

The Corporation of the Town of Lakeshore

Regular Council Meeting Agenda

Tuesday, April 28, 2020, 6:00 PM

Electronically hosted from Council Chambers, 419 Notre Dame Street, Belle River

Pages

1. Call to Order
2. Moment of Reflection
3. Disclosures of Pecuniary Interest
4. Recognitions
5. Public Meetings under the Planning Act
6. Public Presentations
 - a. Watson & Associates Economists Ltd. and WSP - Employment Lands Strategy, Phase 1 6
 1. Employment Lands Strategy 30

Recommendation:

 1. Council receive the report entitled "Employment Lands Strategy – Phase 1, Town of Lakeshore, Final Report" prepared by Watson & Associates Economists Ltd., dated January 31, 2020, and attached to this report as Appendix A, and;
 2. Council accept, and adopt, the population projections provided in the report entitled "Employment Lands Strategy – Phase 1, Town of Lakeshore, Final Report" prepared by Watson & Associates Economists Ltd., dated January 31, 2020, and attached to this report as Appendix A.

b.	Stantec - Denis St. Pierre Water Pollution Control Plant Expansion Environmental Study Report	125
1.	Denis St. Pierre Water Pollution Control Plant Expansion EA Update	136
	Recommendation: Direct Administration to issue a Notice of Completion and place the Denis St. Pierre Water Pollution Control Plant Expansion (WPCP) Class Environmental Assessment on the public record for the 30-day mandatory review period, at its regular Council meeting on April 28, 2020 for information purpose in finalizing the Class EA for the Denis St. Pierre Water Pollution Control Expansion Environmental Assessment Update.	
7.	Delegations	
8.	Completion of Unfinished Business	
9.	Consent Agenda	
a.	Special Council Meeting Minutes - April 6, 2020	141
b.	Regular Council Meeting Minutes - April 7, 2020	143
c.	Township of Mapleton - Request to Review Farm Property Class Tax Rate Programme	149
d.	Town of Gravenhurst - Request to add Community Gardens, Garden Centres and Nurseries as essential services during the COVID-19 Pandemic	160
e.	District Municipality of Muskoka - Request to add Community Gardens, Garden Centres and Nurseries as essential services during the COVID-19 Pandemic	161
	Recommendation: Approve minutes of the previous meetings and receive correspondence as listed on the Consent Agenda.	
10.	Reports for Information	
a.	Aquatics Safety Audit - WFCU Pool/Lakeview Park/West Beach	162
b.	2020 Recruiting Program	193

c.	Council Assignments Monthly Tracking Report - April 7, 2020	197
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Recommendation:

Receive the Reports for Information as listed on the agenda.

11. Reports for Direction

a.	Municipal Cannabis Policy Statement	202
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Recommendation:

Adopt By-law 34-2020 to delegate to the Director of Community and Development Services, the authority to provide municipal comments on Cannabis Retail Store Authorization requests to the AGCO, in accordance with the Municipal Cannabis Policy Statement attached as Appendix 1 and adopt the policy.

b.	Relief from Sign By-Law for 19 Amy Croft Drive	232
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Recommendation:

Approve the request for the increased height and area of the proposed pylon sign at 19 Amy Croft Drive.

c.	Amendments to the Town's Purchasing Policy (By-law 58-2010, the Town's Purchasing By-law) to Remove the Requirement for a Public Tender Opening	241
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Recommendation:

Adopt By-law 36-2020, an amendment to the Purchasing Policy contained in Purchasing By-Law 58-2010, to discontinue public tender openings.

12. Announcements by Mayor

13. Reports from County Council Representatives

14. Report from Closed Session

15. Notices of Motion

16. Question Period

17. Non-Agenda Business

18. Consideration of By-laws

a.	By-law 6-2020, Being a By-law for the Reaume Drain Enclosure	245
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b.	By-law 10-2020, Being a By-law for the South 3rd Concession Road Drain - RC (Never Rest Farms)	246
c.	By-law 11-2020, Being a By-law for the Tecumseh Road Drain (1903286 Ontario Inc.)	247
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f.	By-law 27-2020, Being a By-law for the Bridge Over the North Townline Drain	253
g.	By-law 34-2020, Being a By-Law to Adopt a Municipal Cannabis Policy and Delegate Authority to the Director of Community & Development Services to Make Submissions regarding Cannabis Retail Store Authorizations	254
h.	By-law 36-2020, Being a By-law to Amend By-law 58-2010 being a Comprehensive By-law Governing Procurement Policies and Procedures of the Town of Lakeshore to Remove the Requirement for Public Tender Openings	272
i.	By-law 39-2020, Being a By-law to Confirm the Proceedings of Council for April 6 and April 7, 2020	294

Recommendation:

By-law 27-2020 be read a first and second time and provisionally adopted;

By-laws 6-2020, 10-2020, 11-2020 and 18-2020 be read a third time and adopted; and

By-laws 25-2020, 34-2020, 36-2020 and 39-2020 be read and passed in open session on April 28, 2020.

19. Closed Session

Recommendation:

Council move into closed session in Council Chambers at ____ PM in accordance with:

- a. Paragraph 239(2)(e), (f) and (k) of the *Municipal Act, 2001* relating to potential litigation affecting the municipality, advice that is subject to solicitor-client privilege, including communications necessary for that purpose, and positions, plans, procedures, criteria or instruction to be applied to negotiations carried out on behalf of the municipality, relating to infrastructure development in Lighthouse Cove; and
- b. Paragraph 239(2)(d), (f) and (k) of the *Municipal Act, 2001* for the purpose of discussing labour relations or employee negotiations, positions and plans to be applied to negotiations to be carried on by the Town and solicitor-client privileged advice relating to collective bargaining.

20. Adjournment

Recommendation:

Council adjourn its meeting at ____ PM.



Employment Lands Strategy, Phase 1 Council Presentation

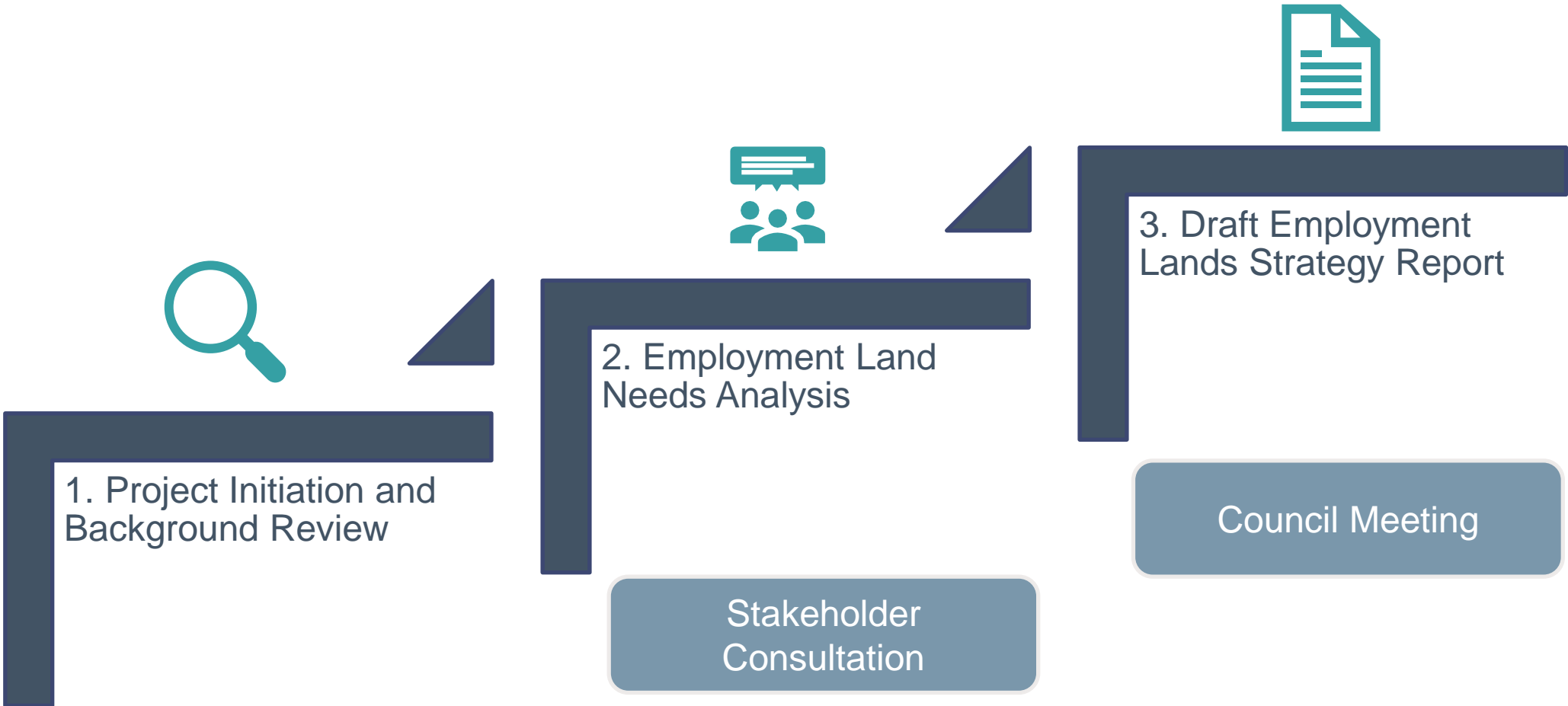
Gregory Bender, MCIP, RPP, Manager, Municipal Planning, WSP
Jamie Cook, MCIP, RPP, PLE, Managing Partner and Director, Watson
Elizabeth Bang, MCIP, RPP, Senior Consultant, Watson

Purpose of the Study



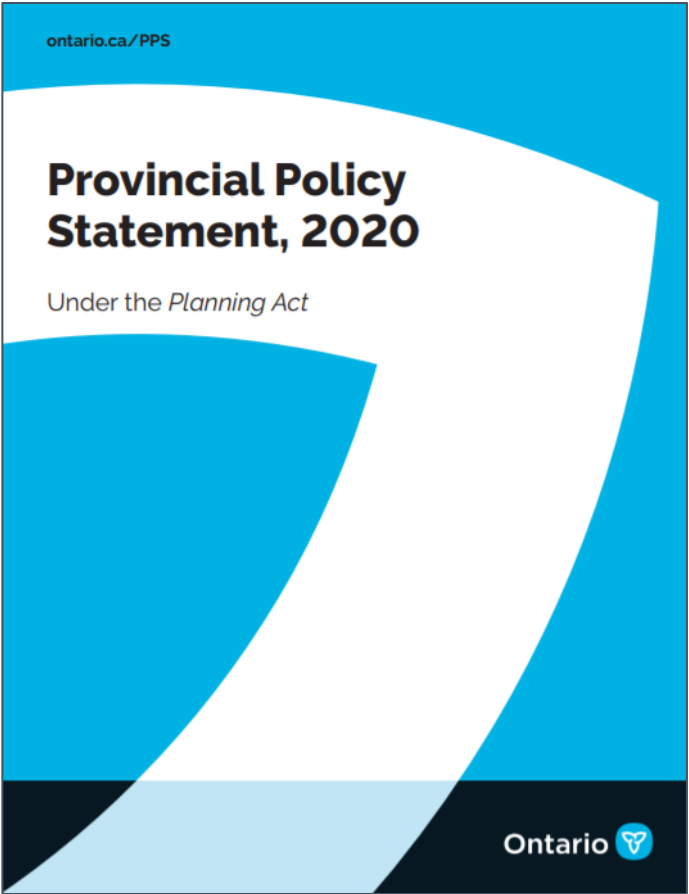
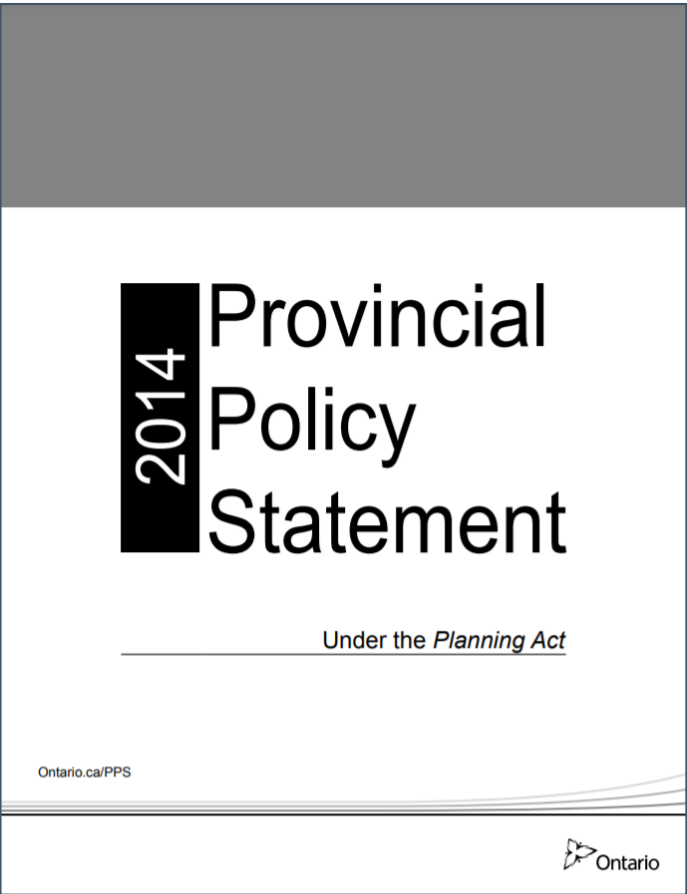
- Updating Growth Analysis Study (November 2015) prepared by Watson & Associates Economists Ltd.
 - Provided 2031 Town-wide population, housing, and employment forecasts based on Essex County Foundation Report (August 2011).
- Phase 1 of an Employment Lands Strategy for the Town with the purpose of providing a comprehensive update of the Town's long-term employment land needs over the next 20 to 25-years.

Work Plan

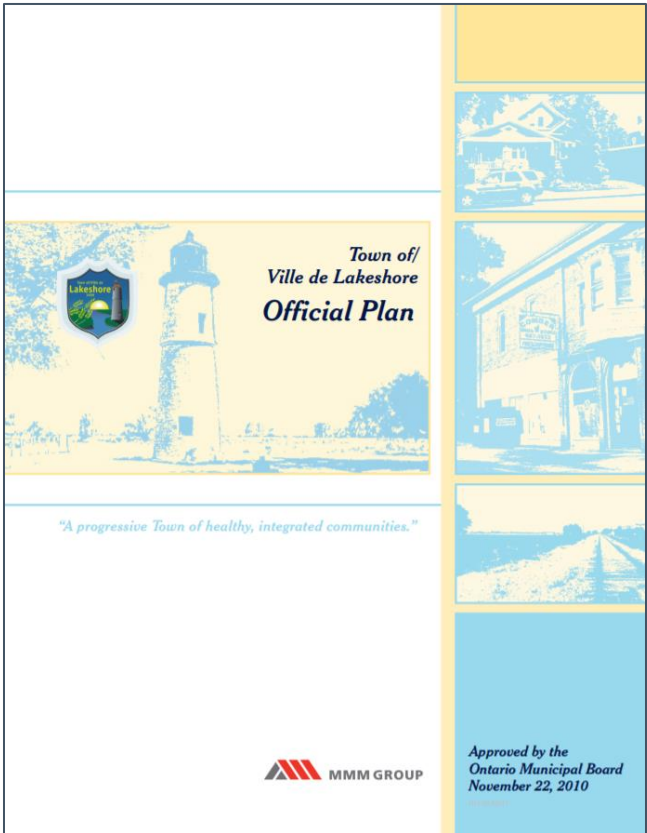


Planning Framework

Planning Framework

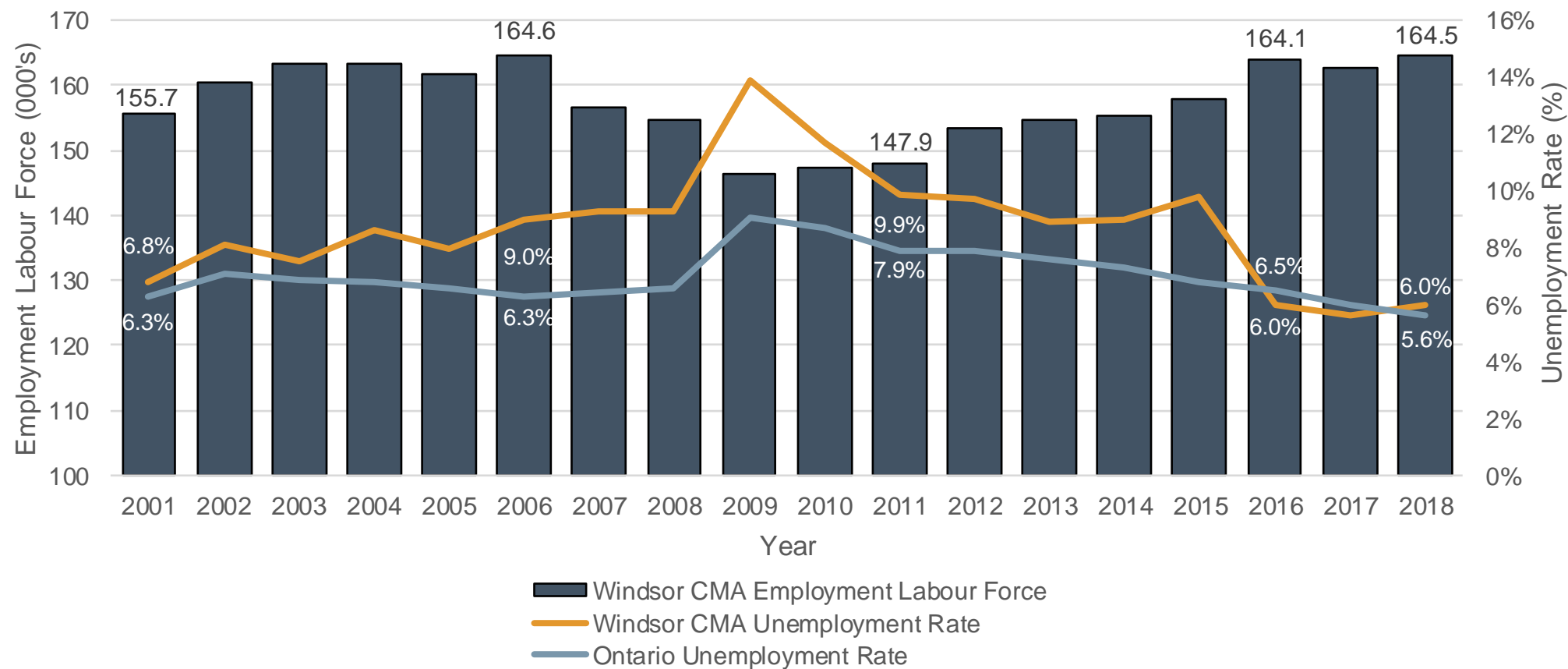


(in-effect May 1, 2020)



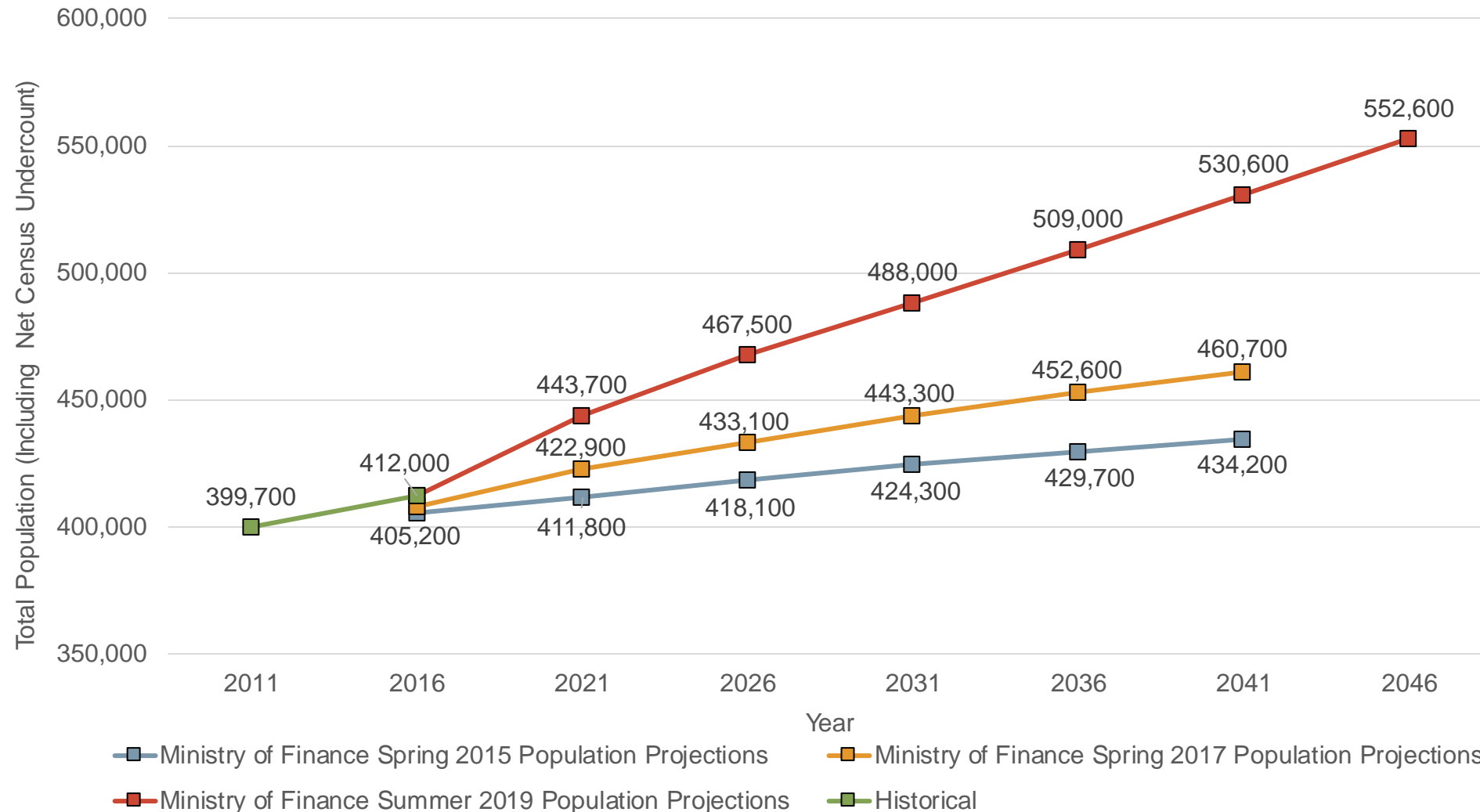
Macro-Economic Trends and Growth Drivers

Windsor C.M.A., Labour Force Trends, 2001 to 2018



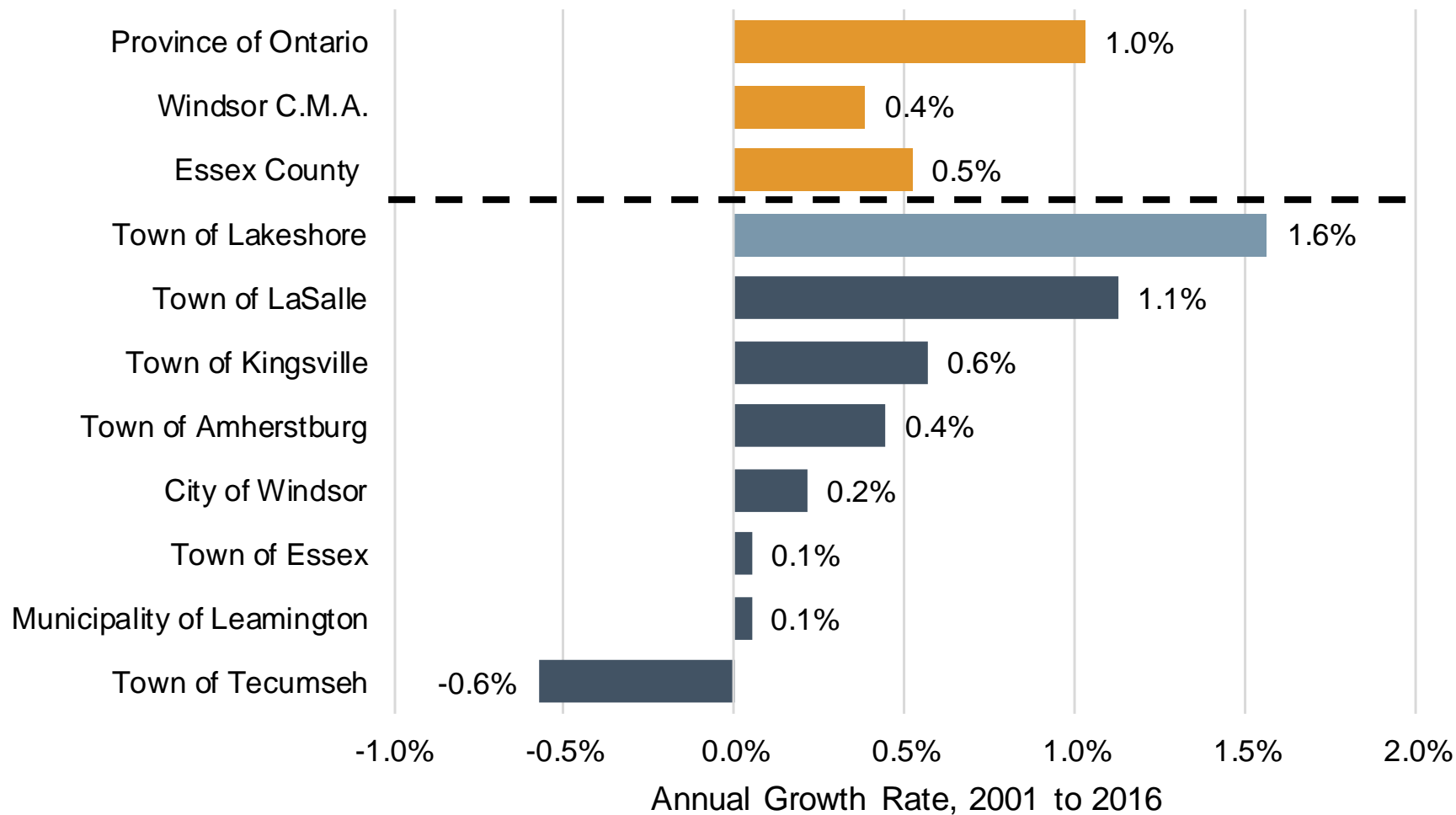
Note: Statistics Canada Labour Force Survey and Census labour force statistics may differ.
Source: Windsor CMA employed labour force from Statistics Canada Table 14-10-0098-01 and unemployment rate from Table 14-10-0096-01. Province of Ontario unemployment rate from Statistics Canada Table 14-10-0090-01. By Watson & Associates Economists Ltd., 2019.

Ministry of Finance Population Projections for the Windsor-Essex Area



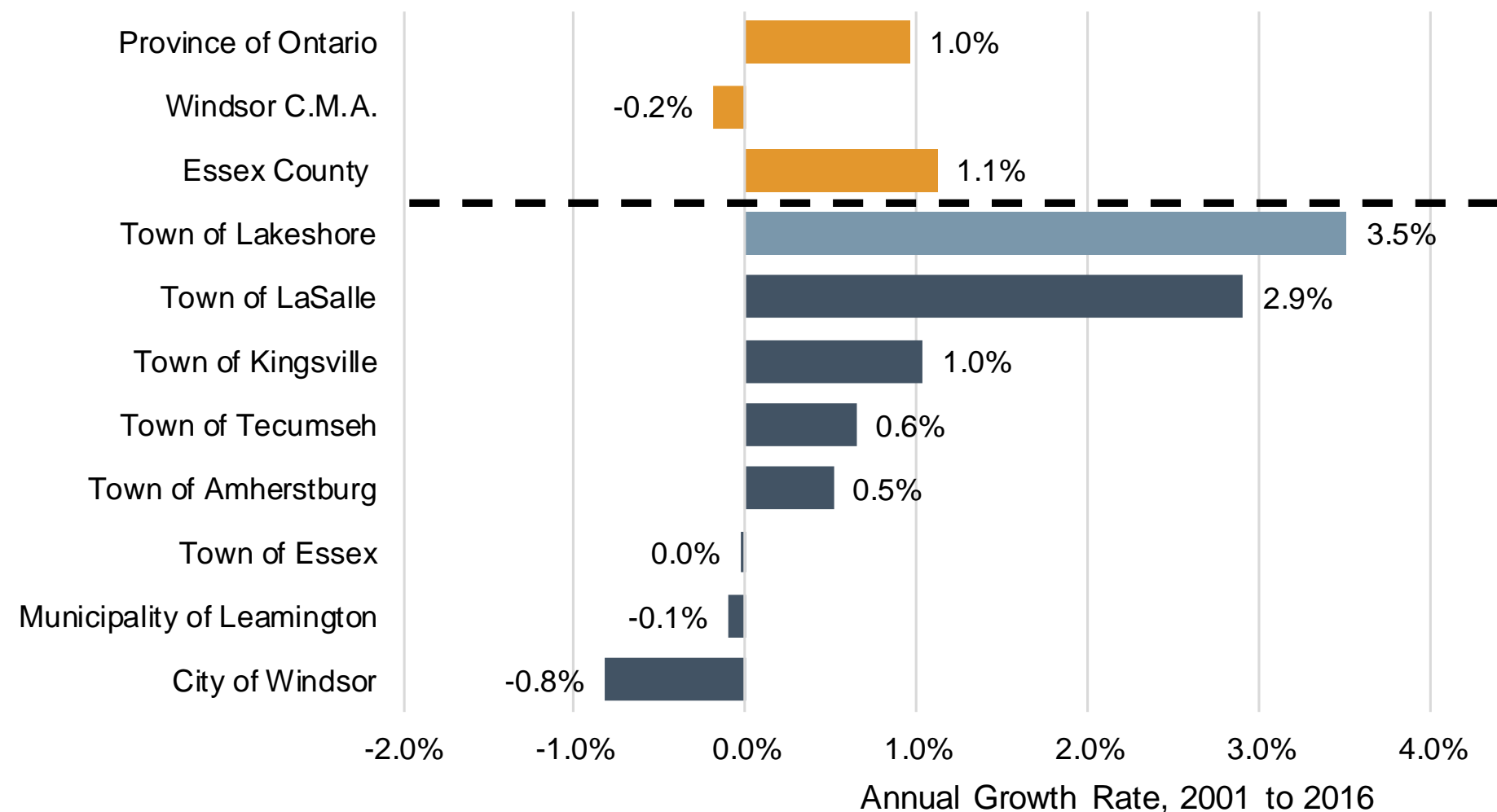
Source: Ministry of Finance Population Projections. 2011 and 2016 from Statistics Canada Census.

