74%	4,512
Subtotal	6,049,661	-	504,346	196,664	366,238	4,982,413		6,036,955		4,476,733
Transportation Services										
Roads - Unpaved	1,712,745	-	-	-	210,304	1,502,441	100%	1,502,441	74%	1,114,142
Roads - Bridges and Culverts	345,504	-	-	925,930	130,179	(710,605)	100%	(710,605)	74%	(526,953)
Roads - Traffic Operations & Roadside	392,935	-	-	-	209,502	183,433	100%	183,433	74%	136,026
Winter Control - Except Sidewalks, Parking Lots	395,732	-	-	-	10,621	385,111	100%	385,111	74%	285,581
Winter Control - Sidewalks, Parking Lots Only	33,592	-	-	-	-	33,592	100%	33,592	74%	24,910
Transit - Conventional	1,012,241	-	143,456	832,722	-	36,063	100%	36,063	74%	26,743
Parking	153,587	8,965	1,108,423	-	28,950	(992,751)	100%	(992,751)	74%	(736,179)
Street Lighting	231,630	-		-	57,734	173,896	100%	173,896	74%	128,953
Transportation Facilities	27,758	-	-	-	27,758	-		-	74%	-
Subtotal	4,305,724	8,965	1,251,879	1,758,652	675,048	611,180		611,180		453,223
Environmental Services							100%			
Urban Storm Sewer System	267,260	-	-	-	190,602	76,658	100%	76,658	74%	56,846
Solid Waste Collection	455,444	-	757,927	-	-	(302,483)	100%	(302,483)	74%	(224,308)
Waste Diversion	268,981	-	-	-	-	268,981	100%	268,981	74%	199,464
Other (Scada)	14,887	-	-	-	14,887	-		-	74%	-
Subtotal	1,006,572	-	757,927	-	205,489	43,156		43,156		32,003
Health Services										
Public Health Services	17,814	-	-	-	-	17,814	100%	17,814	74%	13,210
Cemeteries	91,572	-	63,957	-	138	27,477	100%	27,477	100%	27,477
Subtotal	109,386	-	63,957	-	138	45,291		27,477		27,477
Recreation and Cultural Services										
Parks	2,156,378	-	-	12,000	494,602	1,649,776	100%	1,649,776	100%	1,649,776
Recreation Facilities - Golf, Marina, Ski	973,742	-	487,296	-	74,524	411,922	100%	411,922	100%	411,922
Recreation Facilities - All Other	2,882,686	175,562	42,873	-	681,460	1,982,791	100%	1,982,791	100%	1,982,791
Libraries	45,628	-	-	-	22,951	22,677	100%	22,677	100%	22,677
Rec & Culture	498,322	-	-	-	-	498,322	100%	498,322	100%	498,322
Subtotal	6,556,756	175,562	530,169	12,000	1,273,537	4,565,488		4,565,488		4,565,488
Planning and Development										
Planning and Zoning	25,945	-	95,491	-	-	(69,546)	0%	-	74%	-
Commercial and Industrial	142,278	-	-	-	-	142,278	0%	-	0%	-
Agriculture and Reforestation	516,486	4,021	358,220	379,135	-	(224,890)	0%	-	0%	-
Tile drainage/shoreline assistance	2,772	2,772	6,793	-	-	(6,793)	0%	-	74%	-
Subtotal	687,481	6,793	460,504	379,135	-	(158,951)		-		-
Total	21,380,256	191,320	3,715,241	2,346,451	2,791,607	12,335,637		12,791,508		10,672,634
									Population Estimate	11,876
									$ / Capita - Growth Related Net Operating Expenditures	898.67

Source: Altus Group based on 2024 Financial Information Returns for Municipality of Lambton Shores