Essex County Historical Annual Population Growth Rate, 2001 to 2016



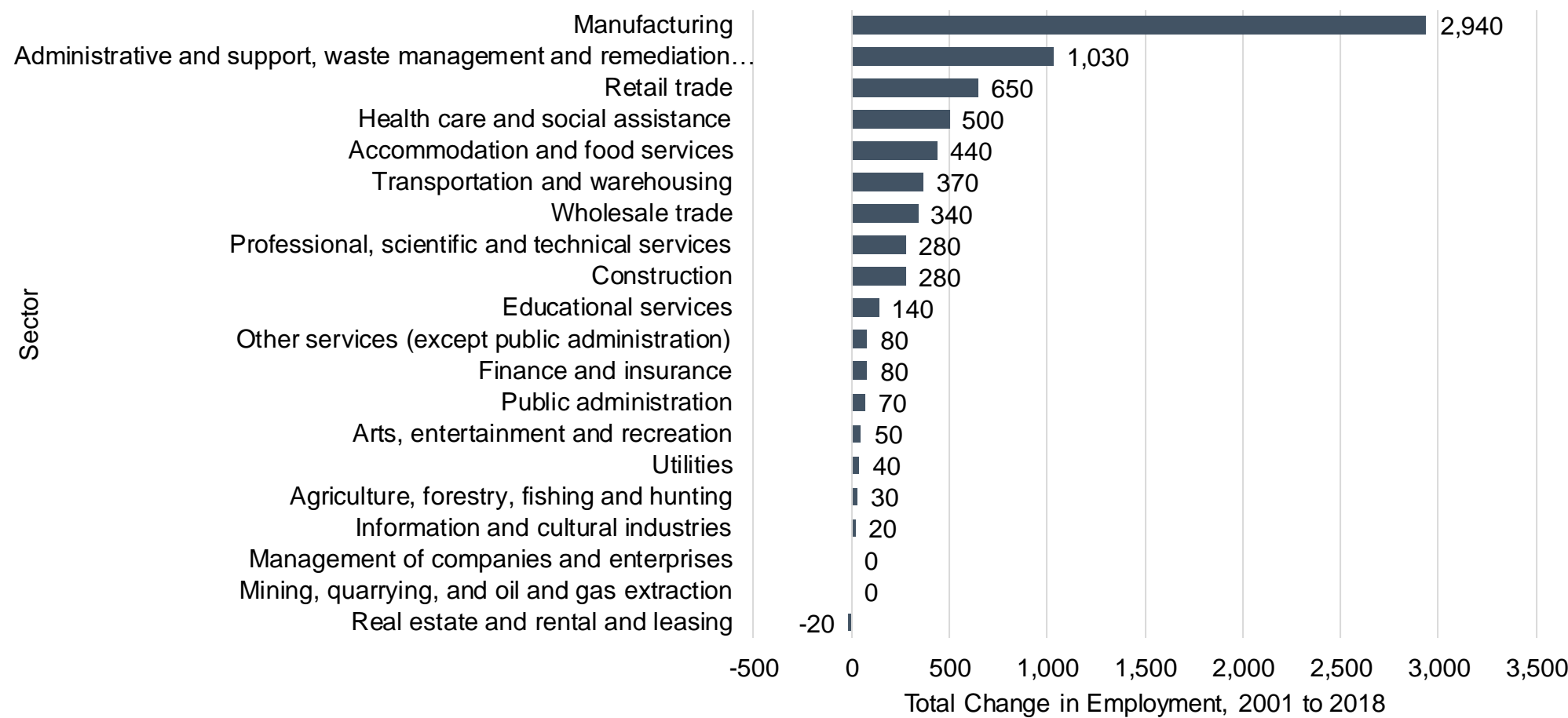
Source: Statistics Canada Census (2001 and 2016), by Watson & Associates Economists Ltd., 2020.
Note: Population figures include the net Census undercount.
Note: Essex County excludes the City of Windsor.

Essex County Historical Annual Employment Growth, 2001 to 2016



Source: Statistics Canada Census (2001 and 2016), by Watson & Associates Economists Ltd., 2020.
Note: Essex County excludes the City of Windsor.

Town of Lakeshore Employment Growth by Sector, 2001 to 2018



Source: Derived from EMSI dataset Q2 2019, by Watson & Associates Economists Ltd., 2019.

Long-Term Population, Housing and Employment Forecast to 2046

What Drives Population Growth?



Economics

Local and Regional
Economic Outlook



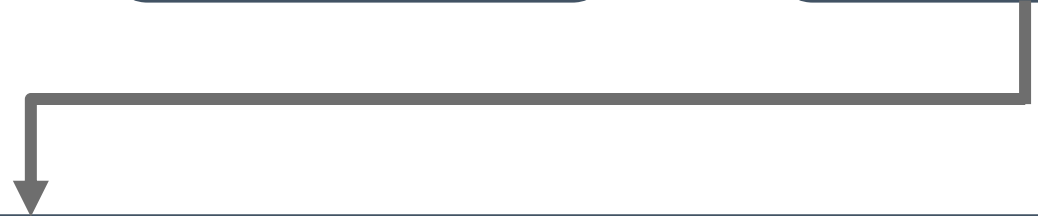
Economic Drivers of
Population and
Employment Growth by
Area



Labour Force Growth
within the Commuter
Shed



Forecast Employment
Growth by Sector



Demographics

Net Migration and
Natural Increase



Population and Housing
forecast 2016 to 2041

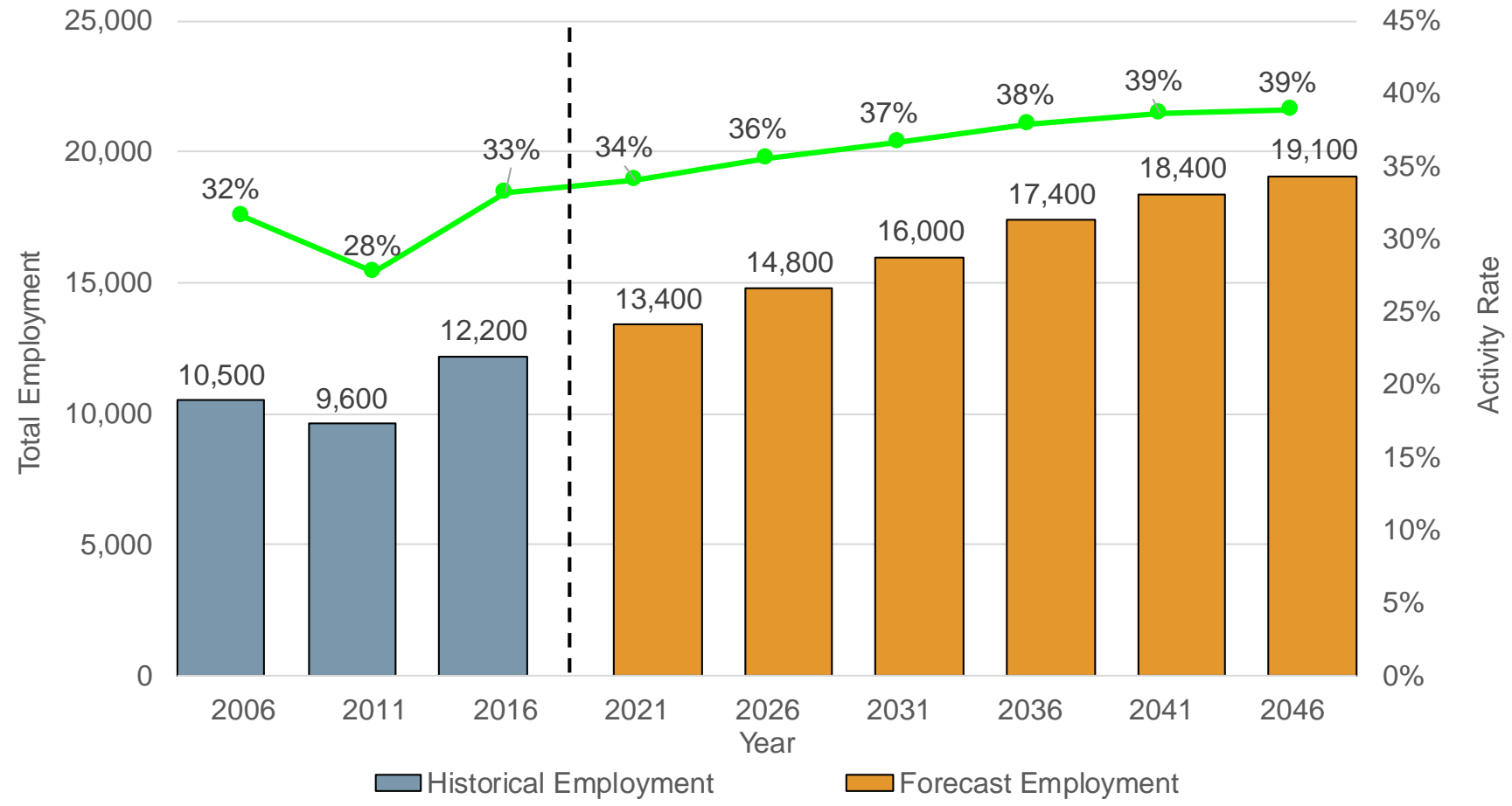


Housing Forecast by
Type and Tenure, 2016
to 2041



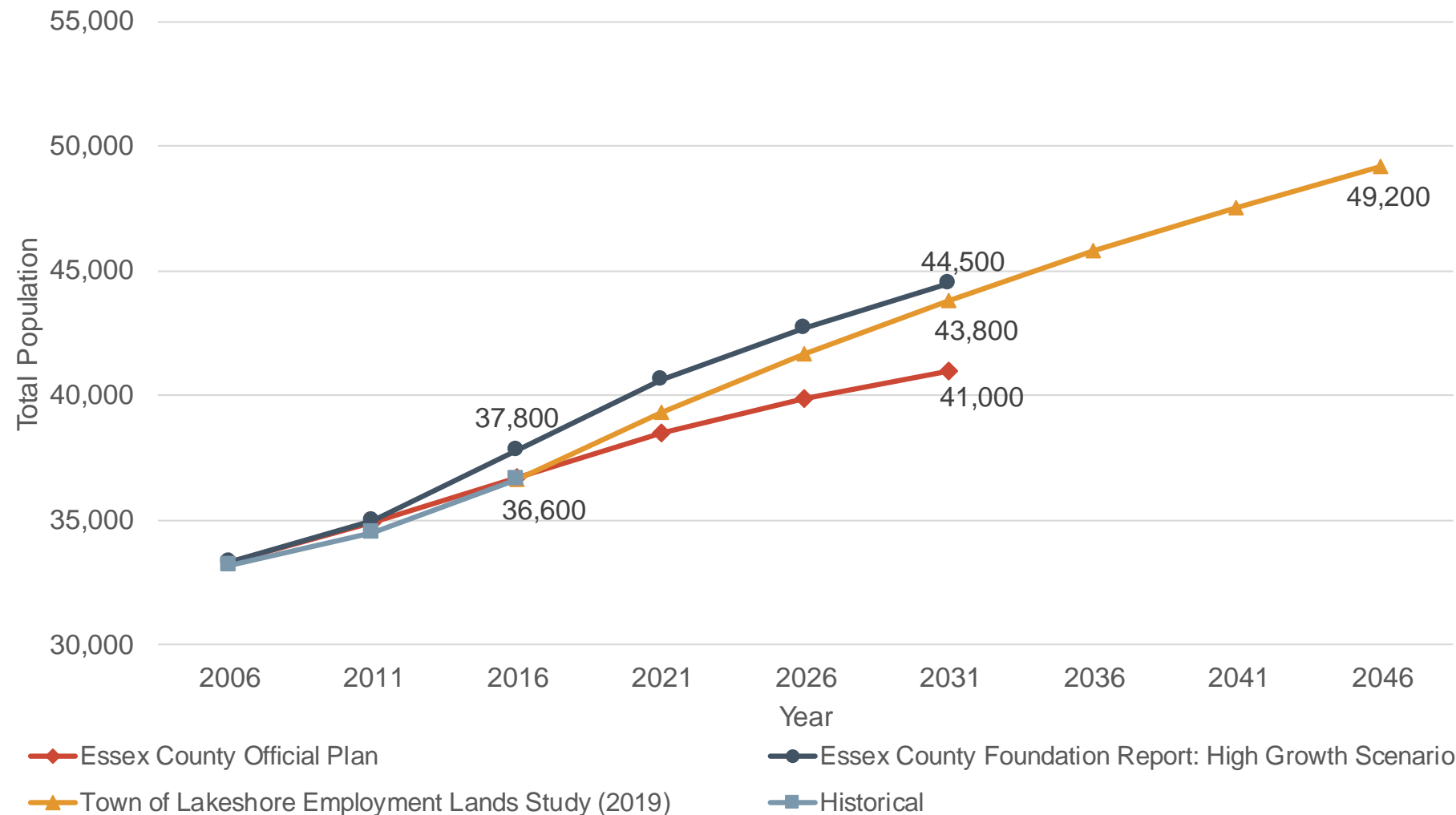
Population, Housing,
and Employment
Growth Scenarios

Town of Lakeshore Employment Forecast, 2016 to 2046



Note: Activity rate is calculated with population including the net Census undercount.
Source: 2001 to 2016 from Statistics Canada place of work data including work at home and excluding no fixed place of work.
2016 to 2046 employment forecast derived by Watson & Associates Economists Ltd., 2019.
Note: Numbers have been rounded

Town of Lakeshore Population Forecast Comparison, 2016 to 2046



Source: Historical data from Statistics Canada Census, 2001 to 2016. Derived by Watson & Associates Economists Ltd., 2019.
Note: Population figures exclude the net Census undercount estimated at 2.8%.

Employment Land Needs to the Year 2044 *

* in anticipation of the updated 2020 Provincial Policy Statement (in-effect May 1, 2020)

Town of Lakeshore Vacant Employment Land Supply



Key Development Area	Total Vacant Land Supply (gross ha)	Constrained Lands (Long Term) (gross ha)	Total Vacant Land Supply Adjusted for Constrained Lands (gross ha)
Comber	103	90	13
Stoney Point	91	91	0
Maidstone Urban Area	120	37	83
South Woodslee	1	1	0
Total	315	220	96
Total (adjusted) ¹	189	132	57

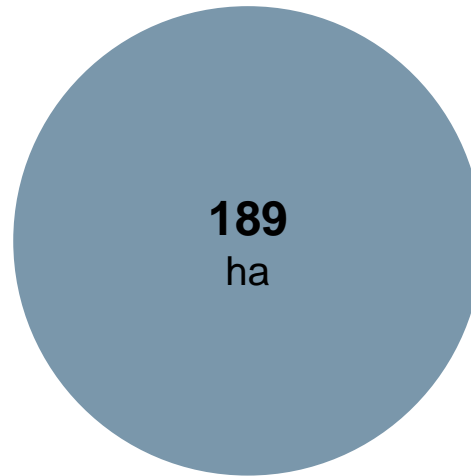
¹ Adjusted for internal infrastructure and long-term vacancy
 Note: Numbers may not add precisely due to rounding.

Employment Land Needs to the Year 2044*

Including Constrained Lands



Total Urban Employment Land
Demand in the Town



Town-wide Employment Land
Supply ¹



Land Surplus in the Town

* in anticipation of the updated 2020 Provincial Policy Statement (in-effect May 1, 2020)

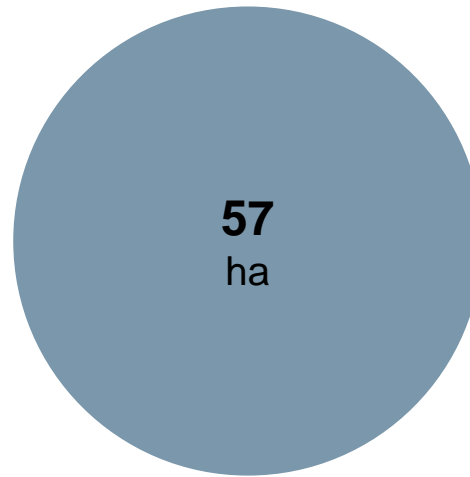
¹ Adjusted for internal infrastructure and long-term vacancy

Employment Land Needs to the Year 2044*

Not Including Constrained Lands



Total Urban Employment Land
Demand in the Town



Town-wide Employment Land
Supply ¹



Land Shortfall in the Town

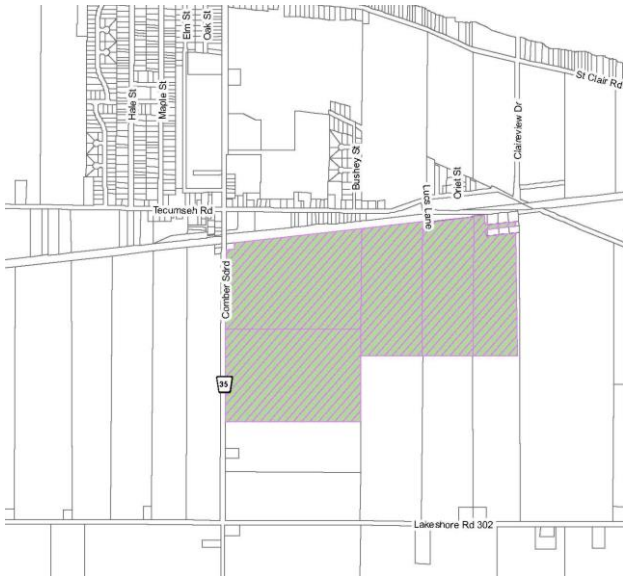
* in anticipation of the updated 2020 Provincial Policy Statement (in-effect May 1, 2020)

¹ Adjusted for internal infrastructure and long-term vacancy

Town of Lakeshore Employment Land Supply



Maidstone Urban Area



Stoney Point Urban Area



South Woodslee Hamlet



Comber Urban Area



Mapping provided by the Town of Lakeshore, 2019

Conclusion and Next Steps

Conclusions

Phase 1 Findings - Population, Housing and Employment Outlook



- Over the past five years, the regional economy has continued to recover from the 2008/2009 global economic downturn. During this time period, the Town's employment base in sectors such as industrial and professional, scientific, and technical services, have steadily grown.
- Lakeshore's population and labour force base is aging. This is anticipated to place downward pressure on longer-term population and employment growth rates.
- Looking forward, housing preferences are anticipated to gradually shift to medium- and high-density housing forms driven by the need for seniors' and affordable housing as the Town's seniors' population steadily increases.
- Similar to the broader regional areas as a whole, population growth within the Town is expected to be driven by net migration.

Conclusions

Phase 1 Findings – Employment Land Needs



- A surplus of approximately 78 ha (194 acres) of employment lands (industrial lands) has been identified to accommodate employment growth over the next 25-year forecast period.
- Despite the availability of vacant employment land, most of the Town's total vacant employment land supply is constrained by servicing.
- If constrained employment lands were removed from the Town's employment land supply, the Town would potentially experience an employment land shortfall of between 53 net ha (132 net acres) over the 25-year forecast period.

Next Steps



- Council Adoption of Report
 - Including growth projections and associated directions
 - Growth projections and directions are to be used as part of the County's Official Plan Update
- County to complete an Official Plan Review
- Town would then undertake Official Plan Review (to conform to County's new Official Plan)
 - Use County Official Plan (based off of projections and direction from ELS Report) as part of the Town's Official Plan Review

The Corporation of the Town of Lakeshore

Report to Council

Community & Development Services

Development Services



To: Mayor & Members of Council

From: Kim Darroch, Manager of Development Services

Date: April 9, 2020

Subject: Employment Lands Strategy

Recommendation

1. Council receive the report entitled “Employment Lands Strategy – Phase 1, Town of Lakeshore, Final Report” prepared by Watson & Associates Economists Ltd., dated January 31, 2020, and attached to this report as Appendix A, and;
2. Council accept, and adopt, the population projections provided in the report entitled “Employment Lands Strategy – Phase 1, Town of Lakeshore, Final Report” prepared by Watson & Associates Economists Ltd., dated January 31, 2020, and attached to this report as Appendix A.

Background

In January, 2018, staff was directed by Council to report back on the process of developing an Employment Land Strategy (ELS), with the objective of expanding or creating new settlement areas in close proximity the Highway 401 corridor. Further to this, in May, 2018, Council directed administration to report back on what is required in order to develop new or expand employment lands along the 401 corridor.

As a result of these Council directives, staff sought to develop a Project Charter (attached to this report as Appendix B), which in March, 2019, Council endorsed along with a proposed budget for the preparation of an Employment Lands Strategy. In May, 2019, WSP Canada Group Limited, in partnership with Watson & Associates Economists Ltd. were chosen as the consulting team charged with the development of the Employment Lands Strategy, which would be used as background information for the Town’s upcoming Official Plan review.

Coinciding with the timing of the ELS development, the County of Essex was also in the process of planning for its required 5-Year Official Plan review, scheduled to commence in January, 2020. Knowing of the upcoming 5-year review, Lakeshore staff took a proactive approach to the County review, in that it would supply the findings of the

Town's ELS to the County as part of its participation in the County 5-Year Official Plan review.

In January, 2020, Watson & Associates Economists Ltd., following considerable research and consultation, delivered the Employment Lands Strategy – Phase 1, Final Report, to the Town, thereby allowing Council's earlier directives to be met.

Comments

The ELS provides a comprehensive analysis of the current, and forecasted, employment lands and needs based on population and job growth within the Town. From the report, it is apparent that the Town is positioned to maintain and grow a strong employment sector throughout the 20-25 year forecast period. However, it is also apparent that existing servicing constraints in the Town need to be addressed in order for the Town to realize the forecasted growth, and sustain its employment activities.

The ELS is provides the Town the following:

- A brief overview of recent economic trends within the Windsor-Essex Region and the Town of Lakeshore;
- A long-term Town-wide population and housing growth forecast by structure type;
- A Town-wide forecast of long-term employment growth by major sector; and
- An assessment of future long-term employment land needs, which the Town of Lakeshore may use to support draft amendments to their O.P.”

It is noted that Phase 1 of the ELS provides a technical analysis of those items referenced immediately above.

As per the ELS document's Executive Summary, the following highlights are of note:

- The Town's population is forecasted to grow from 37,800 (2016) to 50,500 (2046) which equates to an average annual increase of 1% over the 30-year forecast period.
- The proportion of the seniors' population is forecasted to steadily increase over the coming decades, placing an increased demand on medium and high-density housing forms.
- Similar to the broader regional area as a whole, population growth within the Town is expected to be driven by net migration.
- Through the 2046 forecast period, the housing base is expected to increase by 6,400 households to approximately 19,500.
- The regional economy is currently in a recovery period following the 2008/09 global economic downturn. However, during this time the Town has experienced, and continues to experience, steady growth across many employment sectors.
- The Town's total employment is forecasted to increase from 13,500 (2016) to 21,700 (2046), or approximately 1.6% average annually.

- Approximately 189 net hectares (468 net acres) of vacant, potentially developable employment land exists in the Town. Despite this number, there is a limited inventory of large, serviced, vacant parcels for large-scale industrial development.
- To 2039 the Town is forecasted to add approximately 3,000 jobs to its designated Employment Areas, resulting in an absorption of 90 net hectares (223 net acres) of its current vacant employment land inventory. Based on the existing supply, the Town has a sufficient capacity to meet the long-term employment needs over the next 20-25 years, assuming the lands are serviced in a timely manner.
- A considerable amount of vacant employment lands are currently constrained with respect to water and wastewater servicing, representing approximately 70% (220 hectares / 544 acres) of the total vacant employment land supply, which has the potential to inhibit the Town's ability to rationalize the expansion of the Town's existing urban Employment Areas.
- If the constrained employment lands were removed from the existing inventory, the Town would potentially experience an employment land shortfall of between 33 to 53 net hectares (81 to 132 net acres) over the forecast period.
- It is noted that the identified net land does reflect site-specific take-outs, including open space, road, rail, stormwater ponds, etc.

Based on what is provided in the Employment Lands Strategy, attached to this report as Appendix A, Administration recommends that Council both receive the ELS document and accept and adopt the population projections which the document provides.

Next Steps

Council will recall that Phase 2 of the ELS study, which would have included some "*strategic planning policy recommendations*" was discontinued or suspended.

Council ultimately decided to discontinue Phase 2 of the Town's ELS study, as the County of Essex was undertaking Phase 1 of their required 5 Year Official Plan Review, which commenced in January 2020, starting with the County's Growth Projections exercise and Regional Employment Land Needs Study.

In the end, Administration will have to come back to Council with some strategic planning policy recommendations, which would include a Phase 2 of the Town's ELS study, subject to future budget approval. The strategic policy recommendations of the Phase 2 study, if adopted by Council, would better position Council for any potential appeals of the County Official Plan's population projections or settlement area policies to the Local Planning Appeal Tribunal.

When the results of the County's Phase 1 Official Plan Review exercise is complete, Phase 1 of the Town's ELS may have to be updated or even revised with the next census of population, which is to take place in May of 2021.

Others Consulted

- Director of Community and Development Services
- Watson & Associates Economists Ltd.
- WSP
- County of Essex

Financial Impacts

The costs associated with the preparation of the Employment Lands Study were previously approved by Council. There are no financial implications associated with the recommendations of this report.

Attachment(s):

Appendix A - ELS Report
Appendix B – Project Charter

Report Approval Details

Document Title:	Employment Land Strategy.docx
Attachments:	- Appendix A Town of Lakeshore ELS Final Report.pdf - Appendix B ELS Project Charter_revised.pdf
Final Approval Date:	Apr 20, 2020

This report and all of its attachments were approved and signed as outlined below:

Tammie Ryall

Truper McBride



Employment Lands Strategy – Phase 1

Town of Lakeshore

Final Report

January 31, 2020

Watson & Associates Economists Ltd.
905-272-3600
info@watsonecon.ca

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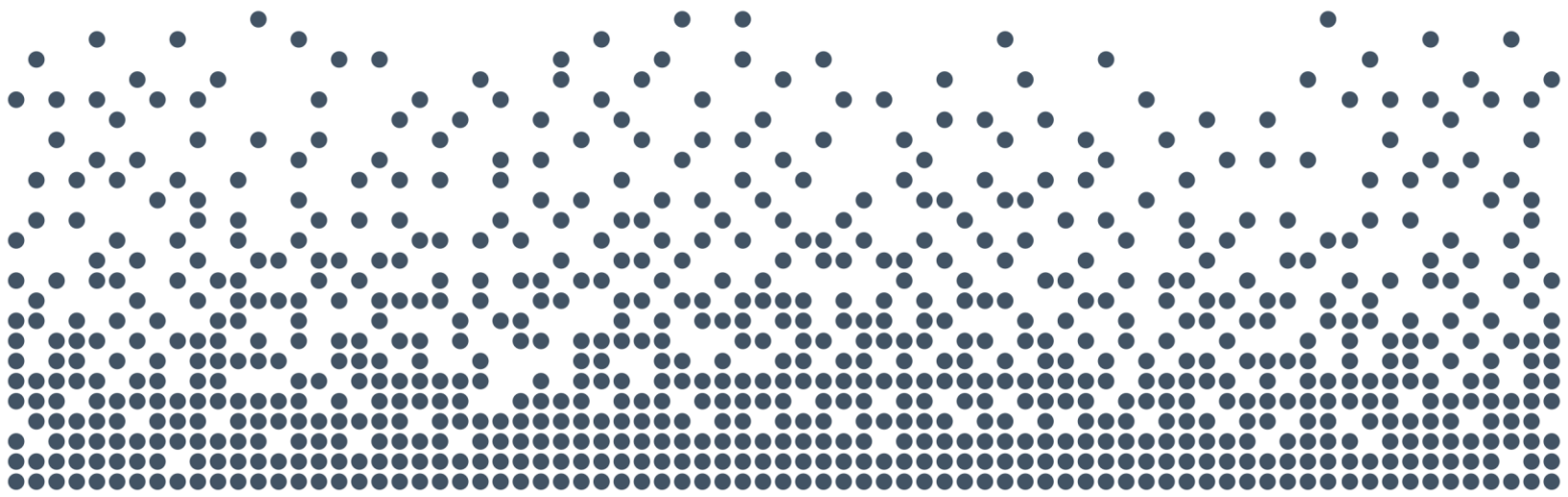
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List of Acronyms and Abbreviations

A.I.	Artificial Intelligence
C.M.A.	Census Metropolitan Area
E.L.S.	Employment Land Strategy
EMSI	Economic Modeling LLC
G.D.P.	Gross Domestic Product
G.F.A.	Gross Floor Area
G.I.S.	Geographic Information Systems
G.T.A.	Greater Toronto Area
I.C.I.	Industrial, Commercial, and Institutional
L.Q.	Location Quotient
M.O.F.	Ministry of Finance
N.A.I.C.S.	North American Industrial Classification
N.F.P.O.W.	No Fixed Place of Work
P.M.I.	Purchasing Manager's Index
P.P.U.	Persons Per Unit
U.S.M.C.A.	United States Mexico and Canada Agreement



Executive Summary



Executive Summary

Watson & Associates Economists Ltd., in partnership with W.S.P. Canada Group Limited, were retained in the spring of 2019 by the Town of Lakeshore to conduct an Employment Lands Strategy (E.L.S.) for the Town as background to the Town's Official Plan (O.P.) review. The primary purpose of this study is to provide a comprehensive update of the Town's long-term employment land needs over the next 20 to 25-years. More specifically, this study provides the following:

- A brief overview of recent economic trends within the Windsor-Essex Region and the Town of Lakeshore;
- A long-term Town-wide population and housing growth forecast by structure type;
- A Town-wide forecast of long-term employment growth by major sector; and
- An assessment of future long-term employment land needs, which the Town of Lakeshore may use to support future draft amendments to their O.P.

This analysis represents the first phase of an Employment Lands Strategy (E.L.S.) for the Town of Lakeshore. Phase 2 of this E.L.S. will provide further direction regarding strategic planning policy recommendations, building on the Phase 1 technical analysis. It is noted that a long-term assessment of the Town's residential land needs has not been provided as part of this study and will be addressed separately as part of the Town's O.P Review process.

The following provides a summary of the key findings provided in this report:

- The Town of Lakeshore's population is forecast to steadily increase from approximately 37,800 in 2016 to 50,500 by 2046. This represents an annual population increase of approximately 1% over the 30-year forecast period. During the latter half of the forecast period, it is expected that the rate of forecast growth will begin to slow due to the aging of the regional population and labour force base.
- The proportion of the Town's seniors' population is forecast to steadily increase over the next several decades. This is anticipated to place increasing demand on the need for medium and high-density housing forms including seniors' and affordable housing.



- Similar to the broader regional area as a whole, population growth within the Town is expected to be driven by net migration. As the Town's population continues to age, population growth associated with natural increase (births less deaths) is expected to decline.
- By 2046, the Town's housing base is forecast to increase to approximately 19,500. This represents an increase of approximately 6,400 households over the 30-year forecast period and an annual housing growth forecast average of 210 households per year.
- Over the past five years, the regional economy has continued to recover from the 2008/2009 global economic downturn. During this time period, the Town of Lakeshore's local industrial base has steadily grown in sectors primarily related to manufacturing, administrative and support, waste management and remediation services, transportation, warehousing, and construction. The Town has also experienced moderate to strong employment growth within the health care and social assistance, professional, scientific, and technical services, education, wholesale trade, retail trade, and accommodation and food services sectors.
- Looking forward, the Town's total employment is forecasted to increase from approximately 13,500 in 2016 to 21,700 in 2046. This represents an increase of approximately 8,200 total jobs or just under 1.6% annually. The rate of Town-wide employment growth is forecast to slightly decline over time largely due to the aging of the regional population and labour force base.
- The Town has approximately 189 net ha (468 net acres) of vacant, potentially developable employment land. Despite the availability of vacant employment land, the Town continues to have a limited number of serviced, large, vacant industrial parcels conducive for larger-scale industrial development.
- Over the 2019 to 2039 planning horizon, the Town is forecast to add a total of approximately 3,000 jobs to its designated Employment Areas. To accommodate this employment growth, the Town is forecast to absorb 90 net ha (223 net acres) of its vacant employment land inventory. Based on the Town's existing supply of developable vacant employment land, the Town has a sufficient supply of employment lands to meet long-term employment land needs over the next 20 to 25 years, assuming the Town's developable designated employment lands are serviced in a timely manner.



- It is noted that the Town has a considerable amount of vacant employment lands which are identified as being constrained with respect to water and wastewater servicing, representing approximately 70% of the total vacant employment land supply or 220 ha (544 acres). It is important for the Town to address these constrained lands as they currently form a large part of the Town's potential urban employment lands inventory. As such, these constrained sites potentially inhibit the Town's ability to rationalize the expansion of the Town's existing urban Employment Areas.
- If the constrained employment lands within the Town's employment land supply were removed, the Town would potentially experience an employment land shortfall of between 33 to 53 net ha (81 to 132 net acres) over the 20 to 25-year forecast period.
- This identified net land need does not reflect site-specific takeouts, including open space, arterial roads/rail, stormwater ponds and easements which require an upward adjustment to determine gross land. Assuming a 75% net to gross land area ratio, this translates into a minimum requirement of 45 gross ha (112 gross acres) by 2039 and 80 gross ha (198 gross acres) by 2044. It is also noted that forecast gross employment land needs do not include environmentally sensitive lands.



Chapter 1

Introduction



1. Introduction

1.1 Terms of Reference

Watson & Associates Economists Ltd., in partnership with W.S.P. Canada Group Limited, were retained in the spring of 2019 by the Town of Lakeshore to conduct an Employment Lands Strategy (E.L.S.) for the Town as background to the Town's Official Plan (O.P.) review. The primary purpose of this study is to provide a comprehensive update of the Town's long-term employment land needs over the next 20 to 25-years. More specifically, this study provides the following:

- A brief overview of recent economic trends within the Windsor-Essex Region and the Town of Lakeshore;
- A long-term Town-wide population and housing growth forecast by structure type;
- A Town-wide forecast of long-term employment growth by major sector; and
- An assessment of future long-term employment land needs, which the Town of Lakeshore may use to support future draft amendments to their O.P.

This analysis represents the first phase of an Employment Lands Strategy (E.L.S.) for the Town of Lakeshore. Phase 2 of this E.L.S. will provide further direction regarding strategic planning policy recommendations, building on the Phase 1 technical analysis. It is noted that a long-term assessment of the Town's residential land needs has not been provided as part of this study and will be addressed separately as part of the Town's O.P Review process.

1.2 Background

This report represents an update to the Growth Analysis Study prepared for the Town in November, 2015.¹ It is noted that the 2031 Town-wide population, housing and employment forecast prepared through the 2015 Growth Analysis Study was derived from the Essex County August 2011 Foundation Report: Essex County Official Plan

¹ Town of Lakeshore Official Plan Review. Growth Analysis Study. November 27, 2015.



(O.P.) Review, hereafter referred to as the Foundation Report.¹ As summarized in the County of Essex O.P., the County adopted the Low Growth Scenario provided in the Foundation Report.² The updated growth forecast provided herein provides a re-examination of the Town's long-term population, housing and employment growth outlook to the year 2046 in five-year increments utilizing the 2016 Statistics Census as a base.

1.2.1 What are Employment Lands?

Employment lands typically include a broad range of designated lands, including light, medium and heavy industrial lands, business parks and rural industrial lands. Employment lands accommodate primarily export-based employment, including a wide range of industrial uses (e.g. manufacturing, distribution/logistics, transportation services), as well as specific commercial and institutional uses (e.g. office, service, ancillary/accessory retail) which generally support the industrial/business function of the employment areas. Within the Town of Lakeshore, designated employment lands (identified in blue in Schedule A of the Town O.P.) are primarily located in Maidstone, Stoney Point and Comber.

1.2.2 Why are Employment Lands Important?

Employment lands form a vital component of the Town of Lakeshore's land-use structure and are an integral part of the local economic development potential of the Town and County. They are also home to many of the Town's largest private-sector employers.

Through development of its industrial land base, the Town is better positioned to build more balanced, complete and competitive communities. Development typically accommodated on employment lands generates relatively strong economic multipliers (i.e. spin-off effects) that benefit the Town of Lakeshore and Essex County directly and indirectly. In addition, employment lands development generates employment opportunities which can improve local socio-economic conditions (i.e. live/work opportunities). Furthermore, achieving non-residential growth adds to a community's

¹ Foundation Report: Essex County Official Plan Review. The County of Essex, August 2011. N. Barry Lyon Limited.

² County of Essex Official Plan. Adopted February 19, 2014. Approved by MMAH April 28, 2014.



assessment base, which can help support lower property taxes and stronger municipal service levels. Employment lands development also tends to produce more positive net fiscal benefits for the community than other types of development (e.g. residential and retail). Thus, a healthy balance between residential and non-residential development is considered an important policy objective for Essex County and its local municipalities.



Chapter 2

Overview of Macro-Economic Employment and Demographic Trends



2. Overview of Macro-Economic Employment and Demographic Trends

The following chapter provides a summary of the macro-economic trends influencing regional labour force and employment trends within Ontario, the Windsor-Essex Area, and Essex County over the past two decades.

2.1 Ontario Economic Outlook within the Canadian Context

The Ontario economy is facing significant structural changes. Over the past several decades, the provincial economic base, as measured by G.D.P. (gross domestic product) output, has shifted from the goods-producing sector (i.e. manufacturing and primary resources) to the services-producing sector. Much of this shift has occurred during the past two decades, driven by G.D.P. declines in the manufacturing sector which were most significant immediately following the 2008/2009 global economic downturn. In contrast, service-based sectors such as financial and business services have seen significant increases over the past several years.

While manufacturing remains vitally important to the provincial economy with respect to jobs and economic output, this sector is not anticipated to generate significant labour-force growth across the Province. In general, globalization has led to increased outsourcing of production processes to overseas manufacturers and while there will continue to be a manufacturing focus in Ontario, industrial processes have become more capital/technology intensive and automated. To summarize, the highly competitive nature of the manufacturing sector will require production to be increasingly cost effective and value-added oriented, which bodes well for firms that are specialized and capital/technology intensive.

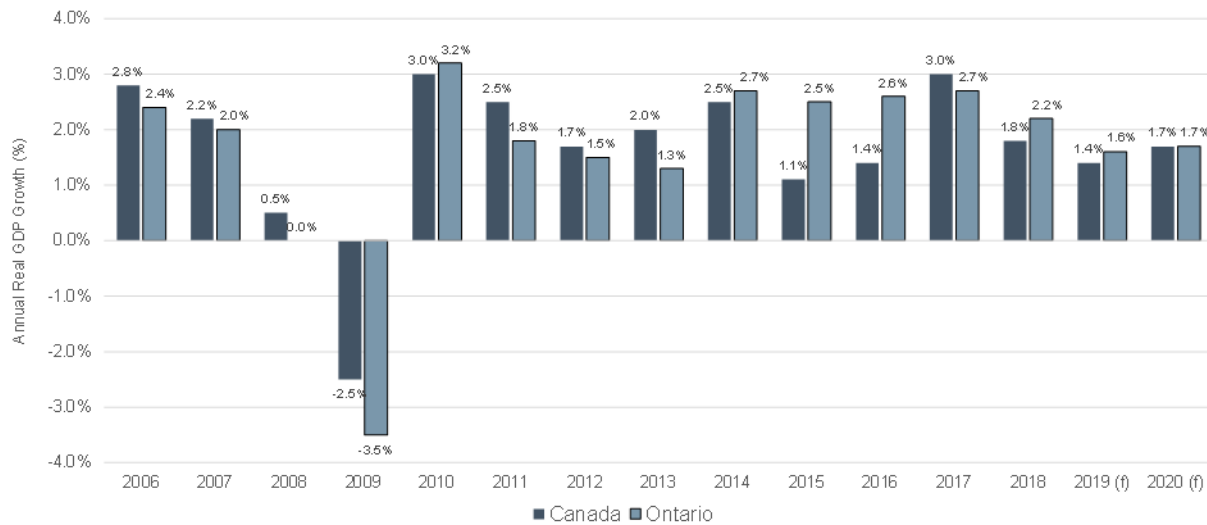
Over the past decade, the Ontario economy has experienced a steady rebound in economic activity since the 2008/2009 downturn; however, this recovery was relatively slow to materialize. That said, provincial G.D.P. levels have sharply rebounded since 2013, as illustrated in Figure 2-1. This economic rebound has been partially driven by a gradual recovery in the manufacturing sector which has been fueled by a lower-valued Canadian dollar and the gradual strengthening the U.S. economy.¹ Looking forward,

¹ Valued at approximately \$0.76 U.S. as of November, 2019.



provincial G.D.P. growth is anticipated to ease from just over 2.2% in 2018 to approximately 1.7% by 2020, largely as a result of a tightening labour market and slowing global economic growth.¹

Figure 2-1
Province of Ontario and Canada
Annual Real G.D.P. Growth, Historical (2006 to 2018) and Forecast (2019 to 2020)



Source: Derived from BMO Capital Markets Economics, Provincial Economic Outlook, April 20, 2018 and Provincial Monitor, Spring 2019 by Watson and Associates Economists Ltd.
Note: 2019 and 2020 are forecasts by B.M.O. Capital Markets Economics.

While the performance of the Ontario economy is anticipated to remain positive over the near term, there are potential risks to the national and provincial economies that are important to recognize. This includes risks with respect to the adoption of protectionist trade measures in the U.S., rising global debt and slowing global economic growth in the near-term. That said, the potential adoption of the U.S.M.C.A. (United States Mexico and Canada Agreement) is anticipated to provide greater clarity for trade between Canada, Mexico and the United States. Domestically, the housing market continues to pose a risk to the overall economy. The sharp rise in Ontario's housing prices – particularly in the Greater Toronto Area (G.T.A.) – has contributed to record consumer debt loads and eroded housing affordability. Ontario household debt reached record levels in 2016 at 171% of disposable income, placing an increasing share of income required to service debt payments. Ultimately, increasing debt levels may force

¹ BMO Provincial Outlook, Spring 2019.



consumers to scale back on other spending and potentially result in negative implications for the economy.¹

2.1.1 Outlook for Ontario's Manufacturing Sector

As summarized in Figure 2-2, the manufacturing sector in Ontario experienced significant declines between 2004 and 2009. Between 2009 and 2018, provincial labour force levels have stabilized in the manufacturing sector. According to the Purchasing Manager's Index (P.M.I.), the first half of 2019 has shown a weakening in the manufacturing sector relative to the previous 10 years. Looking forward, modest labour force growth is anticipated in this sector across the Province of Ontario.



Source: Data from Statistics Canada Labour Force Survey, CANSIM Table 2820125 by Watson & Associates Economists Ltd., 2019.

¹ Economic and Budget Outlook. Financial Accountability Office of Ontario (F.A.O.). Assessing Ontario's Medium-Term Budget Plan, Spring 2018.



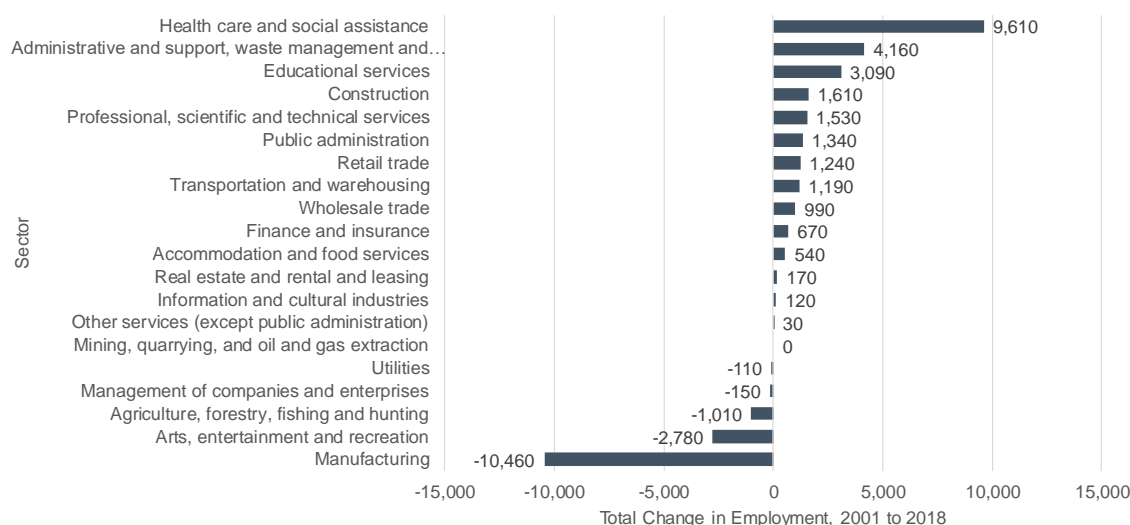
2.2 Regional Economic Trends

This section examines labour force trends over the past 15 years in the Windsor-Essex Area. These trends are important to understand when considering Lakeshore's growth outlook given the close relationship between regional labour force growth, net migration and population growth.

2.2.1 Windsor-Essex Area Employment, 2001 to 2018

Figure 2-3 summarizes the annual change in employment by sector for the Windsor-Essex Area¹ over the 2001 through 2018 period. As shown, the Windsor-Essex Area experienced a significant decrease of 10,500 manufacturing jobs during this period. In contrast, institutional sectors, including health care and social assistance; administrative, support, waste management and remediation services; as well as educational services experienced a steady increase in the number of jobs. Other notable growth sectors include construction; professional, scientific and technical services; public administration, retail trade, as well as transportation and wholesale trade. Overall, total employment in the Windsor-Essex Area increased by 14,400.

Figure 2-3
Windsor-Essex Area
Total Change in Employment (Number of Jobs), 2001 to 2018



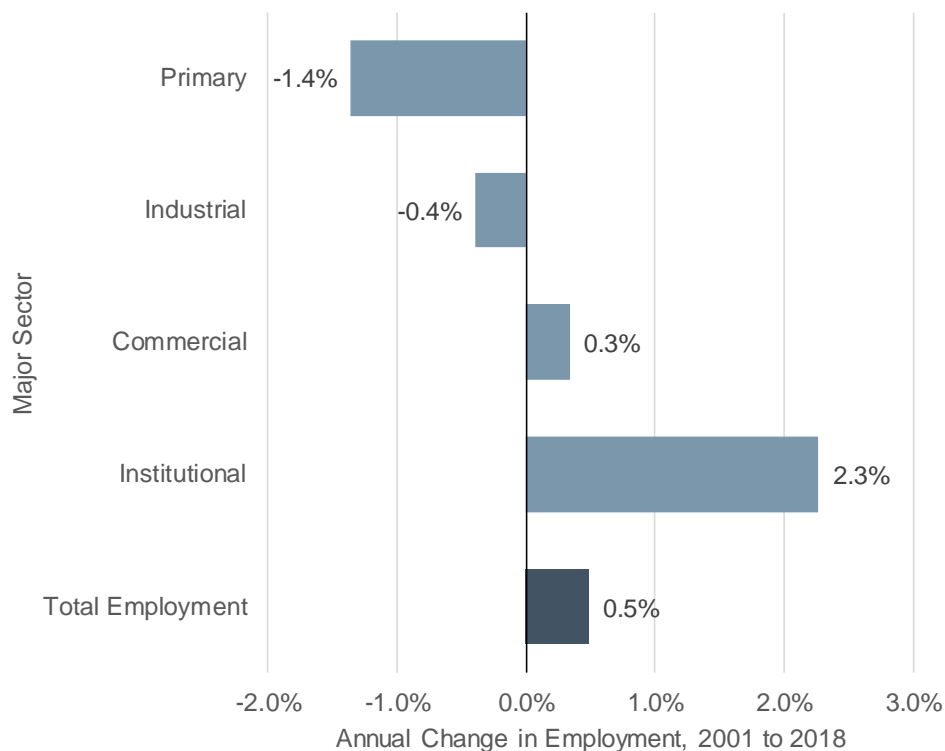
Source: Derived from EMSI dataset Q2 2019, by Watson & Associates Economists Ltd., 2019.

¹ Includes the City of Windsor and Essex County.



As summarized in Figure 2-4, the average annual employment growth rate over the 2001 to 2018 period was 0.5%. Primary and industrial sectors declined over the 2001 to 2018 period, while the commercial and institutional sectors as a whole experienced a moderate to strong rate of employment growth.

Figure 2-4
Windsor-Essex Area
Annual Change in Employment (Percentage Change), 2001 to 2018



Source: Derived from EMSI dataset Q2 2019, by Watson & Associates Economists Ltd., 2019.

2.2.2 Windsor Census Metropolitan Area (C.M.A.) Labour Force Trends, 2001 to 2018

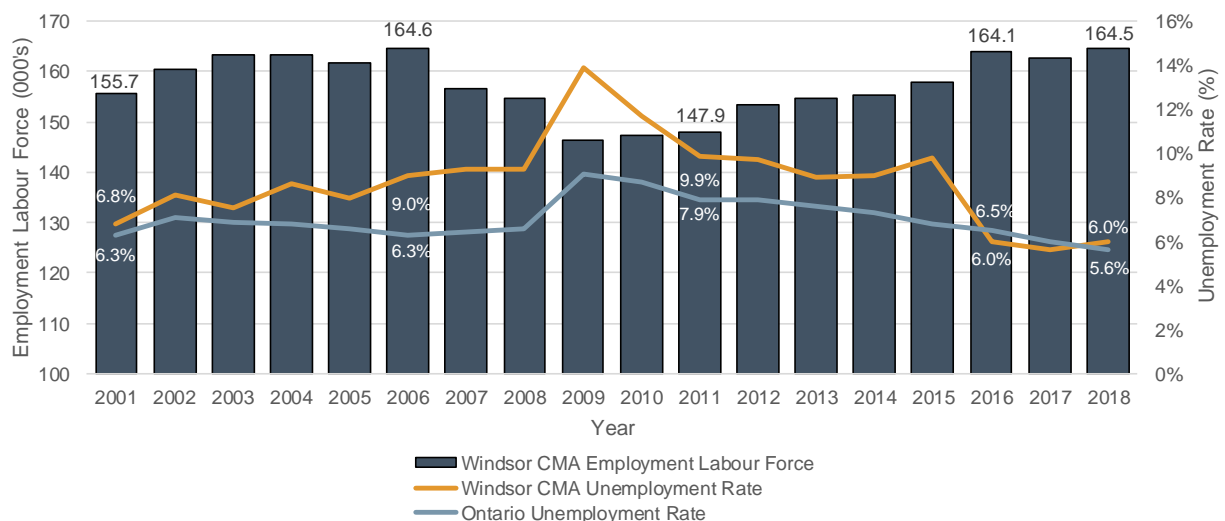
Figure 2-5 outlines labour force trends for the Windsor C.M.A. between 2001 to 2018. This analysis highlights the negative impact of the 2008/2009 global economic downturn on regional labour force growth and the regional unemployment rate particularly through the 2009 to 2013 period. In 2016 the average unemployment rate for the region declined sharply to 6% and has remained relatively comparable to the province-wide unemployment rate since that time. As of 2018, the regional labour force base is now comparable to peak historical levels experienced in 2006. During the 2011 to 2016



period, labour force growth was relatively strong in both goods producing and servicing providing sectors. Since 2016, labour force growth has shown continued strength in the service sector, however broader demand in goods producing sectors has “cooled” corresponding to weaker global strength in the manufacturing sector over the past year.

It is generally recognized that the of accommodation of skilled labour and the attraction new businesses are inextricably linked and positively reinforce one another. As such, for the Windsor-Essex economic base to grow, effort will be required to continue to attract new skilled working residents to the region with suitable employment opportunities and relatively affordable housing, to ensure that economic growth is not constrained. Attraction efforts must also be linked to housing accommodation (both ownership and rental), municipal services and infrastructure, as well as quality of life attributes which appeal to the younger mobile population, while not detracting from the region's attractiveness to older population segments.

Figure 2-5
Windsor C.M.A.
Labour Force Trends, 2001 to 2018



Note: Statistics Canada Labour Force Survey and Census labour force statistics may differ.

Source: Derived by Watson & Associates Economists Ltd from Statistics Canada. Windsor CMA employed labour force from Statistics Canada Table 14-10-0098-01 and unemployment rate from Table 14-10-0096-01. Province of Ontario unemployment rate from Statistics Canada Table 14-10-0090-01.



2.2.3 Windsor-Essex County Area Industry Cluster Analysis

Location Quotients (L.Q.s) are a commonly used tool in regional economic analysis to identify and assess the relative strength of industry clusters. They assess the concentration of economic activities within a smaller area relative to the overarching region in which it resides.¹

Employment sectors with a relatively high L.Q. generally serve both the local population base as well as employment markets which extend beyond the boundaries of the municipality. Alternatively, employment sectors with an L.Q. of less than 1 are generally under-serving the needs of the local economy.

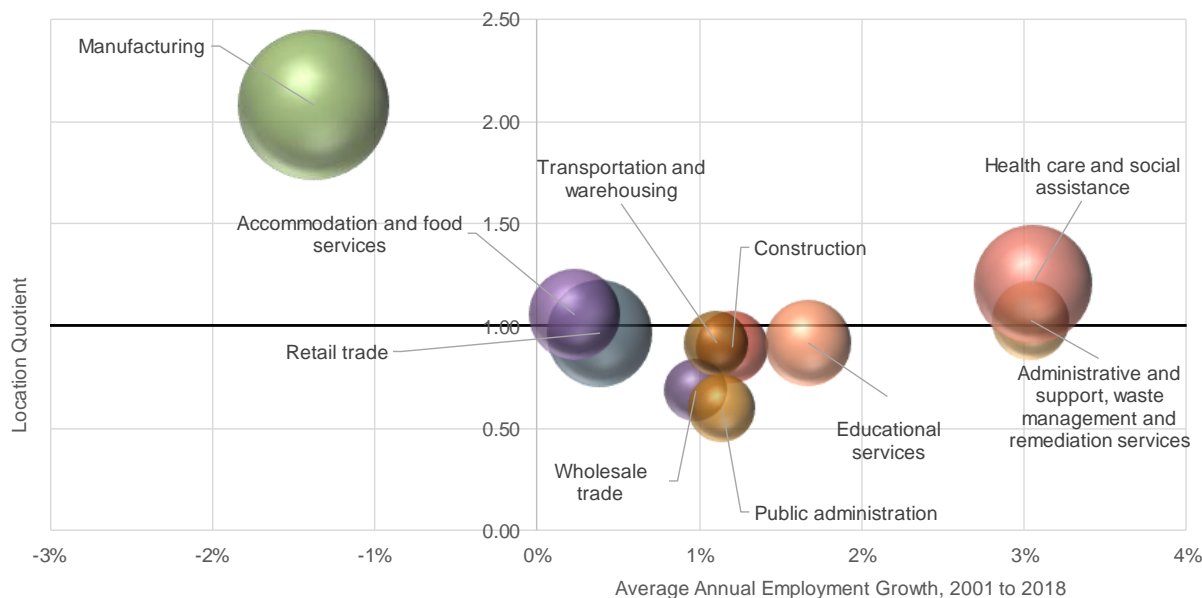
Figure 2-6 summarizes the concentration of employment clusters in the Windsor-Essex Area relative to the Province. The figure also illustrates the relative size of each industry cluster and its average annual employment growth rate between 2001 and 2018 according to available employment data sources.² As illustrated, the Windsor-Essex Area has a strong presence in health care and social assistance; educational services; and retail trade. The manufacturing sector also has a strong presence, representing the largest sector in the area; however, this sector experienced a steady decline in employment over the historical period. As previously identified, commercial sectors, including accommodation and food services and administrative and support, waste management and remediation services are also relatively large, with relative concentration to the rest of the Province. While not displayed in this figure, emerging growing sectors such as professional, scientific and technical services, are relatively small but growing steadily and increasingly important to the overall regional economy.

¹ The L.Q. for a given municipality or local geographic area is calculated by dividing the percentage of total local employment by sector by the percentage of total broader employment base by sector. An L.Q. of 100% identifies that the concentration of employment by sector is consistent with the broader employment base average. An L.Q. greater than 100% identifies base average, which suggests a relatively high concentration of a particular employment sector.

² Only the top 10 largest industries in the Windsor-Essex area are displayed in this figure based on E.M.S.I. data (Economic Modeling Specialists Intl.)



Figure 2-6
Windsor-Essex Area
Industry Cluster Size and Growth Matrix, 2001 to 2018



Source: Derived from EMSI dataset Q2 2019, by Watson & Associates Economists Ltd., 2019.

Note: Only the top 10 largest cluster in Windsor-Essex area are shown in figure.

2.3 Local Economic Trends

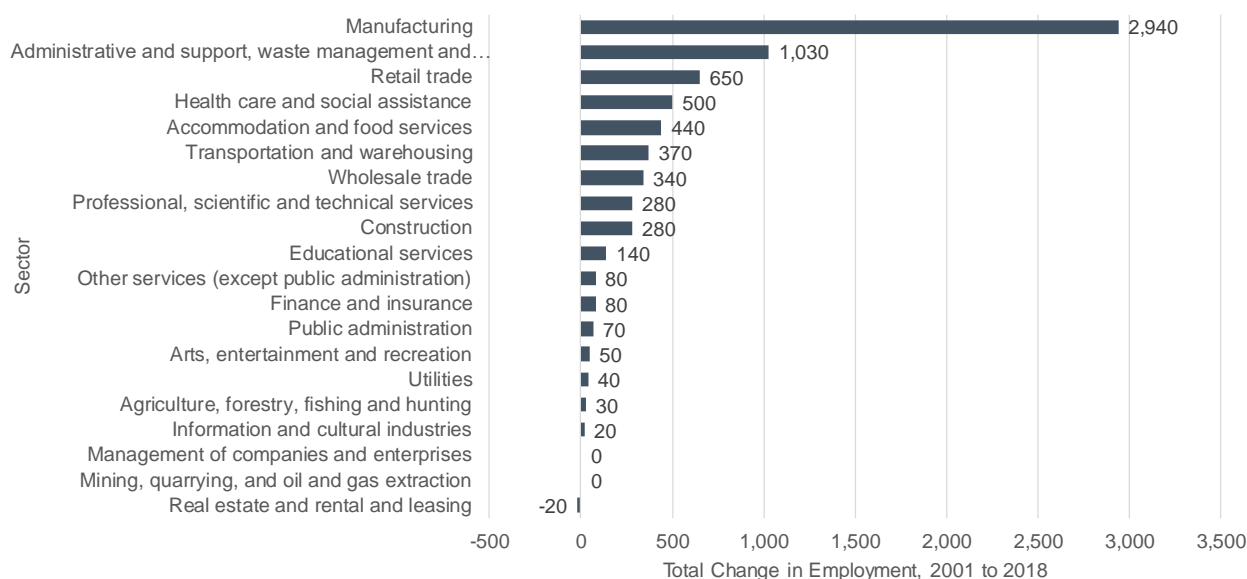
2.3.1 Town of Lakeshore Employment Growth Trends by Sector, 2001 to 2018

Figure 2-7 summarizes the change in employment by sector for the Town of Lakeshore from 2001 to 2018. As shown, the Town of Lakeshore has steadily recovered from 2008/2009 regional economic downturn. Between 2001 to 2018, the Town added roughly 2,900 jobs in the manufacturing sector as well as approximately 700 jobs in transportation and warehousing; and construction. Commercial and institutional sectors, including health care and social assistance; educational services; accommodation and food services; and retail trade also experienced modest to strong job growth. Other industrial and knowledge-based sectors, such as administrative and support, waste management and remediation services; professional and scientific services; and education also showed strong signs of employment growth during recent years. Overall, the Town of Lakeshore employment base increased by 7,600 jobs over



the 2001 to 2018 period, of which approximately 50% of this employment increase was experienced between 2011 and 2018.

Figure 2-7
Town of Lakeshore
Total Change in Employment (Number of Jobs), 2001 to 2018



Source: Derived from EMSI dataset Q2 2019, by Watson & Associates Economists Ltd., 2019.

2.3.2 Town of Lakeshore Industry Cluster Analysis

Figure 2-8 summarizes the concentration of employment within the Town of Lakeshore relative to the Windsor-Essex Area. Similar to Figure 2-6, the relative size and rate of employment growth by industry cluster over the 2001 to 2018 period are also summarized. As illustrated, the following industry clusters have a relatively high concentration within the Town of Lakeshore:

- Manufacturing;
- Administration and support, waste management and remediation services;
- Construction; and
- Transportation and warehousing;

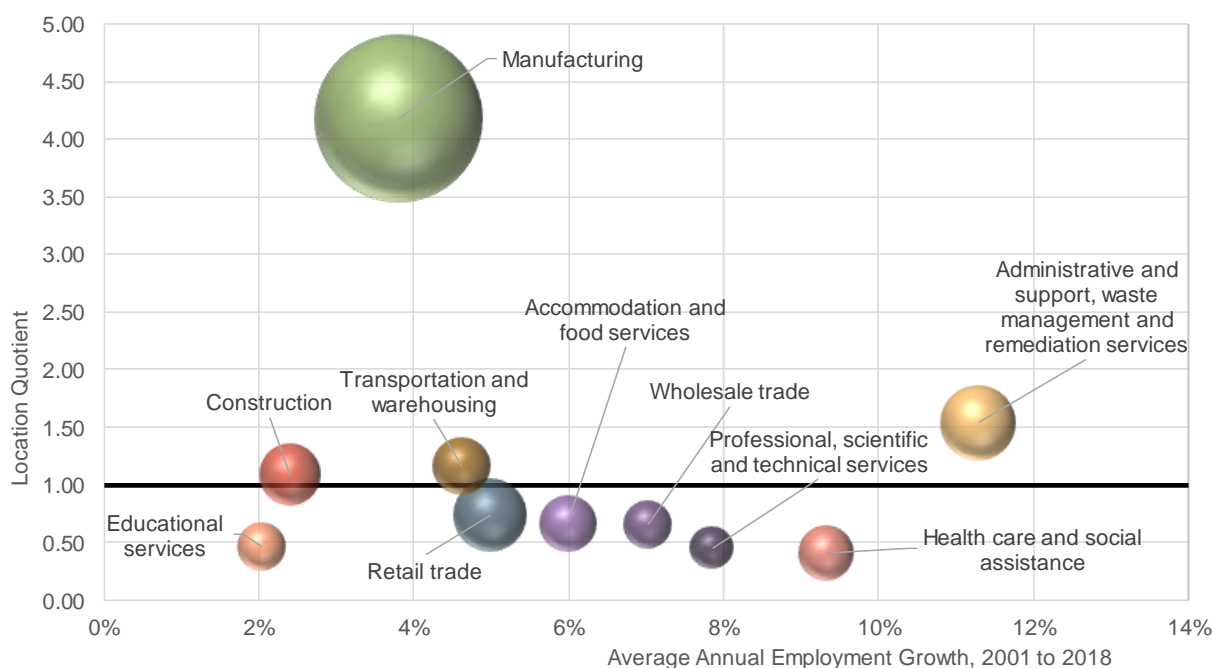
In contrast to the Windsor-Essex area, the Town of Lakeshore has displayed strong employment growth in the manufacturing sector between 2001 to 2018. The annual employment growth rate of the manufacturing sector over the 2001 to 2018 period in the



Town of Lakeshore was 3.8%, compared to -1.4% for the Windsor-Essex Area. While relatively small in terms of total employment, the following industry clusters are emerging in the Town as they have experienced strong annual employment growth over the past two decades and are concentrated relative to the Essex-Windsor Area:

- Health care and social assistance;
- Professional, scientific and technical services;
- Wholesale trade;
- Retail trade;
- Accommodation and food services; and
- Educational services.

Figure 2-8
Town of Lakeshore
Industry Cluster Size and Growth Matrix, 2001 to 2018



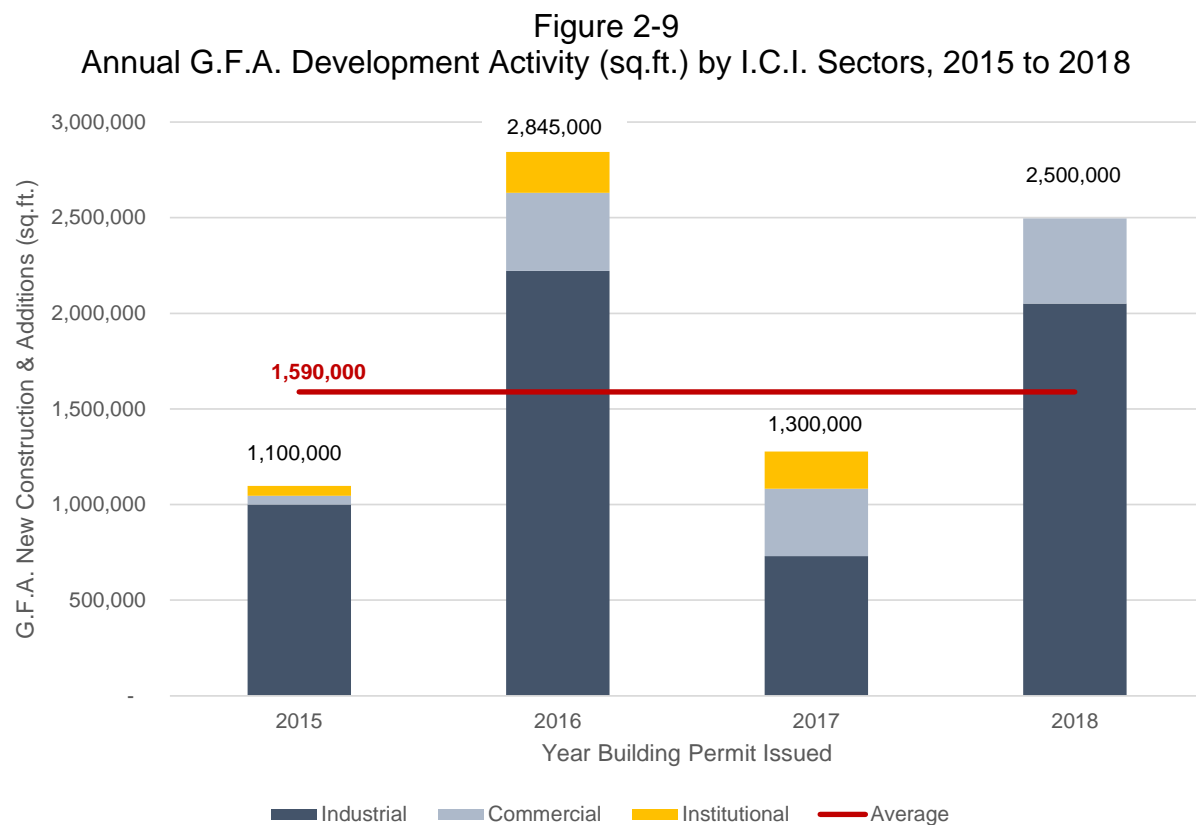
Source: Derived from EMSI dataset Q2 2019, by Watson & Associates Economists Ltd., 2019.

Note: Only the top 10 largest cluster in the Town of Lakeshore are shown in figure.



2.3.3 Historical Non-Residential Building Permit Activity by Industrial-Commercial-Institutional (I.C.I.), 2015 to 2018

Figure 2-9 summarizes non-residential building construction by industrial, commercial and institutional sector (I.C.I.) for the Town of Lakeshore during the 2015 to 2018 period expressed in G.F.A. (sq.ft.). The Town of Lakeshore has averaged 1,590,000 sq. ft. of non-residential building activity over the 2015 to 2018 period. Construction of industrial buildings accounted for 77% of recent non-residential activity, while construction activity related to commercial accounted for 17%. Well over half (64% of G.F.A.) of the non-residential building activity has been accounted through the construction of new buildings. The majority of development (90% of G.F.A.) associated with addition/expansions to existing buildings has occurred within the industrial sector.



Source: Derived by Watson & Associates Economists Ltd. from Town of Lakeshore building permit data (July 2019)

Figure 2-10 summarizes non-residential building construction in Lakeshore's Employment Areas during the 2015 to 2018 period, expressed in G.F.A. (sq.ft.). As shown, the Town's Employment Areas have averaged 1,460,000 sq.ft. annually in non-



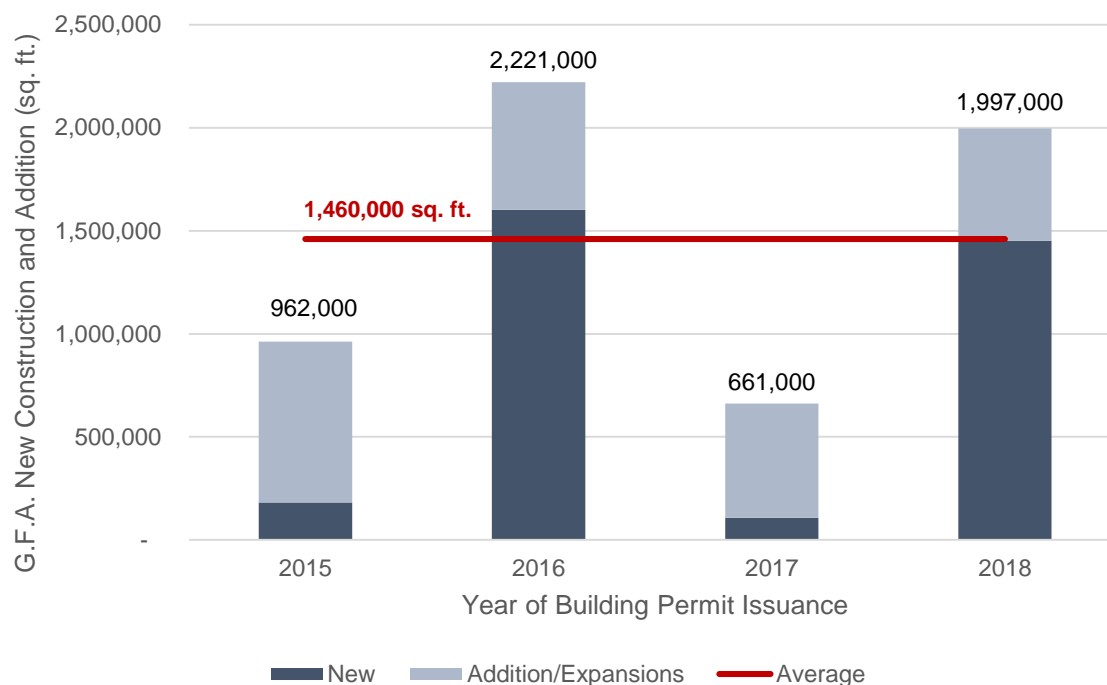
residential building activity over the 2015 to 2018 period, which accounts for 25% of Town-wide non-residential development activity. Construction activity in Employment Areas has been dominated by new construction, accounting for 57% of building construction activity.

Major expansions and new construction activity in the Town's Employment Areas over this period have largely occurred within the Patillo/Advance Industrial Area. This is largely due to the availability of servicing which has been able to support the expansion of existing employment lands and new development on vacant employment lands within the area. Recent Windsor Industrial Market Reports show lower vacancy rates in the industrial sector within the last three years (2016 to 2019) than what has historically been observed in the Windsor-Essex region.¹ This recent downward trend in industrial vacancy rates occurred during a period of relatively strong industrial development activity but modest industrial absorption within the Town of Lakeshore. This suggests that a share of recent industrial growth in the Town has occurred within existing vacant buildings. Further details on the Town's employment lands supply can be found in Chapter 4.

¹ Windsor Quarterly Statistics Q3 2019 Industrial CBRE Research



Figure 2-10
Town of Lakeshore
Annual G.F.A. Development Activity (sq.ft.) on Employment Lands, 2015 to 2018



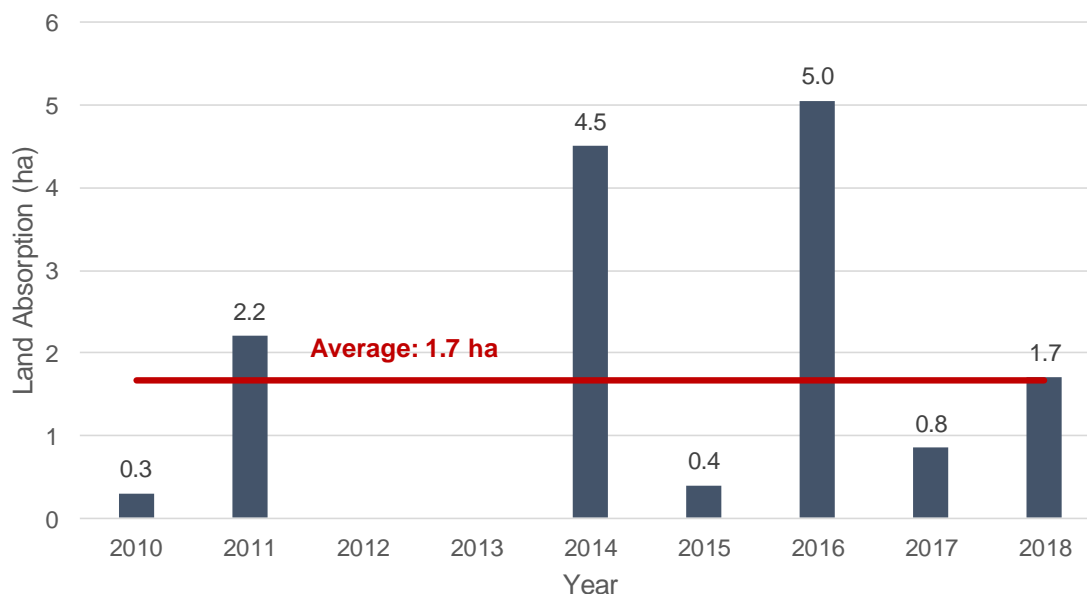
Source: Derived by Watson & Associates Economists Ltd. from Town of Lakeshore building permit data (July 2019)

2.3.4 Recent Industrial Land Absorption Activity, 2010 to 2018

Figure 2-11 summarizes recent absorption on employment lands in the Town of Lakeshore from 2010 to 2018. During this period a total of 15 ha (37 acres) have been absorbed in the Town's Employment Areas, which represents an average of 1.7 ha (4.2 acres) per year. Recent employment absorption activity has primarily been in the Patillo/Advance Industrial Area in the Maidstone Urban Area. As previously mentioned, construction activity in this area has been mixed between new construction and expansions/additions.



Figure 2-11
Town of Lakeshore
Industrial Land Absorption on Employment Lands (net ha), 2010 to 2018



Source: Derived by Watson & Associates Economists Ltd. from Town of Lakeshore building permit and G.I.S. data, and a desktop review (July 2019)

2.4 The Growth Drivers and Disruptors of the Town of Lakeshore

This section explores growth drivers and disruptors for the Town of Lakeshore from a regional and local perspective. A broad range of considerations related to demographics, economics, socio-economic and infrastructure are anticipated to drive future economic and population growth in the Town of Lakeshore over the next several decades.

2.4.1 Geographic Location

Location plays a key role in the geographic distribution of the dominant industry clusters visible across Ontario today. In addition to its proximity to the City of Windsor and close access to the U.S. border, the Town benefits from its location along Highway 401, which serves as Canada's major trade corridor and links major urban centres in Ontario and Quebec to the U.S. The proposed Gordie Howe International Bridge will provide direct connections to Highway 401 in Ontario and Interstate 75 in Michigan and provide broad



economic opportunities by increasing the capacity for trade and investment to this region and more broadly across Canada and the U.S. It is further anticipated that the bridge will benefit local businesses responsible for providing raw materials and services during the construction phase. Permanent jobs will also be created related to the operation and maintenance of the bridge and ports of entry once the bridge is opened.¹

The Town's employment lands are centrally located to serve major North American employment markets in southwestern Ontario and the northeastern U.S. The Town also benefits from being located within proximity to the Windsor International Airport.

2.4.2 Regional Economic Opportunities

As identified in Sections 2.2 and 2.3, the regional and local export-based economy has been steadily recovering over the past several years. Looking forward, the regional economy is anticipated to continue to expand, albeit, at a relatively slower rate than experienced between 2014 and 2019.² Continued export-based economic growth throughout the local and surrounding regional economy has, and will continue to, generate demand for new housing within the Town of Lakeshore, particularly the Town's key development areas. New housing construction and associated local population growth is anticipated to generate demand for local industries within the Town related to the construction sector as well population-related employment sectors such as retail, accommodation, and food, plus other personal service uses. Other local "knowledge-based" and "creative class" employment sectors such as information and cultural industries, arts, entertainment, and recreation and professional, scientific and technical services are also beginning to experience moderate employment growth. Population growth combined with the aging of the existing population base will also place increasing demands on employment sectors and municipal services related to the growing population base of seniors, primarily related to the health care and social assistance sector.

The local economic base is also oriented towards small businesses and home-based occupations. Such businesses act as incubators for local economic development and stimulate innovation and entrepreneurialism within the Town. Over the forecast period, work at home employment in the Town is expected to steadily increase, driven by

¹ Infrastructure Canada. Government of Canada. <https://www.infrastructure.gc.ca/pont-gh-bridge/>

² Conference Board of Canada. 2019.



continued opportunities in the knowledge-based and creative class economy. This will be facilitated by opportunities related to telecommuting and increased technology. Demographics also play a role in the employment outlook for work at home employment. As the population and labour force continue to age, it is likely that an increased number of working and semi-retired residents will be seeking lifestyles that will allow them to work from home on a full-time or part-time basis.

Over the next several decades, the Town's key development areas are anticipated to represent an increasing share of the total Town population given the attractiveness of these areas to new families as well as older, retired residents living within the surrounding rural areas. These identified trends are anticipated to place increasing pressure for urban amenities, including municipal infrastructure, programs and services, as well as increased options for shopping and entertainment. In turn, such growth pressures are anticipated to drive the need for future population-related employment services, placing demands on the local labour force as well as the housing market to support this growing local population and employment base.

2.4.3 Attracting Millennials and Generation Z

Future housing needs in the Town of Lakeshore will be increasingly impacted by the Millennial generation. While there is no standard age group associated with the Millennial generation, persons born between 1980 and 1992 best fit the definition of this age group. Given the age and size of this cohort, Millennials will play a key role with respect to labour force supply, which as previously mentioned is critical to the steady growth of the regional and local population. The extent to which the broader region and Town of Lakeshore can capitalize on potential demand from this demographic group is subject to a number of economic and socio-economic variables (e.g. relative housing costs/affordability, general cost of living, local and regional employment opportunities, lifestyle preferences and quality of life).

In an effort to retain and attract a segment of this population group, opportunities should be explored across the Town of Lakeshore to provide a mix of future housing across a range of density types, to accommodate those with varying levels of income within new greenfield locations as well through intensification areas within the Town.



2.4.4 Population Growth of the 55+ Age Group

Population growth of the 55+ age group across Ontario will continue to be a key driver of housing growth in the Town over the next 30 years. For the Province of Ontario as a whole, the percentage of the 55+ age group to the total population is projected to increase from 30% in 2016 to 35% in 2046.¹ The source of net migration to the Town within the 55+ age category will largely be from the surrounding regional area as well as from larger urban centres across Ontario, namely the G.T.A.

As previously identified, opportunities for competitively priced, low- and medium-density housing, combined with a relatively milder climate, good access to the U.S. border and access to the rural countryside offer an attractive quality of life that is especially appealing to those entering their retirement years. The Town's attractiveness to retirees and empty nesters is anticipated to be one of the key drivers of population growth from 2019 to 2046. This will generate an increasing need to accommodate a growing number of seniors in a broad range of housing forms including affordable housing and seniors' housing options as they age.

2.4.5 Assessing the Impacts of Technology and Innovation on Economic Development and Population Growth

Long-term labour force growth potential across the national, provincial, regional and local levels, will be directly influenced by continued structural changes and disruptions driven by technology and automation. According to the Brookfield Institute for Innovation + Entrepreneurship, over the next 10 to 20 years, 42% of the Canadian labour force is at high risk of being affected by automation, either through significant task restructuring or elimination. Jobs that are anticipated to be most highly impacted by automation are primarily within occupations that are administrative, routine, or oriented towards sales and service. The Brookfield Institute report also notes that highly skilled occupations are expected to grow much more quickly than the rest of the labour force and are at a lower risk of being negatively affected by automation. This suggests that more highly skilled labour will be a significant driver of Canada's future economic growth.²

¹ Ministry of Finance, Summer 2019 Update, Table 7: Population of Ontario by five-year age group, 2018-2046, reference scenario.

² The Talented Mr. Robot. The impacts of automation on the Canadian workforce. Brookfield Institute for Innovation + Entrepreneurship. June 2016.



Considerable research has recently been undertaken by institutions and consulting agencies to assess the potential impacts of artificial intelligence (A.I.) to businesses as well as its broader impacts to the global economy. A report prepared by PWC in 2017 identifies that the net impacts to global G.D.P. resulting from A.I. are anticipated to contribute up to \$15.7 trillion to the global economy in 2030, more than the current output of China and India combined.¹ The report also identifies that over the next decade, A.I. will generate massive disruption as both established businesses and new entrants drive innovation and develop new business models.

To prevent an undesirable, lose-lose scenario associated with anticipated technological change in the economy – talent shortages, unemployment and growing inequality – a number of critical actions are needed. This includes businesses assuming an active role in supporting their existing workforce through reskilling and upskilling, individuals taking a proactive approach to their own lifelong learning, and governments creating an enabling environment to assist in these efforts.²

While the long-term net economic impacts of automation and/or A.I. appear to be positive, global competition from both established and emerging markets looking to capitalize on potential opportunities related to this technology will be increasingly fierce. Building on its strong community foundations, the Town of Lakeshore has the opportunity to influence its readiness towards an ever-evolving knowledge-based economy through on-going leadership and investment. Ultimately, these efforts are important to enhance youth in-migration, talent attraction, and local employment opportunities geared towards an increasingly skilled labour force.

2.4.6 Quality of Life

Quality of life is a key factor influencing the residential location decisions of individuals and their families. It is also a factor considered by companies regarding location decisions. Typically, quality of life encompasses several sub-factors such as employment opportunities, cost of living, housing affordability, crime levels, quality of schools, transportation, recreational opportunities, climate, arts and culture,

¹ Sizing the Prize. What's the real value of AI for your business and how can you capitalise? PWC. 2017.

² World Economic Forum. Insight Report. The Future of Jobs Report. Centre for the New Economy and Society. 2018.



entertainment, amenities and population diversity. The importance of such factors, however, will vary considerably depending on life stage and individual preferences.

As previously mentioned, the Town offers a high quality of life which is expected to drive net migration from a broad range of demographic groups, including first time home buyers, families, empty nesters and seniors. It also has a reputation for being an affordable location in which to live in Ontario, with access to a wide range of recreational opportunities within the Town and surrounding countryside. Furthermore, given the Town's strategic location between major markets such as the City of Windsor, Detroit, and Toronto, and its proximity to Highway 401, the Town is well-positioned to develop and expand its economic base.



Chapter 3

Population, Housing and Employment Forecast, 2016 to 2046



3. Population, Housing and Employment Forecast, 2016 to 2046

This chapter explores the growth outlook within the Windsor-Essex Area, based on recent Statistics Canada data and other available information sources. It is noted that the historical time period investigated varies throughout this chapter, subject to data availability. In accordance with recent demographic, economic and socio-economic trends, as well as the growth drivers identified for the Windsor-Essex Area, a long-term population, housing and employment forecast for the Town of Lakeshore has been summarized below.

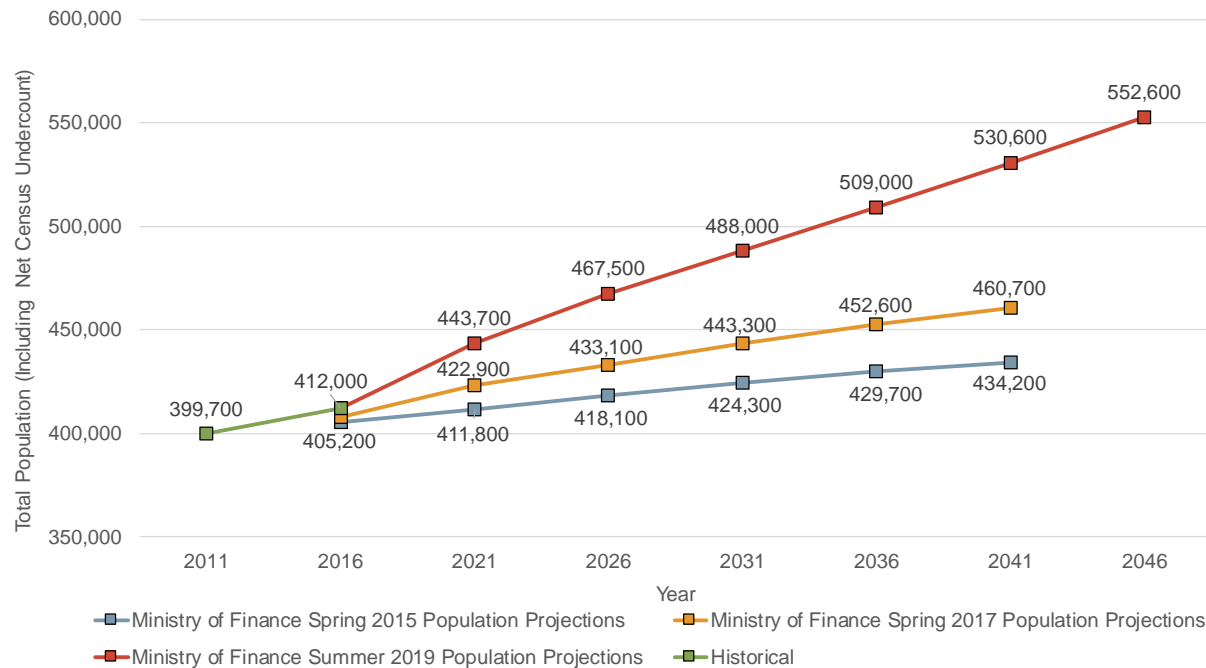
3.1 Windsor-Essex Area Growth Outlook

3.1.1 *Ministry of Finance Population Projections*

Figure 3-1 presents the three most recent long-term population projections prepared by the Ministry of Finance (M.O.F.) for the Windsor-Essex Area, between 2015 and 2019. It is noted that between 2015 and 2019, the Ministry of Finance has increased its population projections for the Windsor-Essex Area, signaling relatively stronger population growth prospects for this Area over the past four years. More specifically, the M.O.F. currently (2019) projects that the population of the Windsor-Essex Area will reach a population of 530,600 by 2041, which is comparatively 96,400 persons higher than the 2041 population projections prepared by the M.O.F. in 2015. It is noted that the M.O.F. does not specify population growth trends between the City of Windsor and Essex County. However, relatively stronger population and employment growth trends experienced in both Essex County and the City of Windsor are anticipated to be driving the higher growth outlook behind the updated M.O.F. forecast for the Windsor-Essex Area.



Figure 3-1
Essex-Windsor Area
Ministry of Finance Population Projections, 2016 to 2046



Source: Ministry of Finance Population Projections. 2011 and 2016 from Statistics Canada Census.

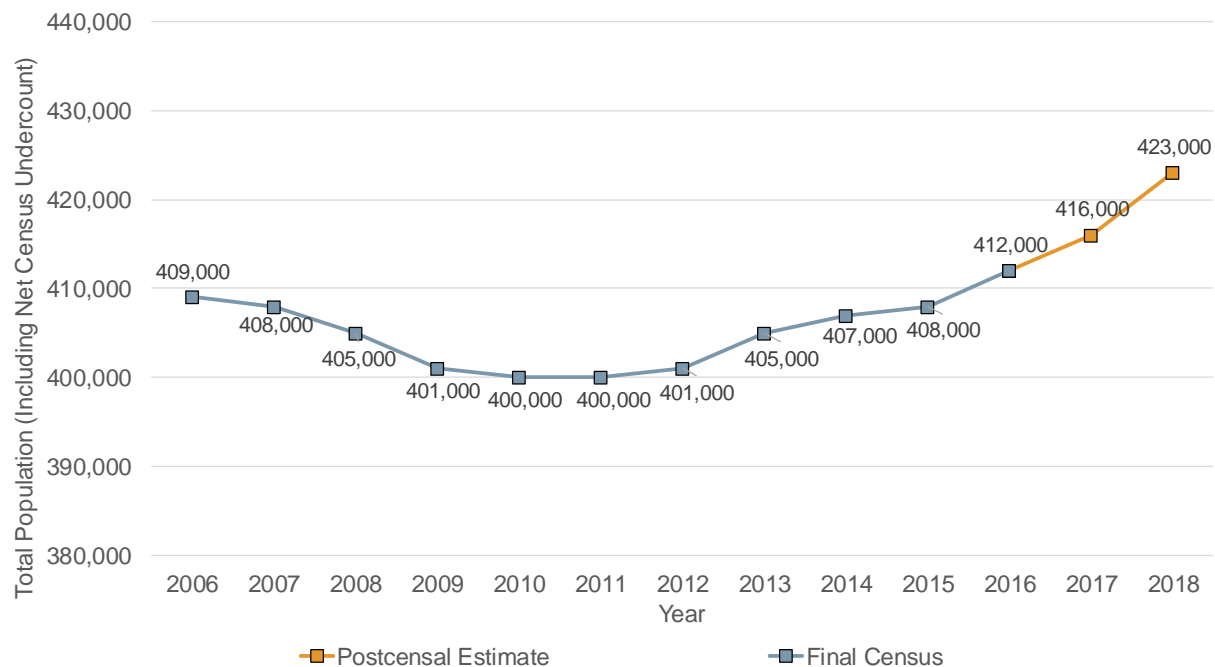
3.1.2 Windsor-Essex Area Short-Term Population Estimates, 2006 to 2018

Figure 3-2 summarizes the annual intercensal and postcensal population estimates for the Windsor-Essex Area provided by Statistics Canada. The 2018 postcensal population is estimated at 423,200 by Statistics Canada. The population growth rate between 2015 and 2018 for the Windsor-Essex Area is tracking noticeably higher when compared to historical levels from 2006 to 2015, however, it is recognized that the 2018 population estimates are preliminary and are subject to change. Based on Statistics Canada components of population growth data,¹ the main driver of population growth from 2016 to 2018 primarily relates to an increase in intra-provincial migration (i.e. immigration to the Windsor-Essex Area from other areas of Ontario) as well as an increase in interprovincial migration (immigration from other provinces in Canada).

¹ Statistics Canada. Table 17-10-0140-01 Components of population change by Census division, 2016 boundaries.



Figure 3-2
Windsor-Essex Area
Short-Term Population Growth, 2011 to 2018



Source: Statistics Canada Postcensal Estimates, 2006 to 2018.

3.1.3 Share of Windsor-Essex Area Growth

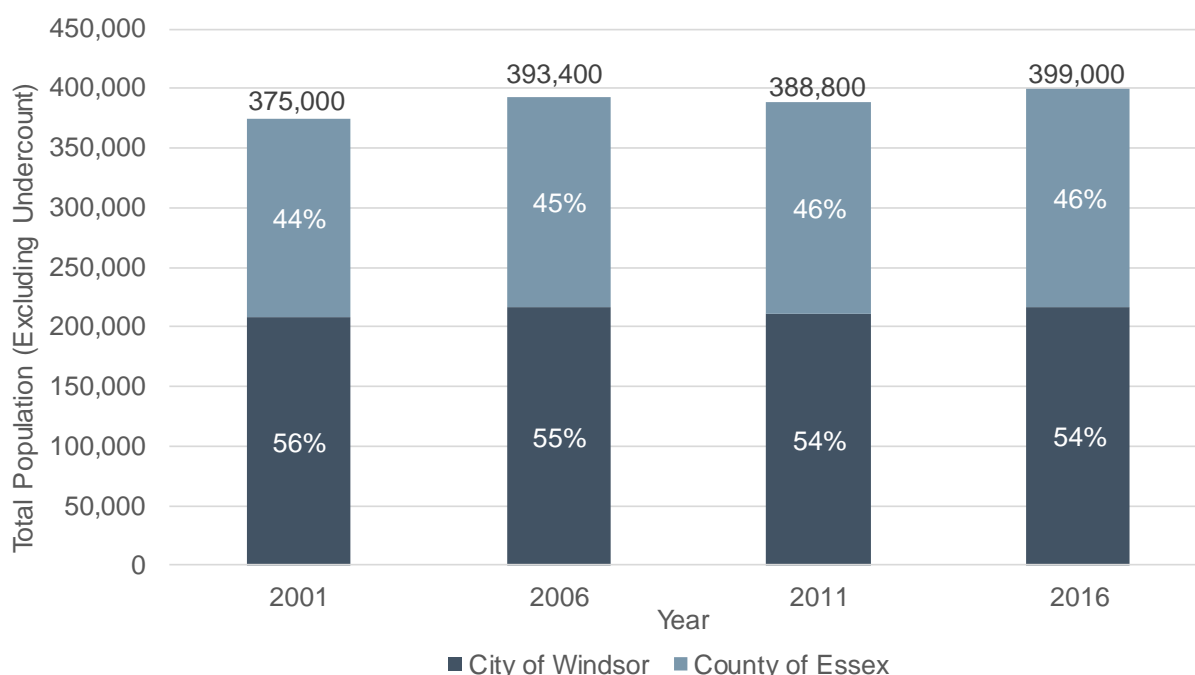
Both the M.O.F. projections and the Statistics Canada postcensal estimates categorize the City of Windsor and Essex County together. For the purposes of this study, it is important to recognize and understand the share of population growth between these two geographies, given that the City of Windsor is administratively separated from Essex County. While future population and employment growth potential within the Town of Lakeshore is influenced by the growth outlook of the broader Windsor-Essex Area, the Town's O.P. population and employment forecast must be considered specifically within the context of the growth allocations by Area Municipality within Essex County.

As summarized in Figure 3-3, between 2001 to 2016, Essex County accounted for 63% of total population growth in the Windsor-Essex Area. As a result, the City of Windsor's share of total Windsor-Essex Area population declined from 56% to 54% respectively. This indicates that Essex County has been growing at a relatively faster rate than the



City of Windsor. In accordance with historical population growth patterns, this trend is anticipated to continue over the long-term forecast period.

Figure 3-3
Windsor-Essex Area
Share of Total Population, 2001 to 2016



Source: Data from Statistics Canada Census, 2001 to 2016.

3.2 Town of Lakeshore Population Growth Forecast, 2016 to 2046

Figure 3-4 summarizes the population growth forecast for The Town of Lakeshore from 2016 to 2046 in five-year increments. Historical population trends between 2001 and 2016 are also provided for additional context. The following observations and key findings are provided:

- The Town of Lakeshore's population is forecast to modestly increase from approximately 37,800 in 2016 to 50,500 by 2046.¹ This represents an annual population increase of approximately 1% over the 30-year period.

¹ Excluding the net Census undercount.



- During the latter half of the forecast period, it is expected that the rate of forecast growth will begin to slow down due to the aging of the Town's population base; and
- Similar to the broader regional area as a whole, population growth within the Town is expected to be largely driven by net migration. As the Town's population continues to age, population growth associated with natural increase (births less deaths) is expected to decrease over the forecast period.

Additional details regarding population by age, net migration by age, fertility rates and mortality rates, are provided in Appendix A.

Figure 3-4
Town of Lakeshore
Population Forecast, 2016 to 2046

Year		Population (Including Census undercount)	Population Excluding Census Undercount
Historical	<i>Mid-2001</i>	29,900	28,700
	<i>Mid-2006</i>	34,500	33,200
	<i>Mid-2011</i>	35,500	34,500
	<i>Mid-2016</i>	37,800	36,600
Forecast	<i>Mid-2021</i>	40,400	39,300
	<i>Mid-2026</i>	42,800	41,700
	<i>Mid-2031</i>	45,000	43,800
	<i>Mid-2036</i>	47,100	45,800
	<i>Mid-2041</i>	48,800	47,500
	<i>Mid-2046</i>	50,500	49,200
Incremental	Mid-2001 to Mid-2006	4,600	4,500
	Mid-2006 to Mid-2011	1,000	1,300
	Mid-2011 to Mid-2016	2,300	2,100
	Mid-2016 to Mid-2021	2,600	2,700
	Mid-2016 to Mid-2026	5,000	5,100
	Mid-2016 to Mid-2031	7,200	7,200
	Mid-2016 to Mid-2036	9,300	9,200
	Mid-2016 to Mid-2041	11,000	10,900
	Mid-2016 to Mid-2046	12,700	12,600

Source: Data from 2001 to 2016 from Statistics Canada Demography Division by Watson & Associates Economists Ltd., 2019.

Note: Census undercount estimated at 2.8%.

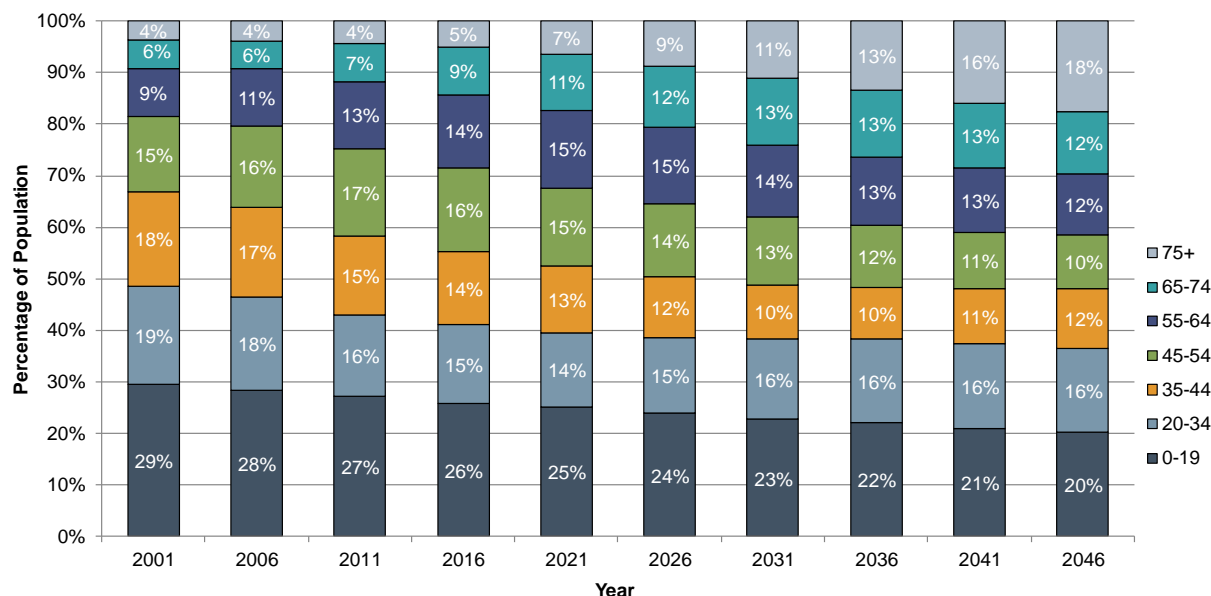


Figure 3-5 summarizes historical and forecast trends in population structure by age cohort over the 2016 to 2046 period by major age group. Key observations regarding the Town of Lakeshore's population by age include the following:

- In 2016, the youth population (0 to 19 years old) in the Town of Lakeshore accounted for just over a quarter of the total population. The proportion of population in this age group is anticipated to steadily decline to approximately 20% by 2046;
- The proportion of the Town's adult population between 20 to 54 years of age is forecasted to steadily decrease from 45% in 2016 to 38% in 2046;
- By 2046, the Town's empty-nesters and younger seniors' population (55 to 74 years old) is expected to slightly increase to 24% from 23% in 2016; and,
- The proportion of population related to the Town's older seniors age group (75 years old and over) is forecasted to substantially increase from 5% in 2016 to 18% in 2046. Looking forward, this is anticipated to place increasing demand on the need for seniors' housing, affordable housing, as well as community and social services to support the Town's growing population base of older residents.



Figure 3-5
Town of Lakeshore
Population Age Structure, 2001 to 2046



Source: Population forecast by age from 2001 to 2016 Statistics Canada census by Watson & Associates Economists Ltd., 2019. 2016 to 2046 population forecast by age prepared by Watson & Associates Economists Ltd., 2019.

3.2.1 Planning for Both Older and Younger Generations in the Town of Lakeshore

Demographic trends strongly influence both housing needs and form (i.e. structure type and density). As previously mentioned, the average age of the population base in the Town of Lakeshore is getting older, due to the large concentration of Baby Boomers (born between 1946 and 1964). These broad demographic trends are similar for Canada as a whole. The first wave of this demographic group turned 70 years of age in 2016.

Not only is the Baby Boom age group large in population, but it is also diverse with respect to age, income, health, mobility, and lifestyle/life stage. Accommodating empty-nesters/seniors is a key planning issue across Canadian municipalities including the Town of Lakeshore, as a growing percentage of the population will reach 65 years of age and older over the next 15 years. As previously mentioned, the aging of the Town's population is anticipated to drive the need for seniors' housing and other housing forms geared to older adults (i.e. assisted living, affordable housing, adult lifestyle housing).



When planning for the needs of older adults, it is important to recognize that the physical and socio-economic characteristics of the 75+ age group (on average) are considerably different than those of younger seniors and the rest of working-age adults (population 20-64 years of age). On average, older seniors have less mobility, less disposable income and typically have increased health care needs compared to younger seniors. Typically, these characteristics associated with this age group drive their relatively higher demand for medium- and high-density housing forms that are in proximity to urban amenities (e.g. hospitals/health care facilities and other community facilities geared towards older seniors).

As previously mentioned, the Town of Lakeshore is also anticipated to accommodate a growing number of young adults and new families seeking competitively priced home ownership and rental opportunities. Access to local employment opportunities within the surrounding commuter-shed of the City of Windsor and Essex County represents the primary draw to young adults and families. Housing demand associated with young adults and families is anticipated to be primarily strong for low and medium-density development – such as single and semi-detached dwellings, townhouses, stacked/back-to-back townhouses and to a lesser extent low to mid-rise high-density rental and ownership housing options.

3.3 Town of Lakeshore Population Growth Outlook – Comparison to Existing Official Plan Population Forecasts

Figure 3-6 compares the recommended population forecast to the current Town of Lakeshore O.P. and Essex County Foundation Report High Scenario. It is noted that the Essex County O.P. forecast for the Town of Lakeshore has been derived from the Essex County Foundation Report (Low Scenario) and extends to a 2031 planning horizon.¹ The population forecast set out in the Town of Lakeshore O.P. is consistent with the Essex County O.P.

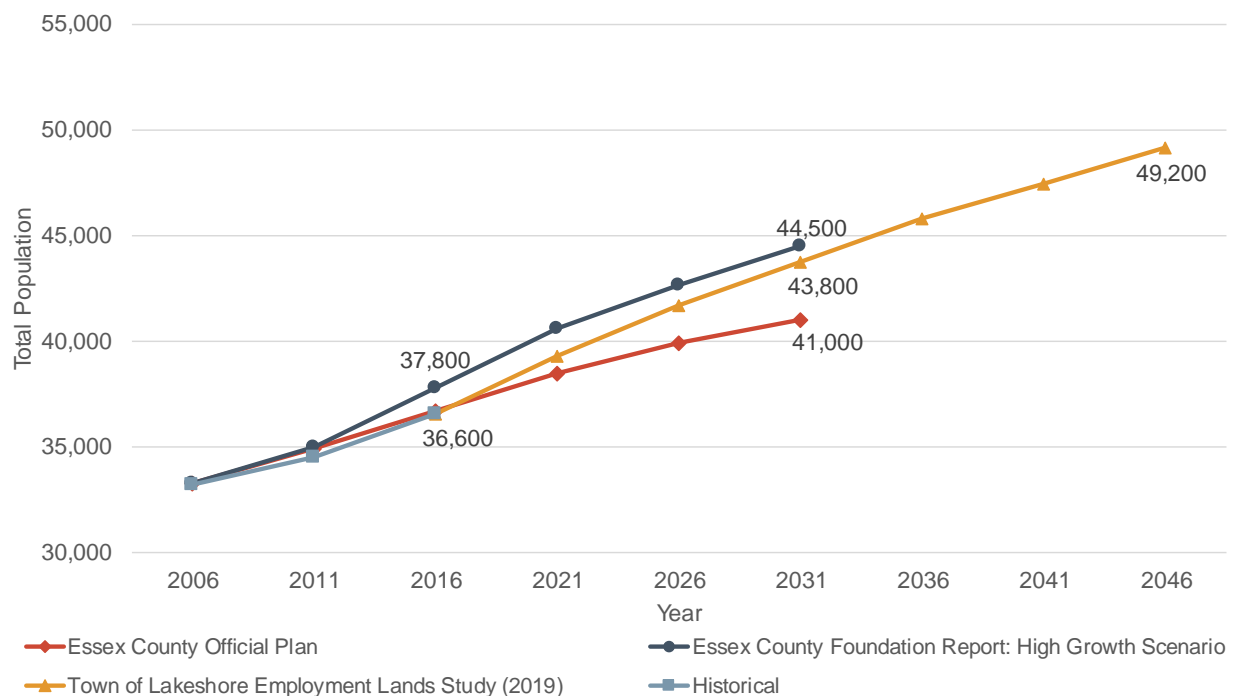
Recent demographic and housing trends between 2016 and 2019 suggest that that Town of Lakeshore population forecast is tracking higher than the Town of Lakeshore O.P. forecast. Over the longer-term (i.e. 2031), it is anticipated that the population

¹ The Essex County Official Plan assumes the Low Scenario from the Foundation Report.



forecast for the Town of Lakeshore will more closely align to the Essex County Foundation Report High Scenario by 2031.

Figure 3-6
Town of Lakeshore
Long-Term Population Forecast Comparison, 2006 to 2031



Source: Historical data from Statistics Canada Census, 2001 to 2016. Derived by Watson & Associates Economists Ltd., 2019.
Note: Population figures exclude the net Census undercount estimated at 2.8%.

3.4 Town of Lakeshore Housing Growth Forecast, 2016 to 2046

Figure 3-7 summarizes the housing forecast for the Town of Lakeshore over the 2016 to 2046 period compared to historical housing trends between 2001 and 2016. Key findings regarding the Town-wide housing forecast are outlined below:

- By 2046, the Town's housing base is forecast to increase to approximately 19,600. This represents an increase of approximately 6,400 households over the 30-year forecast period;
- Average housing occupancy levels or persons per unit (P.P.U.) have declined across the Town from 3.02 in 2001 to 2.86 in 2016. This trend is largely driven by the aging of the population base as households occupied by older residents



typically have fewer children than households occupied by younger adults. This declining trend and average housing occupancy levels is expected to continue over the forecast period with average P.P.U. levels forecast to decline to 2.58 by 2046; and

- More than half of new housing growth (67%) is anticipated to be in the form of low-density housing (i.e. single detached/semi-detached) over the 2016 to 2046 period. However, the proportion of medium- and high-density housing forms is forecast to anticipated to gradually increase over the longer-term, driven largely by the aging of the population as well as the gradual erosion of housing affordability.



Figure 3-7
Town of Lakeshore
Summary of Forecast Housing Growth, 2016 to 2046

	Year	Population (Including Census Undercount)	Housing Units					Person Per Unit (P.P.U.): without undercount
			Singles & Semi- Detached	Multiple Dwellings ²	Apartments ³	Other	Total Households	
Historical	<i>Mid-2001</i>	29,900	9,400	200	200	100	9,900	3.020
	<i>Mid-2006</i>	34,500	11,100	300	200	100	11,700	2.949
	<i>Mid-2011</i>	35,500	11,600	300	200	300	12,400	2.863
	<i>Mid-2016</i>	37,800	12,300	400	200	300	13,200	2.864
Forecast	<i>Mid-2019</i>	39,400	13,100	400	200	300	14,000	2.814
	<i>Mid-2021</i>	40,400	13,500	400	300	300	14,500	2.786
	<i>Mid-2026</i>	42,800	14,300	700	400	300	15,700	2.726
	<i>Mid-2031</i>	45,000	15,000	900	500	300	16,700	2.695
	<i>Mid-2036</i>	47,100	15,600	1,200	700	300	17,800	2.646
	<i>Mid-2041</i>	48,800	16,100	1,400	800	300	18,600	2.624
	<i>Mid-2046</i>	50,500	16,600	1,700	1,000	300	19,600	2.577
Incremental	Mid-2001 to Mid-2006	4,600	1,700	100	0	0	1,800	
	Mid-2006 to Mid-2011	5,600	500	0	0	200	700	
	Mid-2011 to Mid-2016	2,300	700	100	0	0	800	
	Mid-2016 to Mid-2019	1,600	800	0	0	0	800	
	Mid-2016 to Mid-2021	2,600	1,200	0	100	0	1,300	
	Mid-2016 to Mid-2026	5,000	2,000	300	200	0	2,500	
	Mid-2016 to Mid-2031	7,200	2,700	500	300	0	3,500	
	Mid-2016 to Mid-2036	9,300	3,300	800	500	0	4,600	
	Mid-2016 to Mid-2041	11,000	3,800	1,000	600	0	5,400	
	Mid-2016 - Mid-2046	12,700	4,300	1,300	800	0	6,400	

Source: Watson & Associates Economists Ltd., 2019.

¹ Census undercount estimated at approximately 2.8%.

² Includes townhouses and apartments in duplexes.

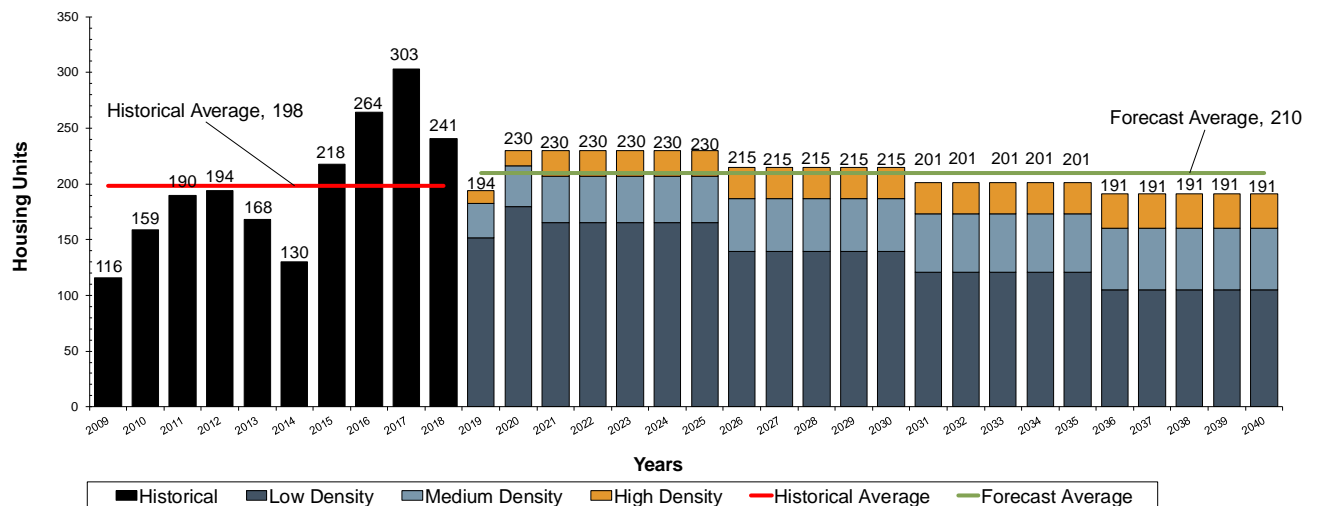
³ Includes bachelor, 1 bedroom and 2 bedroom+ apartments.



Figure 3-8 conceptually summarizes forecast annual housing growth between 2019 to 2041 for the Town of Lakeshore in accordance with the housing forecast summarized above in Figure 3-7. Recent residential building permit activity (average of 198 building permits issued per year for new dwellings between 2009 to 2018) is also provided for historical context. Key trends include:

- Over the 2019 to 2046 forecast period, annual housing growth is forecast average 210 households per year;
- New residential development within the Town of Lakeshore will continue to be concentrated in low-density housing forms, largely driven by demand from new families and empty-nesters/young seniors. However as mentioned previously, the share of medium- and high-density housing forms of future housing growth is anticipated to gradually increase primarily driven by demand from both young adults and seniors; and
- Housing growth activity is expected to be strongest across the 2021 to 2026 period with demand gradually diminishing over the remainder of the forecast period as population and labour force growth rates moderate over time.

Figure 3-8
Town of Lakeshore
Historical and Forecast Annual Housing Growth, 2009 to 2046



Source: Historical housing activity derived from Town of Lakeshore building permit data, 2008-2018.



3.5 Town of Lakeshore Employment Growth Forecast, 2016 to 2046

The Town of Lakeshore's long-term economic and employment growth potential is largely tied to the success of the broader regional, provincial and national economy. As previously discussed in Chapter 2, a broad range of economic conditions and development factors are anticipated to influence the growth potential and competitiveness of the Town of Lakeshore economy over the long term. As summarized in Figure 3-9, these economic and development factors can generally be grouped into four broad geographic categories or levels, including: national/provincial, regional, community and site-specific. These factors will not only impact the rate and magnitude of employment growth but they will also influence the form and density of non-residential development and corresponding demand for urban lands in employment and mixed-use commercial areas.

Figure 3-9
Economic and Regional/Local Development Factors Influencing Competitiveness





Figure 3-10 summarizes long-term employment growth potential for the Town of Lakeshore from 2016 to 2046.¹ This forecast is largely based on the activity rate method, which is defined as the number of jobs in the Town divided by the number of residents. In forecasting long-term employment trends for the Town, the following employment indicators were also considered:

- Historical Census employment growth for the Town of Lakeshore, Essex County and City of Windsor (2001 to 2016);
- Historical non-residential building permit activity by employment sector (2010 to 2018) and employment absorption potential on employment lands;
- An assessment of key export-based industry sectors and their associated long-term growth potential, access; and
- Discussions with Town staff.

The following key observations have been made:

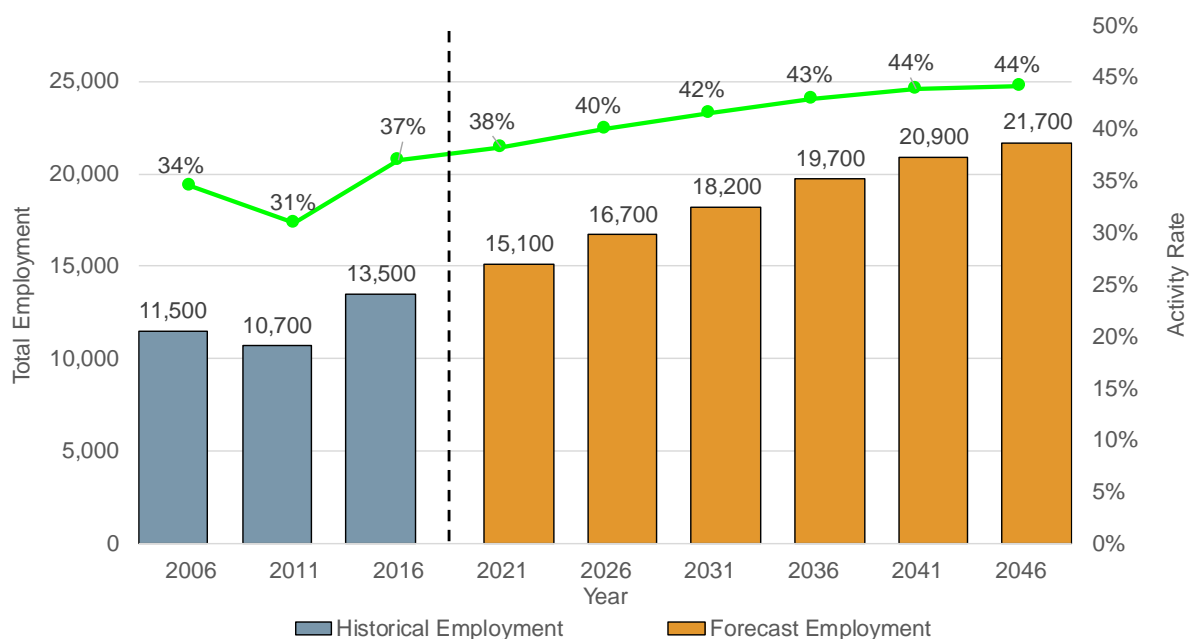
- Total employment is forecast to increase from approximately 13,500 in 2016 to 21,700 in 2046. This is an increase of approximately 8,200 total jobs;²
- During the forecast period, the Town's employment activity rate (i.e. ratio of jobs per population) is expected to increase from 37% in 2016 to 44% in 2046;
- Total employment base is forecast to grow at a rate of 1.6% annually over the total forecast period;
- The preferred employment forecast excluding N.F.P.O.W., is tracking from the Essex County Official Plan in 2016 towards the Essex County Foundation Report High Scenario by 2031; and
- The rate of Town-wide employment growth is forecasted to slightly decline over time largely due to the aging of the regional population and labour force base.

¹ Including work at home and No Fixed Place of Work (N.F.P.O.W.) employment. N.F.P.O.W. is defined by Statistics Canada as "persons who do not go from home to the same work place location at the beginning of each shift." Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.

² Total employment including work at home and no fixed place of work.



Figure 3-10
Town of Lakeshore
Employment Forecast, 2016 to 2046



Note: Activity rate is calculated with population including the net Census undercount.

Source: 2001 to 2016 from Statistics Canada place of work data including work at home and no fixed place of work.

2016 to 2046 employment forecast derived by Watson & Associates Economists Ltd., 2019.

Note: Numbers have been rounded

Figure 3-11 provides a more detailed forecast of employment growth by major sector for the Town across the forecast period in comparison to recent historical trends. Key observations by major employment sector include:

Primary Employment

Primary industries consist of agriculture and other resource-based employment and comprise a relatively small proportion of the Town's employment base. While this sector represents an important component of the regional economic base, it is not anticipated to experience significant employment growth within the near term or longer term within the Town of Lakeshore.

Industrial Employment

The Town's Employment Areas have a strong presence of manufacturers in the auto-sector. These manufacturers range in large (auto-parts manufacturers) and small-scale operations that service auto-sector manufacturers (e.g. tool and die operators). These



operations are concentrated in the Patillo/Advance Industrial Area and County Road 22 Corridor Employment Areas in the Maidstone Urban Area and represent a large portion of the Town's industrial base. As previously stated, the regional and local industrial sector was hit particularly hard during the 2008/2009 global economic downturn. Between 2006 to 2011, the Town's industrial base contracted by approximately 1,260 jobs, but has since rebounded steadily. Between 2011 and 2016, the Town added a total of 2,100 industrial jobs. As previously mentioned, the broader regional economy within the Windsor-Essex Area has also recovered steadily over the past several years. This recovery is expected to fuel steady local industrial employment growth over the long term, provided that an adequate supply of serviced employment land is provided within the Town's industrial areas.

By 2046, the Town's industrial employment base is forecast to reach approximately 10,300 employees, which represents an increase of 3,700 industrial jobs between 2016 and 2046, or approximately 45% of total employment growth. It is anticipated that this employment growth will be largely concentrated in sectors related to small/medium-scale manufacturing (primarily firms that are technology intensive), construction, energy and environmental technology, wholesale trade as well as transportation and warehousing.

Commercial Employment

Retail employment in the Town is anticipated to increase modestly over the forecast period through small- and medium-scale retail developments which primarily service the local population. These small- to medium-scale retail developments that service the local population can be seen in the Town's primary and second nodes such as Belle River, Comber Main Street Area, and Stoney Point Main Street Area. The Manning Road/Highway 22 and St. Clair Beach area includes some larger stores (20,000 to 50,000 sq.ft.) in the Town, while smaller retailers are located in the Town's nodes (e.g. Belle River), waterfront areas and hamlets. Regional shopping centres and big box retailers (greater than 50,000 sq.ft.) primarily found in the City of Windsor will continue to be major draws in the area.

Commercial employment (i.e. retail and office development) represents a key component of employment growth in the Town of Lakeshore. Over the forecast period, commercial employment within the Town is anticipated to increase by approximately 1,600 jobs, comprising approximately 20% of total employment growth. A large portion



of this employment growth will be directly related to population-related employment sectors, including retail and accommodation/food services. The Town is also expected to see a steady employment increase in the business service sector (i.e. real estate, finance, insurance and professional/scientific services), primarily in multi-tenant office space.

Institutional Employment

The Town's employment base is anticipated to steadily increase in the institutional sector driven by the need for increased health services, education and other institutional facilities (i.e. cultural, religious, schools) associated with population growth. The Town is also expected to see an increase in seniors' health facilities/services, including retirement homes and assisted living facilities, as well as other institutional-related development due to a moderately growing, but steadily aging population base. Between 2016 to 2046, the Town's institutional employment base is forecast to increase by approximately 900 jobs, accounting for 11% of total employment growth.

Work-at-Home Employment

In addition to reviewing employment trends by usual place of work, consideration has also been given to the employment outlook in the Town for employees who work at home. Over the forecast period, work at home employment in the Town is expected to expand by approximately 600 jobs and this will largely be driven by growth in the knowledge-based and creative sectors. Employment growth in this category will be facilitated by opportunities related to telecommuting and increased technology. Demographics also play a role in the future outlook for work at home employment. As the Town's population and labour force continues to age, it is likely that an increased number of working and semi-retired residents will be seeking lifestyles that will allow them to work from home on a full- or part-time basis.

No Fixed Place of Work (N.F.P.O.W.) Employment

Over the forecast period, N.F.P.O.W. is anticipated to increase by just over 1,200 jobs and account for 15% of total employment growth. Job growth over the long-term will largely be driven by steady employment growth in construction, goods movement and knowledge-based sectors.



Figure 3-11
Town of Lakeshore
Employment Growth Forecast by Sector, 2016 to 2046

Period	Population	Total Activity Rate	Employment							Total Employment (Including N.F.P.O.W.)
			Primary	Work at Home	Industrial	Commercial	Institutional	Total	N.F.P.O.W. ¹	
Mid-2006	33,200	0.345	140	1,200	5,800	2,500	900	10,500	1,000	11,500
Mid-2011	34,500	0.309	110	1,200	4,500	2,600	1,200	9,600	1,100	10,700
Mid-2016	36,600	0.370	160	1,200	6,600	2,900	1,400	12,200	1,400	13,500
Mid-2019	38,400	0.378	170	1,200	7,100	3,000	1,400	12,900	1,600	14,500
Mid-2021	39,300	0.383	180	1,300	7,300	3,100	1,500	13,400	1,600	15,100
Mid-2026	41,700	0.401	200	1,400	8,000	3,500	1,700	14,800	1,900	16,700
Mid-2031	43,800	0.416	230	1,500	8,600	3,800	1,900	16,000	2,100	18,200
Mid-2036	45,800	0.430	230	1,600	9,300	4,100	2,100	17,400	2,300	19,700
Mid-2041	47,500	0.440	250	1,800	9,900	4,300	2,200	18,400	2,500	20,900
Mid-2046	49,200	0.442	260	1,800	10,300	4,500	2,300	19,100	2,600	21,700

Source: Historical employment data from Statistics Canada Census. Forecast by Watson & Associates Economists Ltd., 2019.

¹ Statistics Canada defines no fixed place of work (N.F.P.O.W.) employees as "persons who do not go from home to the same work place location at the beginning of each shift". Such persons include building and landscape contractors, travelling salespersons, independent truck drivers, etc.



Chapter 4

Employment Land Supply



4. Employment Land Supply

The chapter provides an update of the results of the employment land supply analysis prepared as part of the 2015 Town of Lakeshore Growth Analysis Study. In the preparation of this update, the Consultant Team has worked collaboratively with Town staff to revise the 2015 employment land supply using Geographic Information Systems (G.I.S.) mapping software. The findings of this update include an analysis of current developed and vacant employment land supply by location. A further assessment has also been undertaken regarding the servicing characteristics of the vacant employment lands as well as potential development constraints by employment area.

4.1 Developed Employment Lands

Figure 4-1 and Figure 4-2 summarize the Town's developed employment lands by key development area. As summarized, the Town has a significant amount of developed employment lands within the Maidstone Urban Area (approximately 234 net ha or 92% of total developed employment lands).

Figure 4-1
Developed Employment Lands by Geographic Location in the Town of Lakeshore
Employment Land Supply

Key Development Area	Total Developed (Net Ha) ²
Comber	18
Maidstone Urban Area ¹	234
South Woodslee	2
Stoney Point	0
Total	253

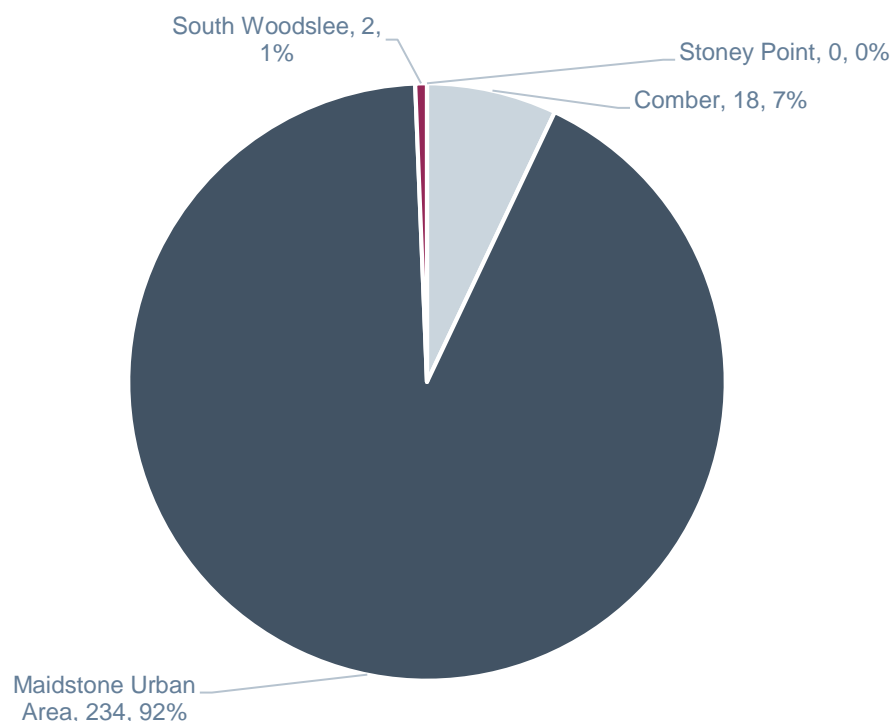
Source: Derived by Watson & Associates Economists Ltd. based on discussions and G.I.S land supply data provided from Town of Lakeshore staff.

¹ Excludes future potential development of the Designated Urban Reserve Lands (approximately 243 gross ha).

² For the Maidstone Urban Area, includes underutilized employment lands (approximately 24 gross h) and vacant employment lands that have become developed.



Figure 4-2
Share of Developed Employment Lands by Geographic Location in the Town of Lakeshore

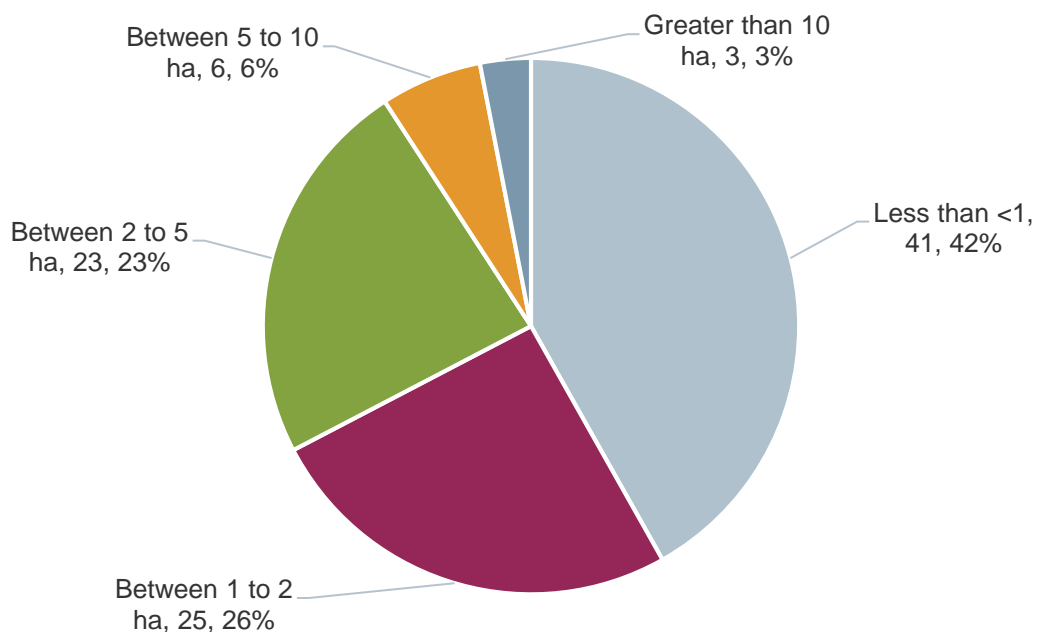


Source: Derived by Watson & Associates Economists Ltd. based on discussions and G.I.S land supply data provided from Town of Lakeshore staff.

Figure 4-3 and Figure 4-4 summarize developed employment land area by parcel sizes in terms of total land area and number of parcels. Both figures show that though there are few land parcels that are greater than 5 net ha in size (9%). It is noted that parcels greater than 5 net ha in size represent 50% of the developed employment land area within the Town. In contrast, most of the Town's development employment parcels are less than 2 net ha in size (68%), but account for only 22% of the developed employment land area in the Town.



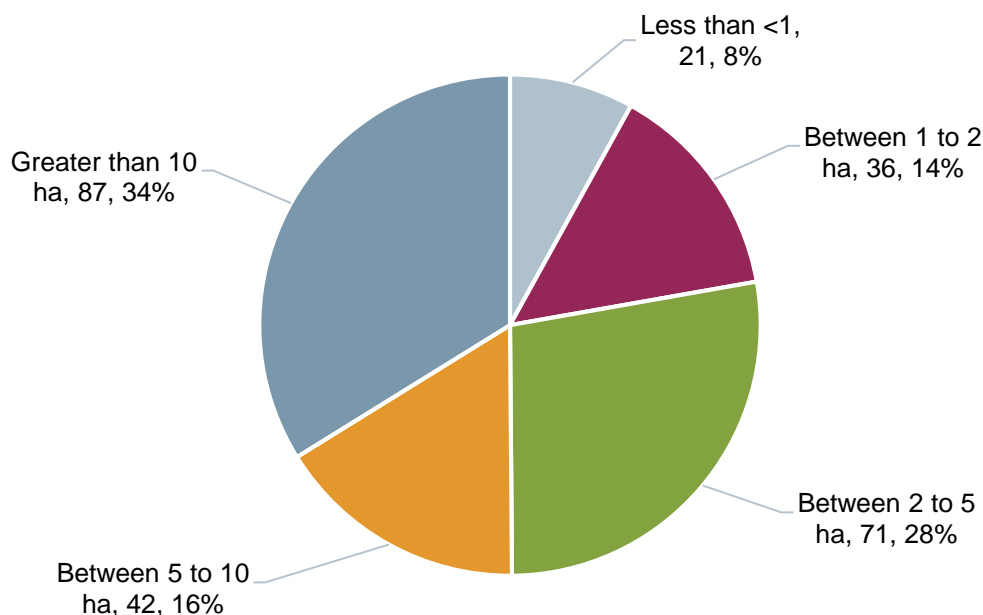
Figure 4-3
Share of Developed Employment Lands by Parcel Size (number of parcels, net ha) in
the Town of Lakeshore



Source: Derived by Watson & Associates Economists Ltd. based on discussions and G.I.S land supply data provided from Town of Lakeshore staff.



Figure 4-4
Share of Developed Employment Lands by Parcel Size (land area, net ha) in the Town of Lakeshore



Source: Derived by Watson & Associates Economists Ltd. based on discussions and G.I.S land supply data provided from Town of Lakeshore staff.

4.2 Vacant Employment Lands

The supply and quality of the Town's vacant employment lands are major factors of the Town's future competitiveness. This updated analysis of vacant employment lands identifies that the Town has 315 gross ha (779 gross acres) of vacant land designated as "Employment Area". After adjusting for local infrastructure and long-term land vacancy, the Town's net developable designated vacant employment land supply is estimated at 189 net ha (468 net acres), as outlined in Figure 4-5.



Figure 4-5
Town of Lakeshore
Vacant Employment Land Supply

Key Development Area	Total Developed (net ha) ²	Vacant Employment Land Supply (Gross Hectares)					Net Developable Land (ha)	
		Serviced ³ , ⁴	Serviceable (Medium Term)	Constrained (Long Term)	Wallace Woods Secondary Plan Area ⁵	Total Vacant Land Supply (gross ha)	Net Developable Land (ha) ⁶	Net Developable Land Adjusted for Long-Term Vacancy (ha) ⁷
Comber	18	0	13	90	0	103	82	62
Stoney Point	0	0	0	91	0	91	73	55
Maidstone Urban Area ¹	234	4	48	37	31	120	96	72
South Woodslee	2	0	0	1	0	1	1	1
Total	253	4	61	220	31	315	252	189

Source: Derived by Watson & Associates Economists Ltd. based on discussions and G.I.S land supply data provided from Town of Lakeshore staff.

Note: numbers may not add precisely due to rounding.

¹ Excludes future potential development of the Designated Urban Reserve Lands (approximately 243 gross ha).

² For the Maidstone Urban Area, includes underutilized employment lands identified by the Town (approximately 24 ha) and vacant employment lands that have become developed.

³ Excludes underutilized lands. The Town has identified approximately 24 gross ha as underutilized in the Maidstone Urban Area.

⁴ The Town has identified that the lands south of Jutras Drive and west of Patillo Road, covering a land area of 41 hectares, has a limited amount of servicing still available, however, the servicing would not cover the majority of the area.

⁵ Based on the land identified as the Business Park in the Wallace Woods Concept Plan Report, April 15, 2013. The total land area of the Wallace Woods Secondary Plan Area is approximately 478 hectares which includes employment, residential, commercial and mixed uses.

⁶ A downward adjustment of 20% of the gross area has been applied to account for internal infrastructure.

⁷ Long-term industrial land vacancy adjustment of 25% of net developed and net vacant industrial lands. Accounts for industrial land sites which may not develop over the long term (i.e. 2041) due to odd/small lot size and poor configuration, underutilized employment sites, and sites inactive/land banking.

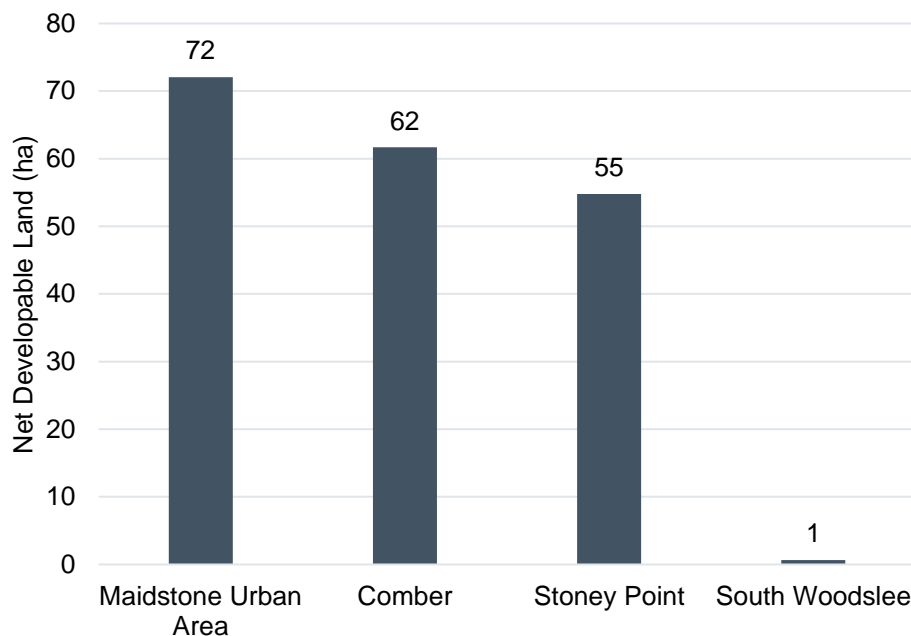


Long-term land vacancy (i.e. vacant industrial parcels) is a common characteristic which is experienced in mature industrial areas throughout Ontario, including the Town of Lakeshore. Typically, as industrial/business park lands are brought to market, the more marketable and developable industrial sites absorb first. Often the remaining less-marketable sites are fragmented throughout the industrial area, which limits their potential for larger scale development. Invariably, many of these sites remain vacant over the longer term, due to their limited market choice to end users. Accordingly, additional reductions to the net developable vacant industrial land supply have been made to account for long-term land vacancy, as summarized in Figure 4-5 above. This adjustment accounts for sites or portions of sites which are unlikely to develop over the long term due to odd/small lot sizes and poor configuration, unfavourable site conditions, underutilized industrial sites and site inactivity/land banking, which may tie up potentially vacant and developable lands. For the purpose of this analysis, an estimate of approximately 25% long-term land vacancy has been used.

The largest share of vacant designated employment lands is located within the Maidstone Urban Area (72 net ha) despite steady development activity since 2015 (Figure 4-6). These vacant designated employment lands include the Patillo/Advance Industrial Area, the County Road 22 Industrial Corridor, and the Lakeshore West/Manning Road Industrial Area. No changes have been made to the other Key Development Areas (e.g. Comber, Stoney Point, and South Woodslee) since the preparation of the 2015 Growth Analysis Study in terms of the vacant designated employment land supply for these areas.



Figure 4-6
Town of Lakeshore
Net Supply of Vacant Employment Land Supply by Key Development Area



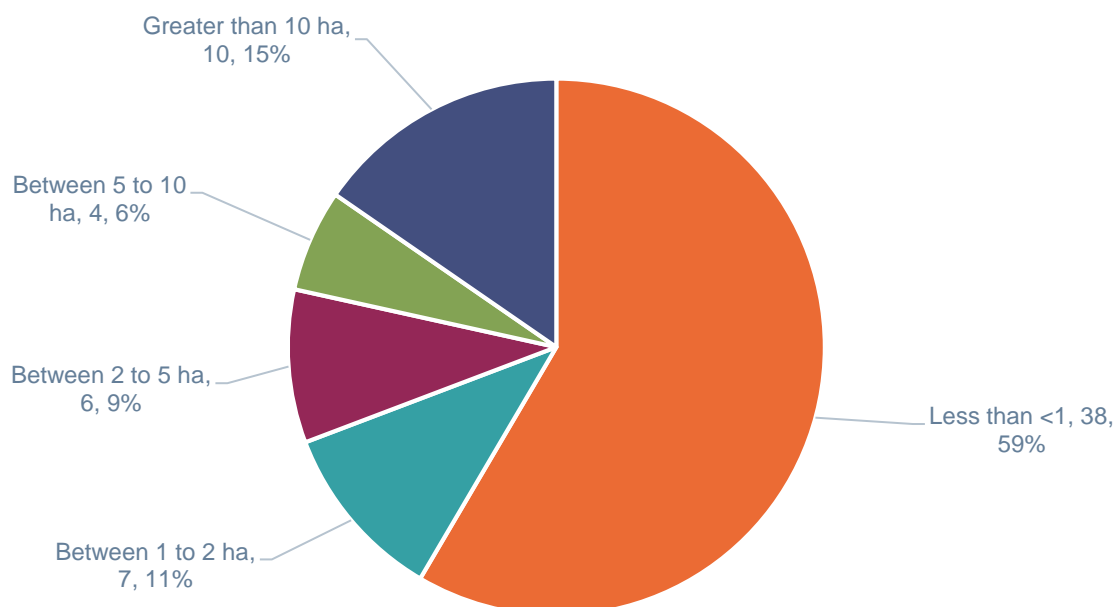
Source: Derived by Watson & Associates Economists Ltd. based on discussions and G.I.S land supply data provided from Town of Lakeshore staff.

Note: Maidstone Urban Area Includes Wallace Woods Secondary Plan Area. Excludes potential from Urban Reserve Lands and Underutilized lands.

Figure 4-7 and Figure 4-8 summarize vacant employment land area by parcel sizes in terms of total land area and number of parcels. Figure 4-7 identifies that there are relatively few vacant parcels greater than 5 ha in size (21% of total vacant employment sites). Furthermore, many of these larger vacant parcels are constrained over the long-term. In contrast, although most vacant employment land parcels are less than 2 ha (70%), these sites comprise only 8% of the Town's vacant employment land supply in terms of developable land area.



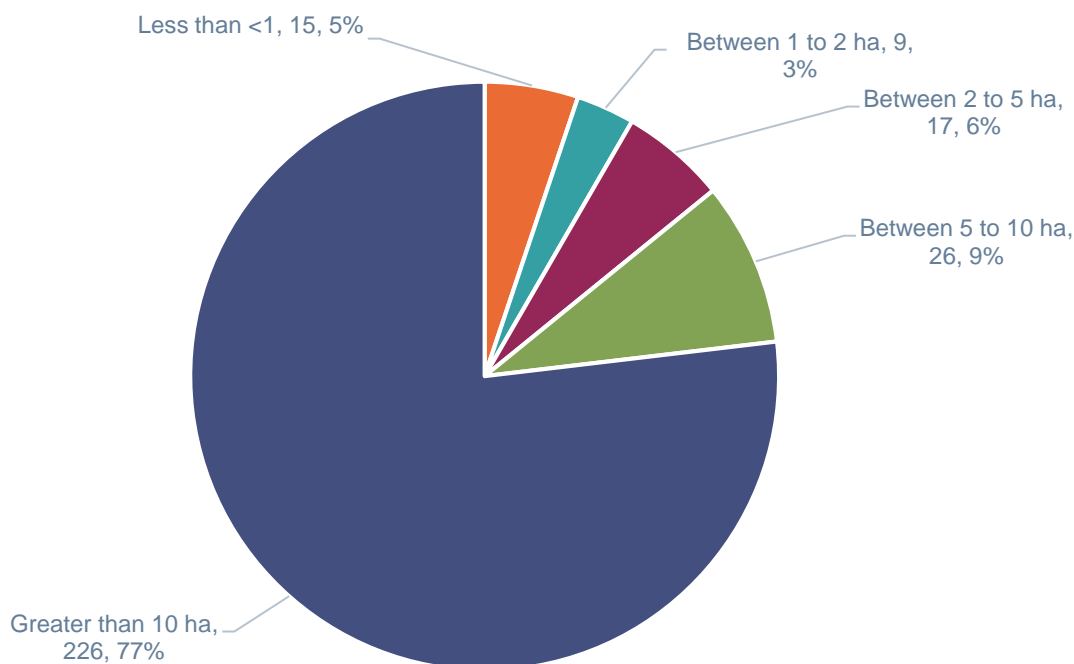
Figure 4-7
Share of Vacant Employment Lands by Parcel Size (number of parcels, gross ha) in the
Town of Lakeshore



Source: Derived by Watson & Associates Economists Ltd. from Town of Lakeshore data.
Note: does not account for Wallace Woods Secondary Plan of approximately 31 gross ha.



Figure 4-8
Share of Vacant Employment Lands by Parcel Size (land area, gross ha) in the Town of Lakeshore



Source: Derived by Watson & Associates Economists Ltd. from Town of Lakeshore data.
Note: does not account for Wallace Woods Secondary Plan of approximately 31 gross ha.

4.2.1 Supply of Serviced and/or Serviceable Vacant Employment Lands

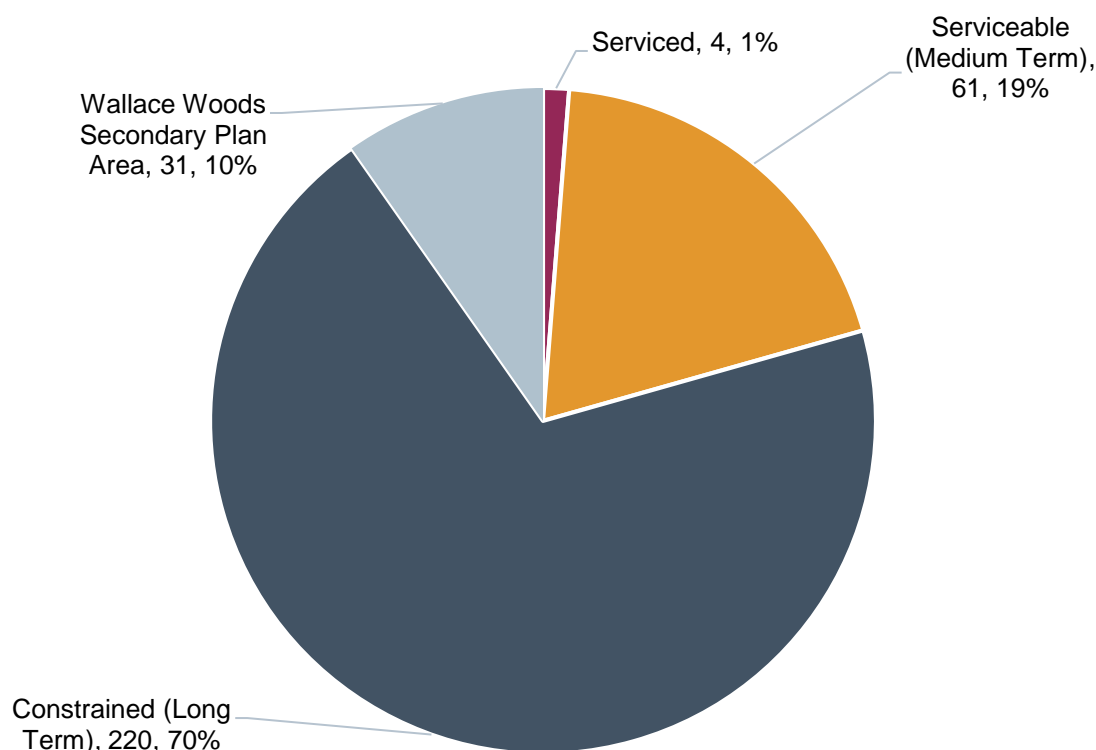
Figure 4-9 summarizes the share of total designated employment land by stage of servicing. This figure identifies that approximately 1% of the Town's total designated vacant employment land supply is municipally serviced or shovel-ready for development. Comparably, the percentage share of vacant employment lands which can be defined as shovel-ready has decreased since the completion of the 2015 Growth Analysis Study largely as a result of recent development within the Maidstone Urban Area over the past 4 years.

It is also noted that the Town has a considerable amount of vacant employment lands which are identified as being constrained with respect to water and wastewater servicing, representing approximately 70% of the total vacant employment land supply



or 220 ha. It is important for the Town to address these constrained lands as they currently form part of the Town's potential urban employment lands inventory. These constrained sites potentially inhibit the Town's ability to rationalize the expansion of the Town's existing urban Employment Areas.

Figure 4-9
Designated Vacant Land Supply by Servicing Type in the Town of Lakeshore



Source: Derived by Watson & Associates Economists Ltd. based on discussions and G.I.S land supply data provided from Town of Lakeshore staff.

Note that serviced includes lands that are shovel-ready for development. Serviceable includes lands that could receive servicing within 10 years. Constrained includes lands that have servicing constraints and servicing these lands is beyond a 10-year period. Wallace Woods includes lands that are identified in the secondary plan as 'business park'.

4.3 Market Choice Requirements

From a market choice perspective, one of the most important industrial site selection criteria relates to ensuring that an ample supply of suitable vacant serviced (and serviceable) industrial land is available for purchase and absorption. This can be largely controlled by the Town by providing a readily available and serviced employment



land supply that is beyond forecast absorption across a range of site selection choices in terms of:

- Price;
- Site size;
- Availability and cost of servicing;
- Neighbourhood and setting;
- Surrounding supportive uses and industries;
- Zoning;
- Visibility;
- Highway access;
- Other physical characteristics (topography, environmental conditions/soil conditions, buffering);
- Tenure (lease vs. design build vs. own); and,
- Other industrial land market requirements, including site proportioning (frontage to depth), timing of servicing, site expandability, etc.

To ensure that the market for employment lands is not unduly constrained, it is recommended that the Town of Lakeshore provide a balanced inventory of shovel-ready and designated developable vacant employment lands that is sufficient to meet demand in the short to medium term. If the Town of Lakeshore is to offer an adequate supply of industrial land over both the short- and long-term planning periods, it needs to provide a full range of industrial sites on the market, particularly larger developable sites (i.e. greater than 5 ha), which can accommodate medium to large-scale businesses as well as future expansion potential. Long term servicing constraints on many of the Town's vacant employment lands also remains a challenge. If these development constraints identified on larger-scale industrial sites are not addressed, potential forecast industrial absorption may be impeded.

Map 4-1 to Map 4-4 illustrate the location of the Town's developed and vacant employment land supply by industrial area and availability (i.e. serviced, serviceable and constrained). As previously mentioned, the Maidstone Urban Area is the only employment area within the Town that has experienced development activity since the completion of the 2015 Growth Analysis Study. Most of this development activity has occurred on vacant serviced (shovel-ready) employment lands that were between 1 to 2 ha and within the Patillo Road industrial area.



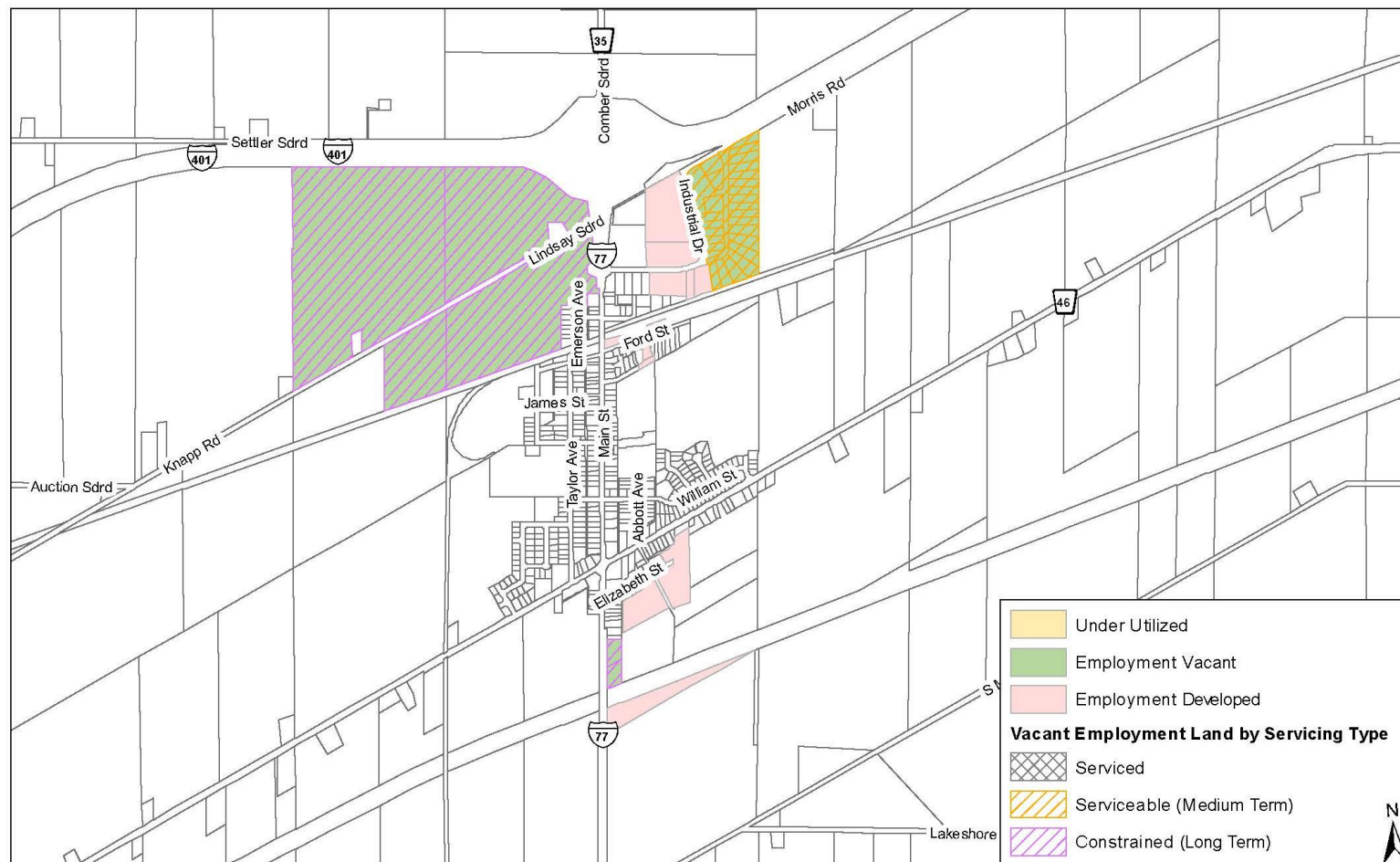
Map 4-1
Maidstone Urban Area
Developed and Vacant Employment Land Supply



Source: Mapping provided by the Town of Lakeshore (Nov 2019)



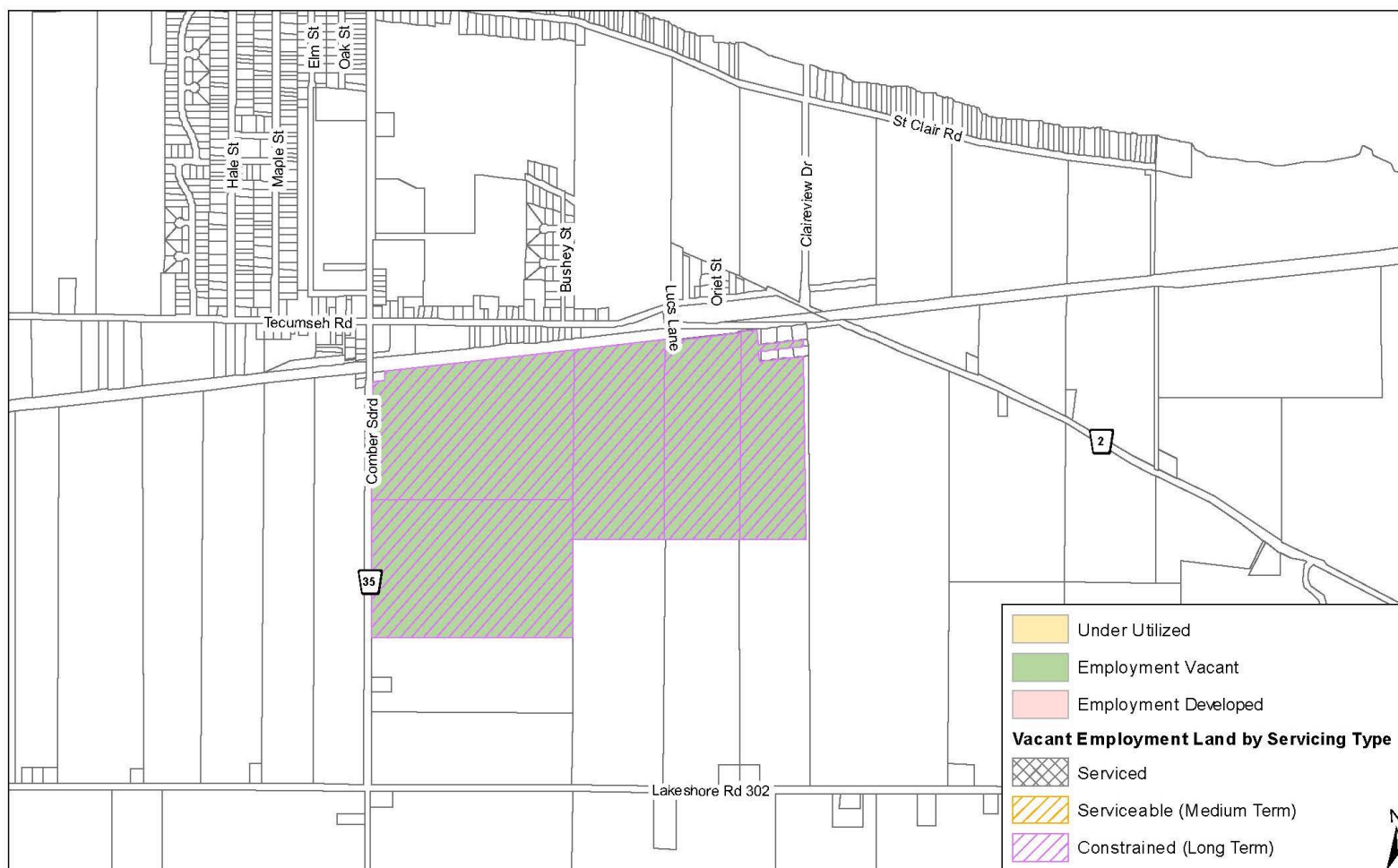
Map 4-2
Comber Urban Area
Developed and Vacant Employment Land Supply



Source: Mapping provided by the Town of Lakeshore (Nov 2019)



Map 4-3
Stoney Point Urban Area
Developed and Vacant Employment Land Supply



Source: Mapping provided by the Town of Lakeshore (Nov 2019)



Map 4-4
South Woodslee Hamlet
Developed and Vacant Employment Land Supply



Source: Mapping provided by the Town of Lakeshore (Nov 2019)



Chapter 5

Employment Land Need



5. Employment Land Need

5.1 Employment Land Demand, 2019 to 2039 and 2019 to 2044

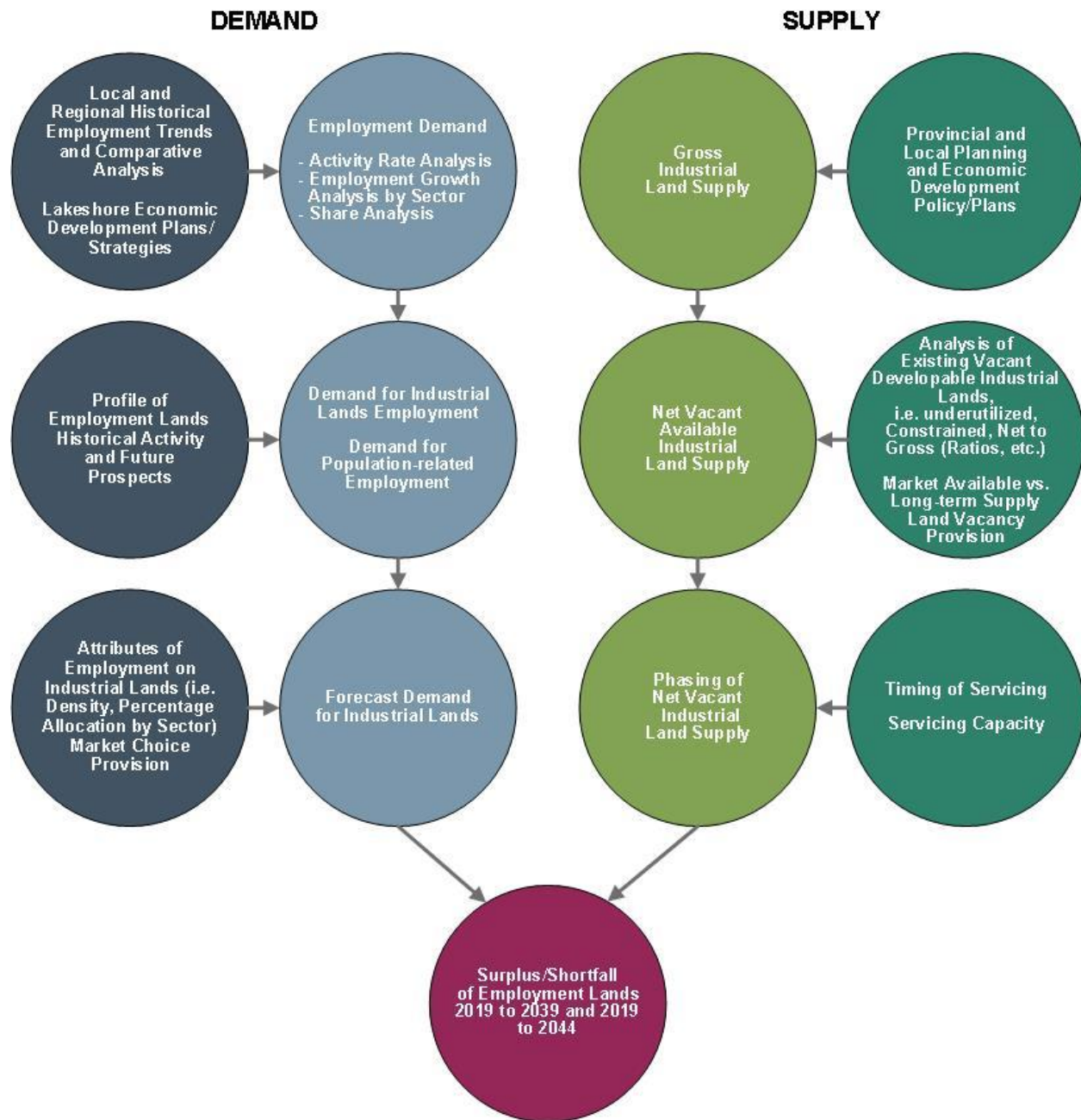
Building on the long-term employment forecast presented in Chapter 3, and employment lands supply summarized in Chapter 4, anticipated employment land needs requirements have been identified over the next 20 to 25 years based on consideration of the following:

- The share of employment growth on employment lands by major employment sector (i.e. industrial, commercial and institutional);
- Recent trends regarding historical non-residential building activity and absorption trends on employment lands by key growth area;
- Existing and forecast average density (i.e. employees per net acre/hectare) of employment on employment lands; and
- The amount of long-term vacant industrial lands in the Town of Lakeshore.

Figure 5-1 illustrates this approach graphically.



Figure 5-1
Schematic Approach to Forecasting Long-Term Need for Employment Lands



In generating employment land area requirements for the Town of Lakeshore, the following steps have been undertaken:



- **Remove Work-at-Home Employment**

As identified in the growth analysis provided in Chapter 3, forecast employment growth has been categorized into four major categories, including primary, industrial, commercial and institutional, based on 2016 Census data. These categories have been aggregated from specific employment sub-classifications based on the North American Industrial Classification (N.A.I.C.S.) system. As a first step, all estimated work at home and no fixed place of work employment has been excluded from the industrial land needs analysis, as these employees do not require land in designated industrial areas.

- **Determine the Amount of Industrial, Commercial, and Institutional (I.C.I.) Employees on Employment Lands**

A breakdown of employment by major sector (I.C.I.) on employment lands for the Town of Lakeshore was estimated in accordance with recent development activity. Figure 5-2 presents the percentage of employment by major sector (I.C.I.) on employment lands assumed during the long-term forecast period

Figure 5-2
Town of Lakeshore Proportion of Employment Growth on Urban Employment Lands by Major Employment Sector

Employment Sector	Percentage of Total Town Employment on Urban Employment Lands
Industrial	97%
Commercial	36%
Institutional	1%

Source: Derived from Watson & Associates Economists Ltd.

Note may not add precisely due to rounding

- **Forecast Employment on Urban Employment Lands, 2019 to 2044**

Figure 5-3 summarizes forecast employment on employment lands over the short-, medium- and long-term forecast periods, based on the assumed allocation of growth on employment lands assigned by I.C.I., as set out in Figure 5-2. Over the 2019 to 2039



period, Lakeshore's employment lands are anticipated to accommodate 57% of the Town's total employment growth, resulting in approximately 3,000 employees. Over the 2019 to 2044 period, Lakeshore's employment lands are anticipated to accommodate 60% of the Town's total employment growth, resulting in approximately 3,700 employees.

Figure 5-3
Employment Growth on Urban Employment Lands, 2019 to 2044

Employment by ICI	Employment Growth by Sector		Employment Growth on Employment		Percent on Employment Lands (2039)	Percent on Employment Lands (2044)
	2019 - 2039	2019 - 2044	2019 - 2039	2019 - 2044		
Primary	77	96	-	-	0%	0%
Work at Home	469	584	-	-	0%	0%
Industrial	2,607	3,263	2,529	3,165	97%	97%
Commercial	1,301	1,443	468	519	36%	36%
Institutional	818	821	8	8	1%	1%
Total	5,272	6,206	3,006	3,693	57%	60%

Source: Derived by Watson & Associates Economists Ltd.

Note may not add precisely due to rounding

• Forecast Employment Density on Employment Lands

Existing employment density on employment lands in Lakeshore was based on a review of a sample of recently developed employment land parcels in the Town of Lakeshore. Based on this review, recent employment density levels on employment lands in Lakeshore averaged 33 jobs per net ha (13 jobs per net acre). In accordance with regional trends in southwestern Ontario, the average density levels on employment lands are moderately declining and are anticipated to continue to do so over the long-term forecast period. Structural changes in the economy are also changing the character of economic activities on employment lands and impacting employment density. Recent trends primary include: 1) increasing demand for warehousing/logistics and transportation uses for the growing "goods movement" sectors which tend to be of lower employment density; and 2) increased automation in the manufacturing sector as domestic manufacturers focus their efforts on increased efficiency and competitiveness through automation.

Given these factors, it is foreseeable that future densities on employment lands in the Town of Lakeshore will be slightly lower on average than existing densities achieved on the Town's employment lands. Based on our review of recent development activity on



employment lands and anticipated market trends, an average employment density of 30 jobs per net ha (12 jobs per net acre) has been assumed over the long-term forecast period. The forecast employment land density identified herein has been used in generating future land demand on employment lands.

- **Determine Employment Land Demand within the Town of Lakeshore, 2019 to 2044**

Figure 5-4 summarizes forecast demand for employment lands from 2019 to 2039 and 2019 to 2044. Figure 5-5 illustrates forecast annual absorption for the Town of Lakeshore over the 2019 to 2039 period in comparison to historical trends. Key observations include:

- Over the planning horizon, an estimated 10% of the total employment growth forecast on employment lands is expected to be accommodated through intensification. It is anticipated that most of this intensification will be accommodated through infill, redevelopment and expansion of existing developed employment lands in the Maidstone Urban Area;
- The Town of Lakeshore is forecast to absorb an annual average of approximately 5 net ha per year (11 net acres per year) from 2019 to 2039;
- Over the 20 a 25-year planning horizon, employment land demand is forecast to total 90 and 111 net ha, respectively (223 and 274 net acres).



Figure 5-4
Town of Lakeshore Forecast Urban Employment Land Demand, 2019 to 2044

Growth Period	Total Employment on Urban Employment Lands	Intensification on Urban Employment Lands *	Total Employment on Employment Lands Adjusted for Intensification	Employment Density (jobs per net ha)	Total Urban Land Demand (ha)	Annual Urban Employment Land Absorption (ha)
2019 - 2039	3,006	301	2,705	30	90	5
2019 - 2044	3,693	369	3,323	30	111	4

* Assumes 10% of employment will be accommodated through intensification.

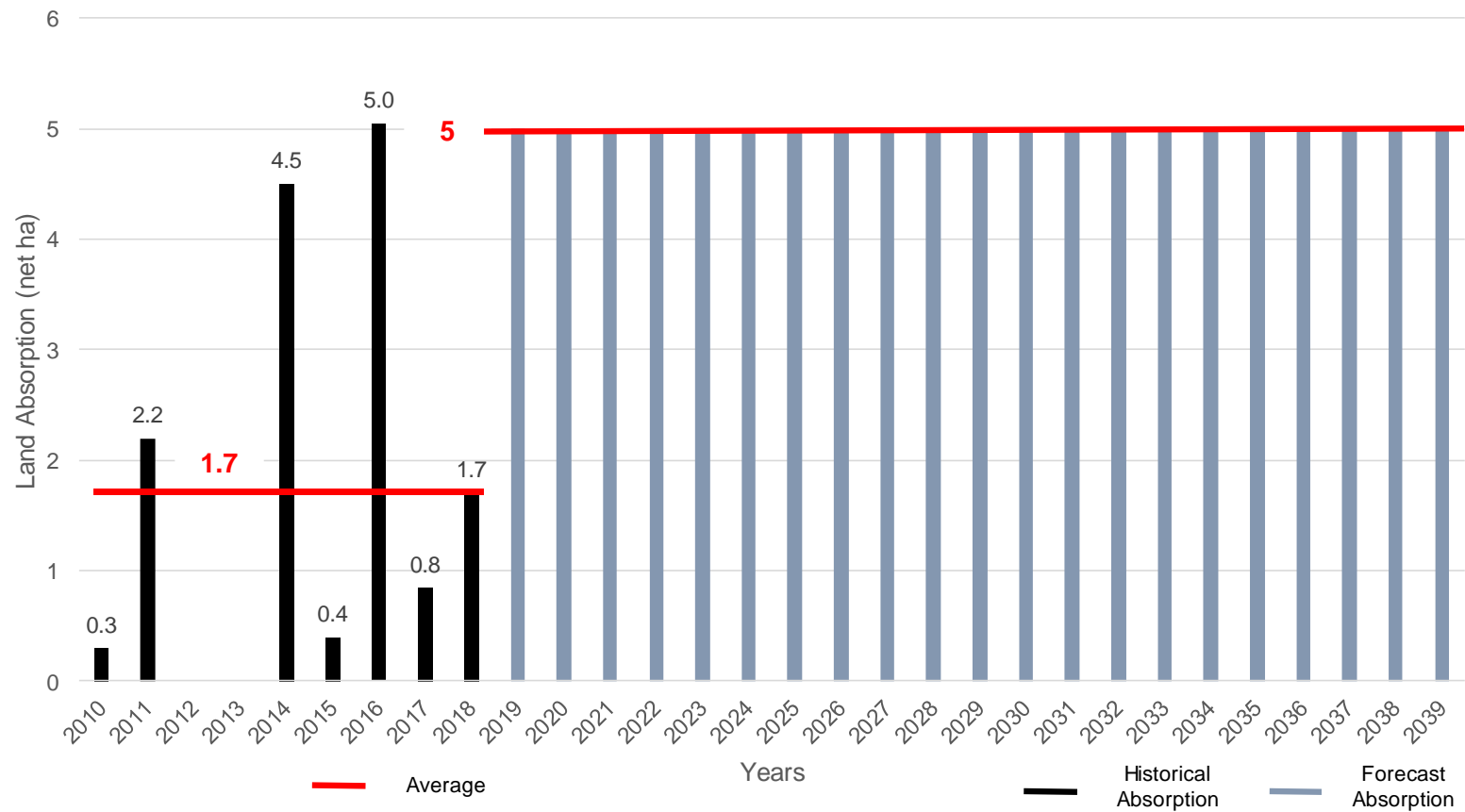
Source: Derived by Watson & Associates Economists Ltd.

Note may not add precisely due to rounding

Figure 5-5 provides a conceptual illustration of forecast annual industrial absorption over the 2019 to 2039 period relative to historical absorption activity on employment lands between 2010 to 2018.



Figure 5-5
Annual Urban Employment Land Needs Forecast, 2019 to 2039



Source: Derived by Watson & Associates Economists Ltd.



5.2 Employment Land Needs within the Town of Lakeshore, 2019 to 2039 and 2019 to 2044

Figure 5-6 summarizes the long-term forecast need for employment lands within the Town of Lakeshore over a 20-year planning horizon. In accordance with the existing supply of developable vacant employment lands compared against long-term demand, Lakeshore has a surplus supply of approximately 99 net ha (245 net acres) of employment lands.

Figure 5-6
Employment Land Needs, 2019 to 2039

	2019 - 2039	
	Hectares	Acres
Net Employment Land Demand	90	223
Net Employment Land Supply	189	468
Net Employment Land Surplus	99	245

Source: Derived by Watson & Associates Economists Ltd.

Figure 5-7 summarizes the long-term forecast need for employment lands within the Town over a 25-year planning horizon. In accordance with the existing supply of developable vacant employment lands compared against long-term demand, Lakeshore has a surplus supply of approximately 78 net ha (194 net acres) of employment lands.

Figure 5-7
Employment Land Needs, 2019 to 2044

	2019 - 2044	
	Hectares	Acres
Net Employment Land Demand	111	274
Net Employment Land Supply	189	468
Net Employment Land Surplus	78	194

Source: Derived by Watson & Associates Economists Ltd.

It is noted that the employment land surpluses identified in Figure 5-6 and Figure 5-7 include the designated employment land supply within the Wallace Woods Secondary Plan, which is 31 gross ha (77 gross acres).



Previously discussed in this report, a large portion of the Town's employment lands are constrained. Figure 5-8 and 5-9 summarize the impact on the Town's long-term employment land needs by removing constrained employment lands from the Town's supply land supply inventory. If the constrained employment lands within the Town's employment land supply were removed, the Town would potentially experience an employment land shortfall of between 33 to 53 net ha (81 to 132 net acres) over the 20 to 25-year forecast period.

This identified net land need does not reflect site-specific takeouts, including open space, arterial roads/rail, stormwater ponds and easements which require an upward adjustment to determine gross land. Assuming a 75% net to gross land area ratio, this translates into a minimum requirement of 45 gross ha (112 gross acres) by 2039 and 80 gross ha (198 gross acres) by 2044. It is also noted that forecast gross employment land needs do not include environmentally sensitive lands.

Figure 5-8
Employment Land Needs, 2019 to 2039 (Constrained Employment Lands Excluded from Employment Land Inventory)

	2019 - 2039	
	Hectares	Acres
Net Employment Land Demand	90	223
Net Employment Land Supply	57	142
Net Employment Land Shortfall	-33	-81

Source: Derived by Watson & Associates Economists Ltd.

Figure 5-9
Employment Land Needs, 2019 to 2044 (Constrained Employment Lands Excluded from Employment Land Inventory)

	2019 - 2044	
	Hectares	Acres
Net Employment Land Demand	111	274
Net Employment Land Supply	57	142
Net Employment Land Shortfall	-53	-132

Source: Derived by Watson & Associates Economists Ltd.



Chapter 6

Conclusions



6. Conclusions

The following provides a summary of the key findings provided in this report:

- The Town of Lakeshore's population is forecast to steadily increase from approximately 37,800 in 2016 to 50,500 by 2046. This represents an annual population increase of approximately 1% over the 30-year forecast period. During the latter half of the forecast period, it is expected that the rate of forecast growth will begin to slow due to the aging of the regional population and labour force base.
- The proportion of the Town's seniors' population is forecast to steadily increase over the next several decades. This is anticipated to place increasing demand on the need for medium and high-density housing forms including seniors' and affordable housing.
- Similar to the broader regional area as a whole, population growth within the Town is expected to be driven by net migration. As the Town's population continues to age, population growth associated with natural increase (births less deaths) is expected to decline.
- By 2046, the Town's housing base is forecast to increase to approximately 19,500. This represents an increase of approximately 6,400 households over the 30-year forecast period and an annual housing growth forecast average of 210 households per year.
- Over the past five years, the regional economy has continued to recover from the 2008/2009 global economic downturn. During this time period, the Town of Lakeshore's local industrial base has steadily grown in sectors primarily related to manufacturing, administrative and support, waste management and remediation services, transportation, warehousing, and construction. The Town has also experienced moderate to strong employment growth within the health care and social assistance, professional, scientific, and technical services, education, wholesale trade, retail trade, and accommodation and food services sectors.
- Looking forward, the Town's total employment is forecasted to increase from approximately 13,500 in 2016 to 21,700 in 2046. This represents an increase of approximately 8,200 total jobs or just under 1.6% annually. The rate of Town-wide employment growth is forecast to slightly decline overtime largely due to the aging of the regional population and labour force base.



- The Town has approximately 189 net ha (468 net acres) of vacant, potentially developable employment land. Despite the availability of vacant employment land, the Town continues to have a limited number of serviced, large, vacant industrial parcels conducive for larger-scale industrial development.
- Over the 2019 to 2039 planning horizon, the Town is forecast to add a total of approximately 3,000 jobs to its designated Employment Areas. To accommodate this employment growth, the Town is forecast to absorb 90 net ha (223 net acres) of its vacant employment land inventory. Based on the Town's existing supply of developable vacant employment land, the Town has a sufficient supply of employment lands to meet long-term employment land needs over the next 20 to 25 years, assuming the Town's developable designated employment lands are serviced in a timely manner.
- It is noted that the Town has a considerable amount of vacant employment lands which are identified as being constrained with respect to water and wastewater servicing, representing approximately 70% of the total vacant employment land supply or 220 ha (544 acres). It is important for the Town to address these constrained lands as they currently form a large part of the Town's potential urban employment lands inventory. As such, these constrained sites potentially inhibit the Town's ability to rationalize the expansion of the Town's existing urban Employment Areas.
- If the constrained employment lands within the Town's employment land supply were removed, the Town would potentially experience an employment land shortfall of between 33 to 53 net ha (81 to 132 net acres) over the 20 to 25-year forecast period.
- This identified net land need does not reflect site-specific takeouts, including open space, arterial roads/rail, stormwater ponds and easements which require an upward adjustment to determine gross land. Assuming a 75% net to gross land area ratio, this translates into a minimum requirement of 45 gross ha (112 gross acres) by 2039 and 80 gross ha (198 gross acres) by 2044. It is also noted that forecast gross employment land needs do not include environmentally sensitive lands.



Appendices



Appendix A

Town of Lakeshore

Components of Population Change



Appendix A: Town of Lakeshore Components of Population Change

Figure A-1 summarizes the population growth forecast by major age group over the 2016 to 2046 period for the Town of Lakeshore. Key observations include:

- The percentage of population in the 0-19 age cohort (youth population) is forecast to slightly decline from 26% in 2016 to 20% in 2046;
- The population share of the 20-34 age cohort is forecast to experience a minimal increase from 15% in 2016 to 16% in 2046;
- Population in Lakeshore within the 34-54 age group is forecast to steadily decline from 30% in 2016 to 22% in 2046;
- The 55-74 age group (empty-nesters/younger seniors) is forecast to slightly increase from 23% in 2016 to 24% in 2046; and
- The percentage of the population in the 75+ age group (older seniors) is forecast to more than triple over the 30-year period, from 5% in 2016 to 18% in 2046.

Figure A-1
Town of Lakeshore
Total Historical and Forecast Population by Age Cohort, 2001 to 2046

Population by Age Cohort (Excluding Census undercount) ¹

Cohort	2001	2006	2011	2016	2021	2026	2031	2036	2041	2046
0-19	8,500	9,500	9,300	9,400	9,900	9,900	9,900	10,000	9,900	9,900
20-34	5,600	6,100	5,400	5,600	5,600	6,000	6,800	7,400	7,800	8,000
35-44	5,300	5,800	5,300	5,200	5,100	4,900	4,600	4,500	5,100	5,700
45-54	4,200	5,200	5,800	6,000	5,900	5,900	5,700	5,500	5,100	5,100
55-64	2,700	3,700	4,500	5,200	5,900	6,200	6,100	6,100	5,900	5,700
65-74	1,600	1,800	2,500	3,400	4,200	4,900	5,700	5,900	5,900	5,900
75+	1,100	1,300	1,500	1,800	2,500	3,600	4,800	6,100	7,600	8,600
Total	29,000	33,400	34,300	36,600	39,100	41,400	43,600	45,500	47,300	48,900

Percentage of Population by Age Cohort

Cohort	2001	2006	2011	2016	2021	2026	2031	2036	2041	2046
0-19	29%	28%	27%	26%	25%	24%	23%	22%	21%	20%
20-34	19%	18%	16%	15%	14%	14%	16%	16%	16%	16%
35-44	18%	17%	15%	14%	13%	12%	11%	10%	11%	12%
45-54	14%	16%	17%	16%	15%	14%	13%	12%	11%	10%
55-64	9%	11%	13%	14%	15%	15%	14%	13%	12%	12%
65-74	6%	5%	7%	9%	11%	12%	13%	13%	12%	12%
75+	4%	4%	4%	5%	6%	9%	11%	13%	16%	18%
Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Source: 2001 to 2016 Derived from Statistics Canada, Demography Division (Catalogue no. 91C0005) , by Watson & Associates Economists Ltd. 2016 to 2046 Forecast by Watson & Associates Economists Ltd., 2019.

¹ Population excludes Census undercount of approximately 2.8%.

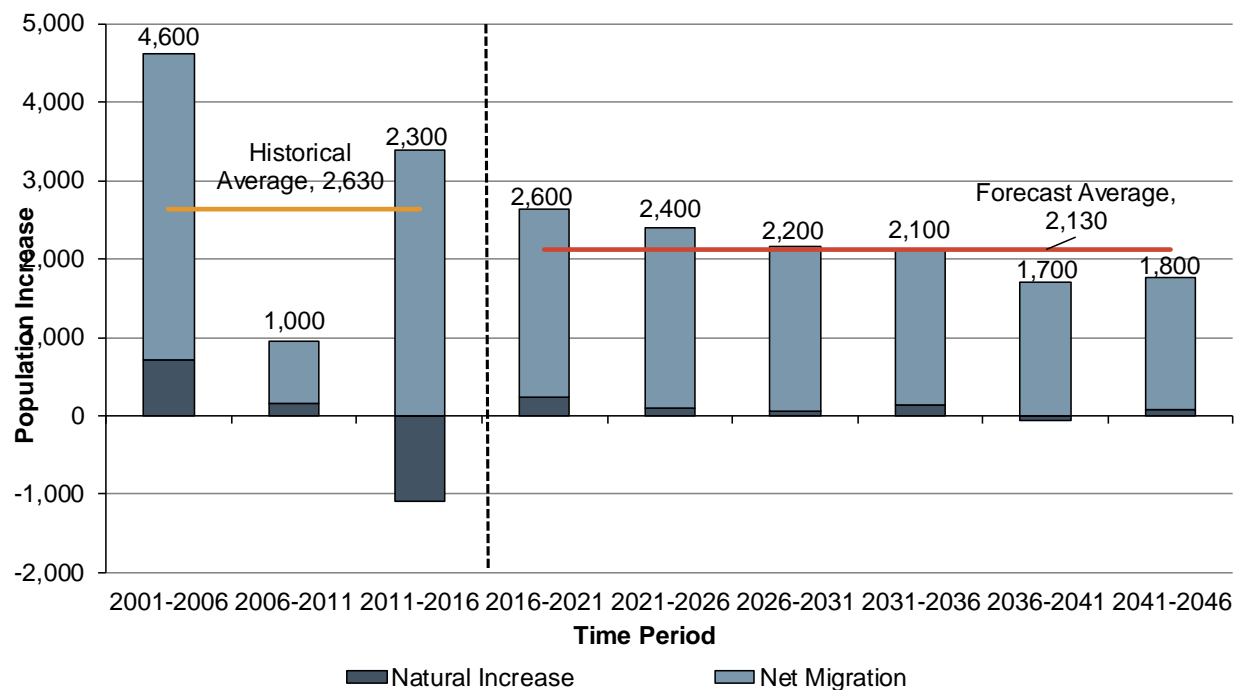
Note: Figures may not add precisely due to rounding.



Figure A-2 summarizes historical and forecast population change trends from 2001 to 2046, categorized by natural increase and estimated net migration. The following trends can be seen:

- Historical levels of net migration have been strong in Lakeshore, averaging approximately 2,700 new residents annually through immigration;
- Natural increase between 2001 and 2016 has been trending negatively, averaging a decline of roughly 80 persons annually; and
- Over the 2016 to 2046 period, net migration levels are anticipated to remain positive but slightly lower than historical levels. In contrast, population change associated with natural increase is anticipated to be positive across the forecast period.

Figure A-2
Town of Lakeshore
Historical and Forecasted Population Change by Natural Increase and Estimated Net Migration, 2001 to 2046



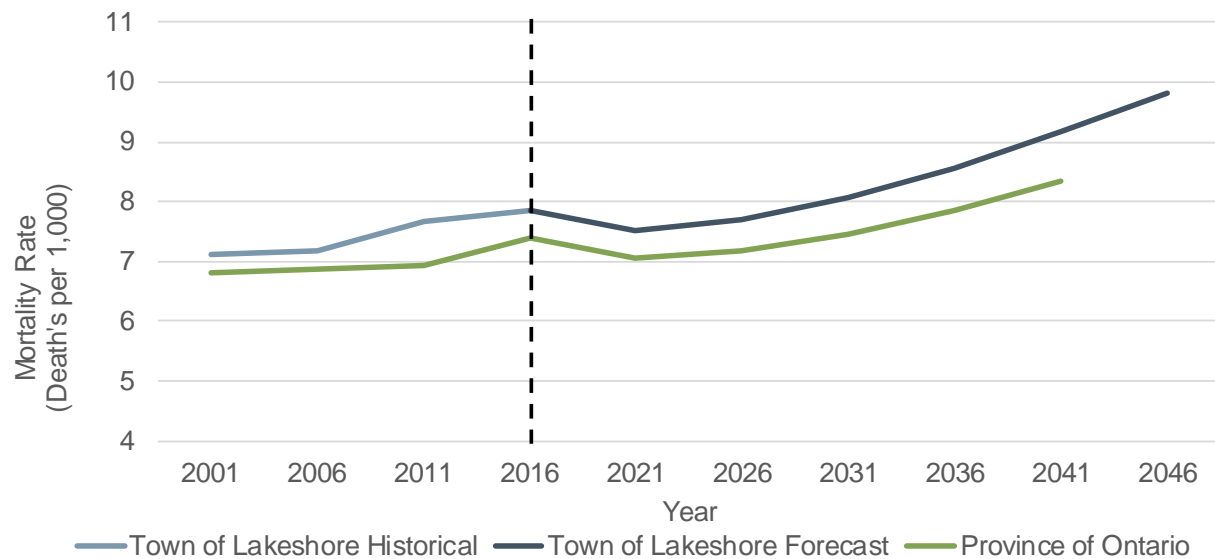
Source: 2001 to 2016 derived from Statistics Canada, Demography Division, by Watson & Associates Economists Ltd., 2019. 2016 to 2046 net migration forecast prepared by Watson & Associates Economists Ltd., 2019.
Note: Includes Census undercount of approximately 2.8%.

Figure A-3 presents historical and forecast mortality rates for the Town of Lakeshore from 2006 to 2046. These rates are compared against the Province of Ontario's



historical and projected mortality rates which are generated by the Ministry of Finance. As summarized below per capita mortality rates are moderately higher in the Town of Lakeshore relative to the provincial average. Over the forecast period, mortality rates in Lakeshore are anticipated to rise similar to the Province due to the aging of the population base.

Figure A-3
Town of Lakeshore
Historical and Forecast Mortality Rates Compared to the Province of Ontario, 2001 to 2046



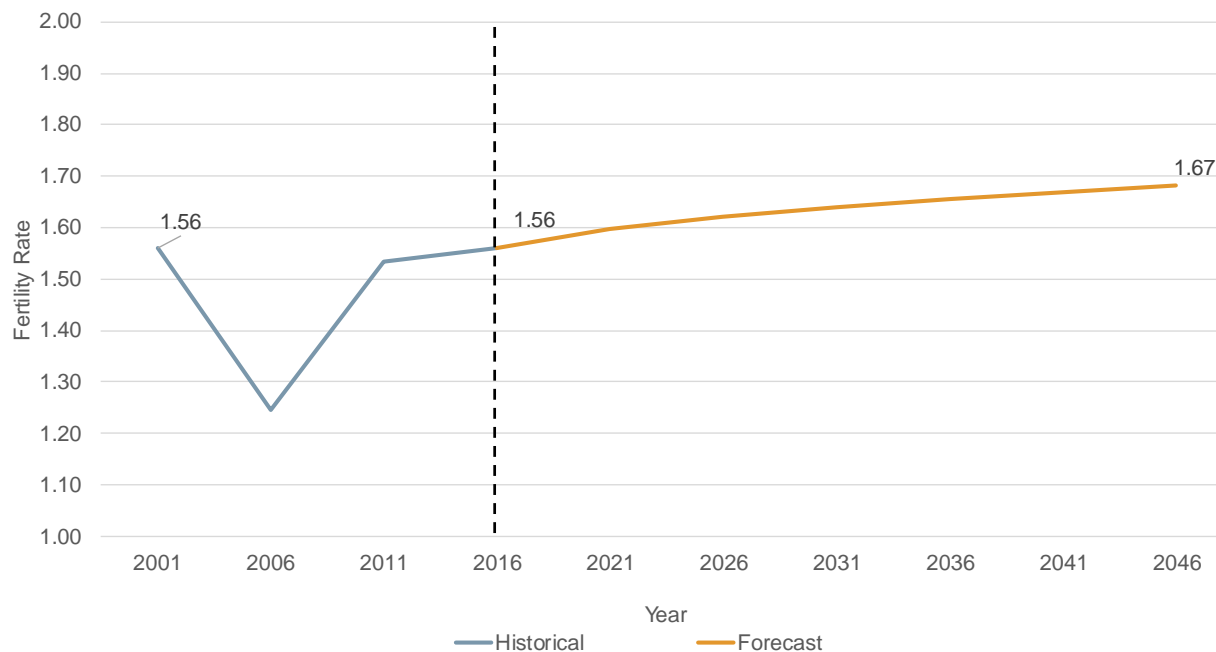
Source: Statistics Canada Demography Division (Catalogue no. 91C0005). Town of Lakeshore mortality rate from 2016 to 2046 forecast prepared by Watson & Associates Economists Ltd., 2019. Province of Ontario mortality rate forecast derived from Ministry of Finance (MoF), Ontario Population Projections Update, Spring 2018.

Figure A-4 summarizes historical and forecast fertility rates¹ for the Town of Lakeshore. In contrast to provincial trends, historical fertility rates in the Town have fluctuated over the past 15 years. For the purpose of this study the logarithmic function was used as the basis for determining the Town's forecast fertility rate. Using this calculation, fertility rates in Lakeshore are anticipated to increase from 1.56 in 2016 to 1.67 in 2046. The Ministry of Finance Spring 2018 Projections forecast a fertility rate of 1.5 to 1.6 for the Province as a whole.

¹ A fertility rate is defined as the average number of children a woman will bear in her lifetime.



Figure A-4
Town of Lakeshore
Historical and Forecast Fertility Rates, 2001 to 2046



Source: Historical fertility rate data by age of mother provided by Vital Statistics, Ontario, Office of the Registrar General. Total fertility rate data provided by Statistics Canada Demography Division (Catalogue no. 91C0005). Fertility rate forecast prepared by Watson & Associates Economists Ltd., 2019.



Appendix B

Town of Lakeshore Headship Rates



Appendix B: Town of Lakeshore Headship Rates

Figure B-1 provides a summary of forecast headship rates for the Town of Lakeshore by household maintainer. Key observations include:

- Between 2006 and 2016, the Town's total headship rate increased slightly from 0.34 to 0.35;
- Headship rates by age of household maintainer are not anticipated to vary over the forecast period; and
- By 2046, the Town's total headship rate is expected to continue to rise to 0.39.

Figure B-1
Town of Lakeshore
Historical and Projected Headship Rates, 2006 to 2046

Age Cohort	Household Headship Rates								
	2006	2011	2016	2021	2026	2031	2036	2041	2046
0-14	-	-	-	-	-	-	-	-	-
15-24	0.03643	0.03126	0.01755	0.01755	0.01755	0.01755	0.01755	0.01755	0.01755
25-34	0.39142	0.35308	0.33210	0.33210	0.33210	0.33210	0.33210	0.33210	0.33210
35-44	0.46693	0.49540	0.47968	0.47968	0.47968	0.47968	0.47968	0.47968	0.47968
45-54	0.54545	0.51442	0.52984	0.52984	0.52984	0.52984	0.52984	0.52984	0.52984
55-64	0.54266	0.57476	0.54692	0.54692	0.54692	0.54692	0.54692	0.54692	0.54692
65-74	0.54357	0.59310	0.57222	0.57222	0.57222	0.57222	0.57222	0.57222	0.57222
75+	0.69098	0.60429	0.59184	0.59184	0.59184	0.59184	0.59184	0.59184	0.59184
Total	0.33680	0.34750	0.34865	0.35679	0.36374	0.37021	0.37486	0.38158	0.38670

Source: Statistics Canada Census. 2016 to 2046 prepared by Watson & Associates Economists Ltd., 2019.

Note: Population including an estimated undercount of 2.8%.



Appendix 1

Project Charter **Community and Development Services** **March 5th 2019**

Project Name: Employment Lands Strategy

Purpose:

The Town of Lakeshore seeks to develop an Employment Lands Strategy that will allow it to better plan for and manage its supply of employment lands.

The new strategy will need to give strong consideration to the establishment of new employment lands along the 401. The Town of Lakeshore sees strong economic development potential of these lands and wishes to understand how to establish a higher and better use of lands along the 401 corridor. To fully understand the potential of converting these lands, an analysis is required to determine whether or not a sound planning rationale can be established. The Town understands that any such transition of the lands along the 401 corridor away from the current agricultural use would require support from the County of Essex and the Province of Ontario. Accordingly, the new Employment Lands Strategy must establish a road map to achieve these approvals and assist the Town in making the case for this transition.

The Town intends to use the information generated from the Employment Lands Strategy, including population and employment projections, as strategic inputs to Lakeshore's position on the County Official Plan Review process, expected to commence late 2019 to early 2020.

This project will develop a Strategy to designate additional employment lands and advance the Town's economic development objectives.

High Level Deliverables:

Employment Lands Strategy
Public and Stakeholder Engagement Report

Project Governance:



419 Notre Dame Street, Belle River, ON N0R 1A0
519.728.2700 Toll Free: 1-877-249-3367 www.lakeshore.ca

Town of Lakeshore



Town Project Manager – Kim Darroch

Town Project Sponsor – Truper McBride

The Town will engage a planning consultant to undertake the work of the project. The consultant will prepare a project management plan.

Project Objectives

Scope

- Employment Lands Supply Analysis
 - Inventory of Employment Land Supply
 - High Level Intensification Analysis in Employment Areas
- Employment Forecast, Land Needs Analysis and Strategic Recommendations
 - Provincial, Regional and Town of Lakeshore Economic Trends
 - Framework for Potential Employment Land Conversions, with a focus on 401 corridor opportunities;
 - Population Forecast to 2041
 - Employment Forecast, by Sector to 2041
 - Employment Land Needs to 2041
- Policy Recommendations



- Public and Stakeholder Consultation
 - Stakeholder meetings
 - Public Open House
 - Meeting with County of Essex

Budget: \$75,000

Schedule: Q2 to completion in Q4 2019

Success Criteria

The Town has an implementable employment lands strategy and the information necessary to advance the Town's strategic interests around the 401 corridor within the context of the County of Essex Official Plan review

High-level Risks

Conversion of the 401 employment lands are a divergence from planning and servicing studies done to date for the Town of Lakeshore and represent a significant policy shift. Open, clear, and timely communication ought to occur with the County and neighboring municipalities in order to minimize potential misunderstandings.

Summary Milestone Schedule

Project Consultant will provide a list of relevant milestones to a proposal for approval with the intent of completing the project by the end of Q3 2019.

High Level Stakeholder list

Mayor and Council
Senior Management Team
County of Essex
Local and Regional Business
Public

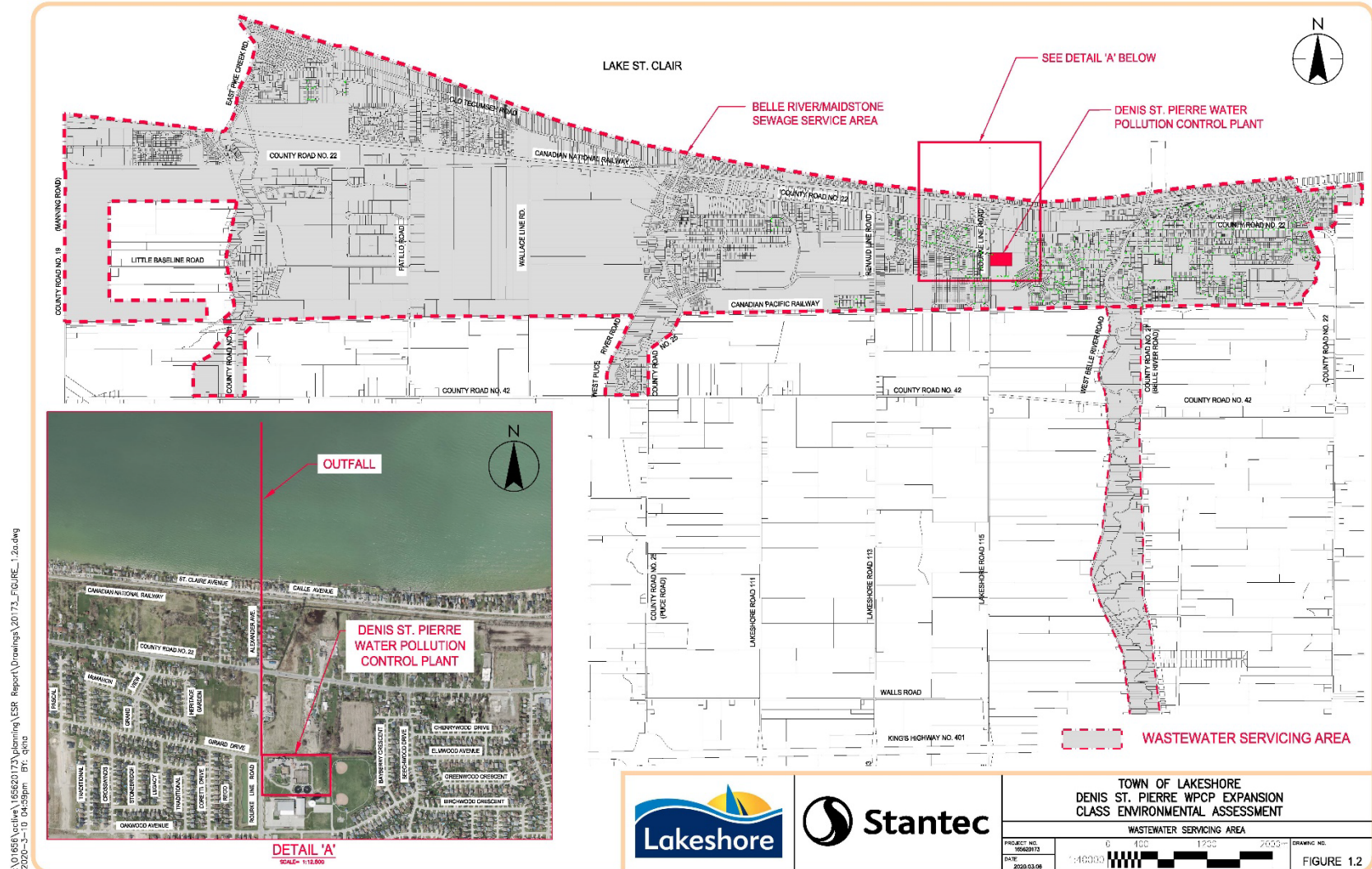
Town of Lakeshore

Denis St. Pierre Water Pollution Control Plant Expansion

ENVIRONMENTAL STUDY REPORT

Background

Belle River and Maidstone Wastewater Servicing Area



V:\01656\active\165620173\planning\ESR_Report\Drawings\20173_FIGURE_1.2a.dwg
2020-3-10 04:35pm BY: qina

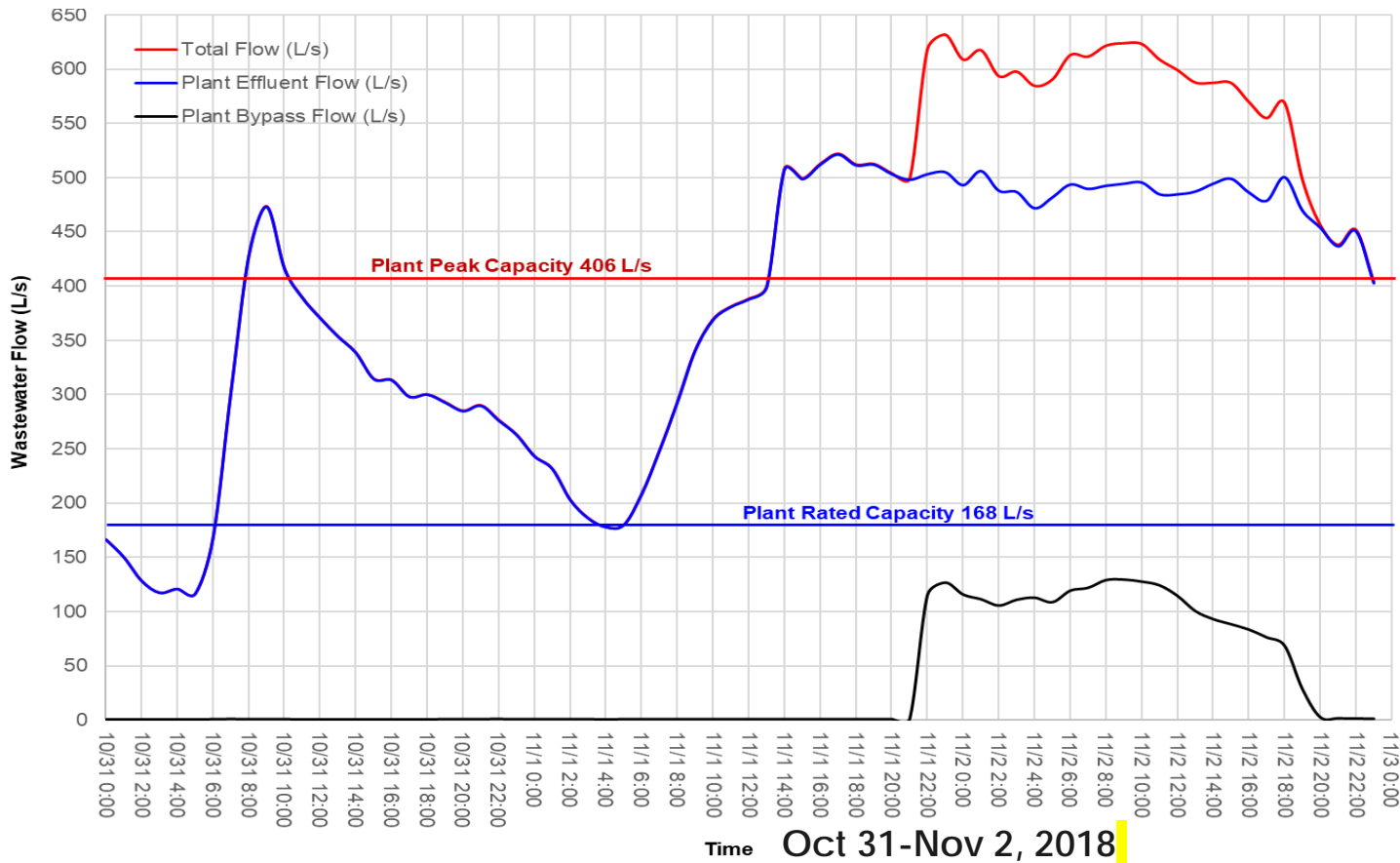
Background –Review of Historical Plant Records

Historical Wastewater Flows to Denis St. Pierre WPCP (2010-2019)

Year	Daily Average Flow (m ³ /d)	Percent of Plant's Rated Capacity (%)
2019	13,396	92%
2018	14,228	98%
2017	13,332	92%
2016	12,399	86%
2015	11,887	82%
2014	11,302	78%
2013	9,646	67%
2012	8,089	56%
2011	13,819	95%

- An average treated flow of 13,048 m³/d was recorded for last five years, which is approximately 90% percent of the plant's rated capacity of 14,500 m³/d.

Wet Weather Flow Event Due to High Infiltration & Inflow



- Frequently experiences periods of high infiltration and inflow (I/I) entering sanitary sewer system during storm events.
- In an attempt to minimize wet weather flows at the plant, the Town implemented a 10 year I/I reduction program in 2010.
- There has been no significant I/I reduction. This doesn't mean that I/I reduction program has not achieved some benefits but rather illustrates the overall magnitude of the I/I problem.

Background – Problem Statement

Projected Wastewater Flows to Denis St. Pierre WPCP

Population Daily Flow	Existing	20 Year Design	Ultimate Design
Equivalent Population	26,360	45,450	54,550
Average Daily Flow, m³/d	14,500	25,000	30,000
Maximum Dry Weather Flow, m³/d	37,300	64,000	77,000
Maximum Wet Weather Flow, m³/d	72,100	90,000	108,000

- Growth projections were updated to estimate future wastewater flows. A projected average flow of 550 Liters per capita per day (Lcpd) was selected.
- The existing plant capacity is not adequate to accommodate the projected future flows from the Belle River and Maidstone wastewater service area.
- Failure to have adequate treatment capacity in place may result in the inability to accommodate community growth.

Study Overview

- **Review alternative designs for the Capacity Expansion of the Denis St. Pierre Water Pollution Control Plant**
- **Select the preferred design. Preferred design is one that satisfies pollution control criteria, minimizes undesirable impacts on the natural, social and economic environment, and is acceptable to the public and regulatory agencies**
- **Prepare and complete Environmental Study Report (ESR)**

KEY FEATURES OF THE CLASS EA PROCESS

The project is being conducted in accordance with the Class EA requirements for Schedule “C projects”, which is to be approved subject to completion of Phase 1, 2, 3, 4 and 5 Class EA, including:

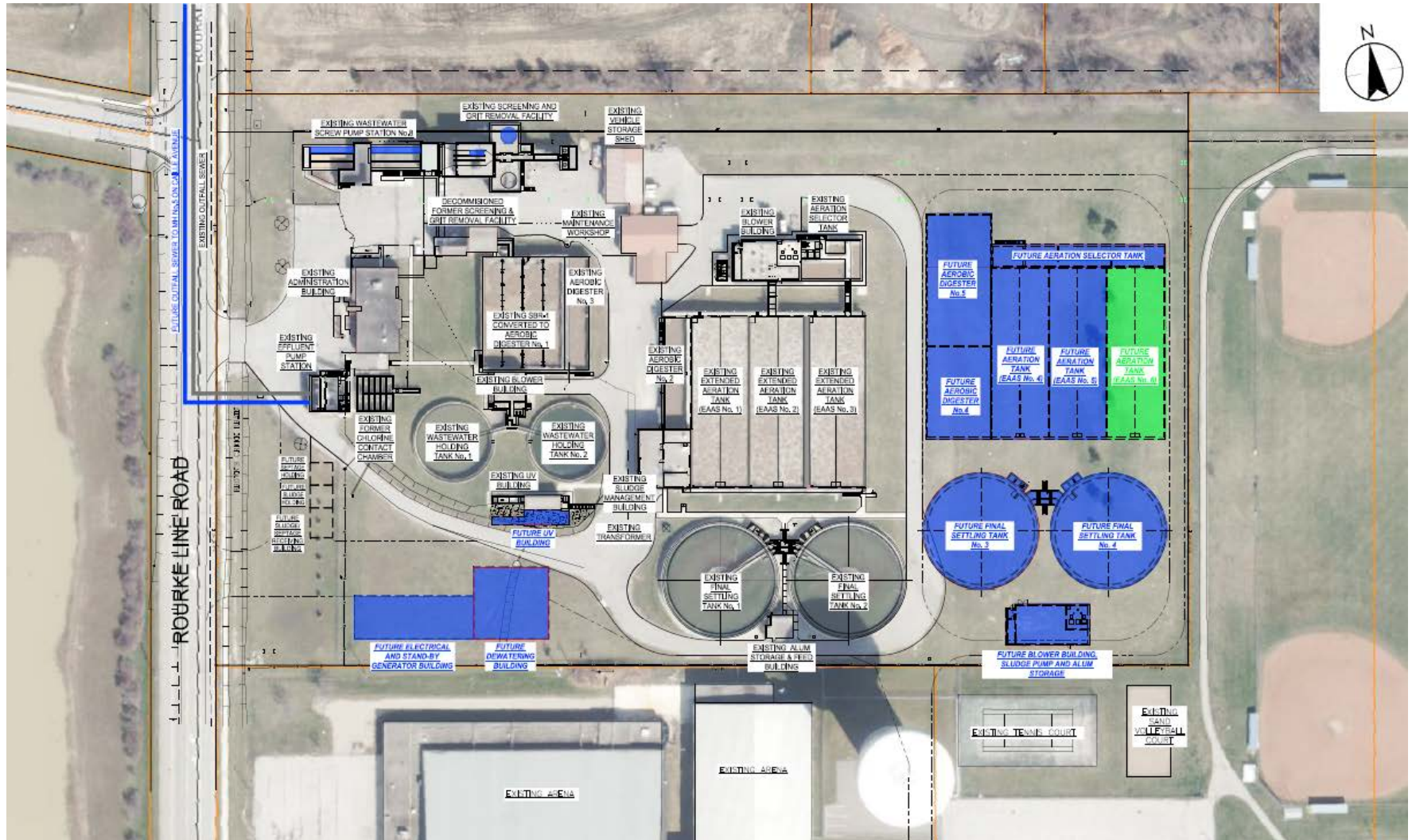
- *Phase 1 – Review and identify problem or opportunity*
- *Phase 2 – Alternative solutions to problem*
- *Phase 3 – Alternative design concepts for the preferred solution*
- *Phase 4 – Environmental Study Report*
- *Phase 5 – Implementation of the preferred design*

The Town of Lakeshore adopted its first comprehensive Water and Wastewater Master Plan in November 2008, and then an update of this Master Plan was undertaken and completed in 2018 in accordance with Phases 1 and 2 of the Class EA process.

The above Phases 1 and 2 were covered under Lakeshore Water and Wastewater Master Plan and Update.

The above Phase 3 and 4 are to be completed upon the acceptance of the ESR and placed on the public record and issue notice of completion for the mandatory thirty-day review period.

Summary of Recommended Plant Expansion

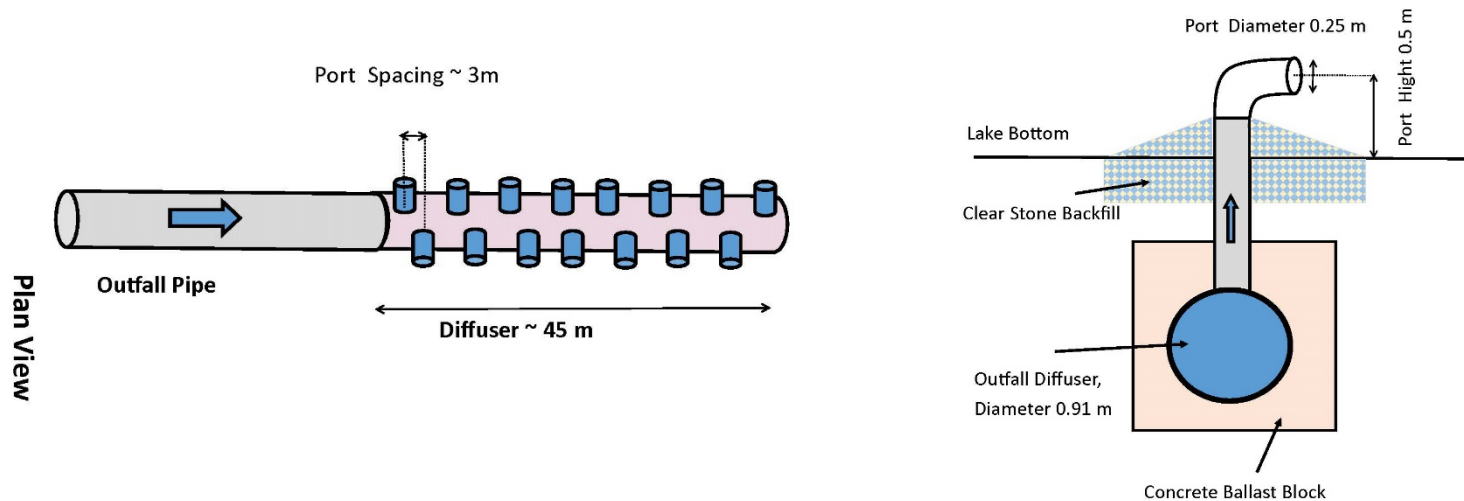
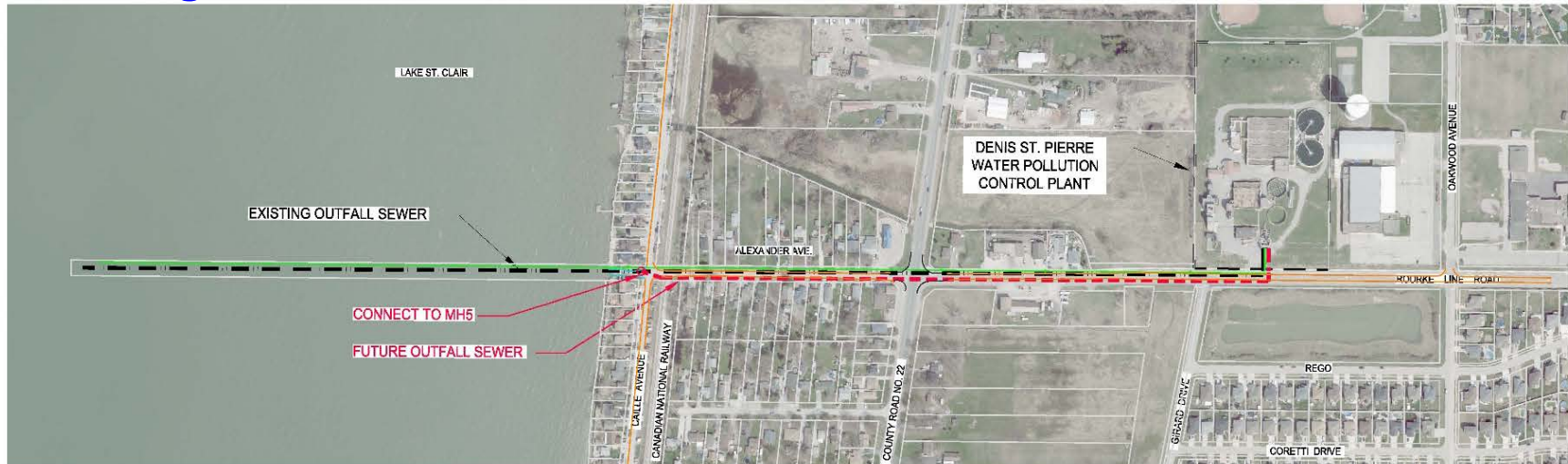


LEGEND

- EXISTING
- 20 YEAR DESIGN
- ULTIMATE DESIGN

PREFERRED DESIGN- OUTFALL SEWER

Twining Inland Portion of Outfall Sewer



Enlarging Outfall Diffusers from 5" to 10"

OPINION OF PROBABLE COST

Description	Cost
Inlet Works and Grit Building	\$2,500,000
Extended Aeration Tanks and Blower Facility	\$5,500,000
Final Settling Tanks and Alum Storage/Feed Facility	\$4,800,000
UV disinfection	\$1,200,000
Outfall	\$3,500,000
Aerobic Digester	\$1,500,000
Dewatering Building	\$2,500,000
Electrical and Standby Generator Building	\$1,200,000
Sub-total	\$22,700,000
Contingency 10%	\$2,270,000
Engineering Allowance 15%	\$3,745,500
TOTAL	\$28,715,500

Next Steps and Recommendations

- Council endorsement of the Environmental Study Report (ESR) for the Denis St. Pierre Water Pollution Plant Expansion
- Notify the public and review agencies of completion of the Class EA
- File the ESR with the Municipal Clerk and place on the public record for at least 30 calendar days for review by the public and agencies
- Provision to request a Part II Order. If no request for an order is received by the Minister within the review period, then the Town to Phase 5 and implementation of the plant expansion.

Upon Completion of Class EA, move forward to Implementation Phase

- ***Complete contract drawings and tender documents***
- ***Proceed to construction and operation***
- ***Monitor for environmental provisions and commitments***

The Corporation of the Town of Lakeshore

Report to Council

Engineering & Infrastructure Services

Environmental Services



To: Mayor & Members of Council

From: Nelson Cavacas
Director, Engineering and Infrastructure Services

Date: April 15, 2020

Subject: Denis St. Pierre Water Pollution Control Plant Expansion EA Update

Recommendation

Direct Administration to issue a Notice of Completion and place the Denis St. Pierre Water Pollution Control Plant Expansion (WPCP) Class Environmental Assessment on the public record for the 30-day mandatory review period, at its regular Council meeting on April 28, 2020 for information purpose in finalizing the Class EA for the Denis St. Pierre Water Pollution Control Expansion Environmental Assessment Update.

Background

The Town adopted its first comprehensive Water and Wastewater Master Plan in November 2008, and then an update of this Master Plan was undertaken and completed in 2018. The Master Plan and Update, which were prepared in accordance with Phases 1 and 2 of the Municipal Class Environmental Assessment, identified the need for additional capacity within the Denis St. Pierre Wastewater System servicing the Belle River and Maidstone communities. The Denis St. Pierre Wastewater System consists of sanitary sewers, pumping stations, and the Denis St. Pierre Water Pollution Control Plant (WPCP) including an outfall discharging to Lake St. Clair.

There are pressures from residential and industrial development in the Belle River and Maidstone areas and to avoid a restriction to development, additional treatment capacity is required. The expansion of the Denis St. Pierre WPCP was identified as the preferred solution to support the existing services areas and the anticipated future growth.

The Class EA process is a decision-making and planning process that ensures that potential effects of a project are identified and managed prior to implementation. The Class EA process is a self-assessment process that includes five phases that must be followed to ensure that the best approach is identified to address a specific problem. The process requires the evaluation of possible solutions, design concepts, and recommends

the best approach based on a rigorous evaluation of environmental effects and how to address or minimize them.

The Denis St. Pierre WPCP Expansion Class EA study is being conducted as a Schedule C Project and it is required to complete all five phases of the Class EA process comprising of multiple steps for each phase. These include the following:

- **Phase 1** – Defining the problem or opportunity
- **Phase 2** - Identifying and evaluating alternative solutions to address the problem and establishing the preferred solution
- **Phase 3** – Examining alternative design concepts for the preferred solution and establishing a preferred design concept, as well as identifying measures to minimize any adverse effects
- **Phase 4** – Preparing an Environmental Study Report which summarizes the rationale, planning, design and consultation process for the Project
- **Phase 5** – Implementation of the Project

Comments

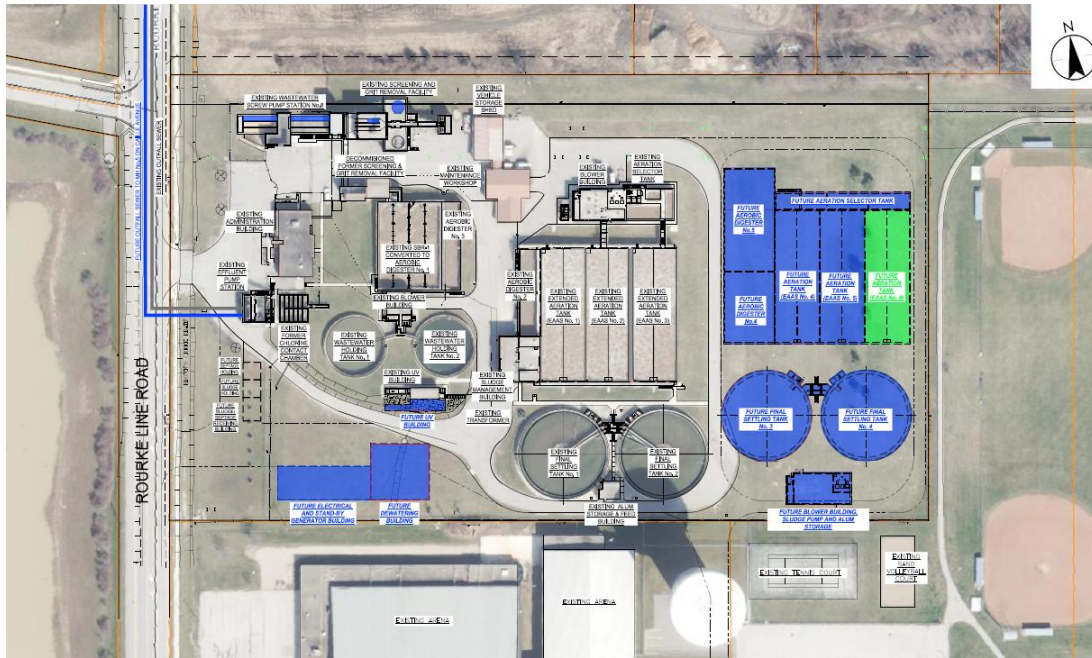
The Town commenced in 2019 a study to investigate alternatives and develop a preferred design for the Denis St. Pierre WPCP Expansion. This project is being planned as a Schedule C undertaking following the provisions of the Municipal Class Environmental Assessment document. The overall objective of this project is to identify a preferred solution and design that will satisfy wastewater servicing requirements for the anticipated future growth that is acceptable to the public and all concerned review agencies.

The Water and Wastewater Master Plan and Update were prepared in accordance with Phases 1 & 2 of the Class EA process, which identified the problem that needs to be addressed and consideration of alternative solutions leading to selection of the preferred solution. Through this process, the expansion of the Denis St. Pierre WPCP was identified as the preferred solution to meet future growth and development needs in the Belle River and Maidstone areas.

An Environmental Study Report has been prepared which presents the completed planning and decision-making process from the identification of the problem, through the selection of the preferred solution and evaluation of technical alternatives, to the recommendation of a specific design concept. The public and review agencies were consulted on several occasions during preparation of this ESR. Input from these sources has been incorporated in the ESR. The recommended design consists of the main elements shown in the aerial plan below as follows:

- Increase pumping capacity of the existing Maidstone Pumping Station No.8
- Add second fine screen and vortex grit tank in the existing Screening and Grit Removal Facility
- Add two new aeration tanks and final clarifiers
- Build new UV disinfection facility
- Construct new service building accommodating blowers, sludge pumps, and chemical feed and storage

- Add two new aerobic digesters
- Construct new centrifugal dewatering facility
- Construct new electrical and standby generator building
- Twinning of inland portion of outfall sewer along Rourke Line Road from the Denis St. Pierre WPCP to Caille Avenue.



The first phase of the plant expansion construction shaded in blue above will provide a 20 year design capacity of projected wastewater flows of an average daily flow of 25,000 m³ per day which is an increase from the current 14,500 m³ per day plant rated capacity. The green shaded area is a future aeration tank that would be constructed in a second phase beyond the 20 year period to further increase the plant capacity to an average daily flow 30,000 m³ per day for the ultimate design within existing footprint not requiring lands to the south.

Stakeholder consultation is an important component of the Class EA process, and there are requirements for mandatory notification and consultation with the public, agencies, and other stakeholders at key phases of the process.

Stantec has completed its consultation process with external groups. Some of the stakeholders and agencies included the following:

- Ministry of the Environment, Conservation and Parks (MECP)
- Ministry of Natural Resources and Forestry (MNRF)
- Ministry of Tourism, Culture and Sport (MTCS)
- Transport Canada
- Essex Region Conservation Authority (ERCA)
- Indigenous Services Canada (ISC)
- Hydro One
- Ontario Clean Water Agency (Town Operating Agent)

Further as part of the consultation process a public information Open House was held on September 11, 2019 to provide information regarding this undertaking and to invite input and comment from interested persons. Information on alternative concepts for the preferred design selected in Phase 3 of the Class EA process was available for review. The open house notice was published in the Windsor Star on August 24, 2019, Tilbury Times on August 27, 2019, the Lakeshore News on August 29, 2019, and the Shoreline News on August 30, 2019.

Denis St. Pierre Water Pollution Control Plant Expansion aligns with the objective of a sustainable healthy environment as stated in Lakeshore's Strategic Plan and is supported by Lakeshore's Water and Wastewater Master Plan.

Further, considering the needs of enhanced services to accommodate the pressures of existing residential and industrial development, and improve climate resilience to minimize sanitary sewer surcharging and flooding events and subject to completion and acceptance of Class Environmental Assessment, the recommended solution is the expansion of Denis St. Pierre Water Pollution Control Plant.

At this time, Administration is recommending that the Town of Lakeshore Denis St. Pierre Water Pollution Control Plant Expansion (WPCP) Class Environmental Assessment Update be adopted by Council and Administration be authorized to issue a Notice of Completion and place the Denis St. Pierre WPCP Expansion Environmental Assessment on the public record for the 30-day review period in accordance with the Class EA requirements.

Upon completion of the 30-day review period and assuming no Part II Order requests are submitted to the Ministry of the Environment, Conservation and Parks (MECP), the Town may then proceed with finalizing the engineering design and construction of the project as per the funding model described below.

Others Consulted

Stantec Consulting Ltd.

Financial Impacts

The 2019 Budget included \$200,000 to complete the Municipal Class Environmental Assessment (EA) for the Denis St. Pierre WPCP Expansion. The EA will be completed within budget which included completion an Archeological & Heritage Assessments that were in the range of \$25,000. Aside from the \$200,000 for the EA, Council approved \$2,200,000 in 2020 Budget to complete the engineering design for the plant expansion which is expected to be completed by summer of 2021.

Further, it is noted there are no immediate budget impacts arising out of the recommendations contained in this report and completion of the plant expansion project construction to be undertaken in the future as part of the recommendations in the Denis St. Pierre WPCP Expansion EA will have to obtain approval from Council before proceeding. The total construction cost of the plant expansion has been identified in the EA to be \$28,720,000.

Attachment(s): None.

Report Approval Details

Document Title:	Denis St. Pierre Water Pollution Control Plant Expansion EA Update.docx
Attachments:	
Final Approval Date:	Apr 23, 2020

This report and all of its attachments were approved and signed as outlined below:

Rosanna Pellerito

Kristen Newman

Truper McBride

The Corporation of the Town of Lakeshore

Minutes of Special Council Meeting

Monday, April 6, 2020, 11:00 AM

Electronically hosted from Council Chambers, 419 Notre Dame Street, Belle River



Members Present: Mayor Tom Bain, Deputy Mayor Tracey Bailey, Councillor Steven Wilder, Councillor Len Janisse, Councillor Kelsey Santarossa, Councillor John Kerr, Councillor Kirk Walstedt, Councillor Linda McKinlay

Staff Present: Chief Administrative Officer, Truper McBride, Director of Engineering & Infrastructure Service, Nelson Cavacas, Director of Finance, Rosanna Pellerito, Director of Legislative & Legal Services, Kristen Newman, Manager of Information Technology, Pat Girard, Manager of Legislative Services, Brianna Coughlin

1. Call to Order

Mayor Bain called the meeting to order at 11:13 AM in Council Chambers. All other members of Council participated in the meeting through video conferencing technology from remote locations.

2. Moment of Reflection

3. Disclosures of Pecuniary Interest

4. Closed Session

94-04-2020

Moved By Councillor Santarossa

Seconded By Deputy Mayor Bailey

Council move into closed session at 11:13 AM in accordance with:

- a. Paragraph 239 (3.1) of the *Municipal Act, 2001* for the purpose of educating and training members regarding the use of electronic meeting software.

In Favor (7): Mayor Bain, Deputy Mayor Bailey, Councillor Janisse, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Carried Unanimously

5. Return to Open Session

Councillor Wilder joined the meeting in closed session at 11:17 AM.

Council returned to open session at 11:35 AM.

6. Adjournment

95-04-2020

Moved By Deputy Mayor Bailey

Seconded By Councillor Janisse

Council adjourn its meeting at 11:35 AM.

Carried Unanimously

Tom Bain
Mayor

Kristen Newman
Clerk

The Corporation of the Town of Lakeshore

Minutes of the Regular Council Meeting



Tuesday, April 7, 2020, 6:00 PM

Electronically hosted from Council Chambers, 419 Notre Dame Street, Belle River

Members Present: Mayor Tom Bain, Deputy Mayor Tracey Bailey, Councillor Steven Wilder, Councillor Len Janisse, Councillor Kelsey Santarossa, Councillor John Kerr, Councillor Kirk Walstedt, Councillor Linda McKinlay

Staff Present: Director of Legislative & Legal Services, Kristen Newman, Manager of Legislative Services, Brianna Coughlin, Chief Administrative Officer, Truper McBride, Director of Community & Development Services, Tammie Ryall, Director of Engineering & Infrastructure Service, Nelson Cavacas, Director of Finance, Rosanna Pellerito, Manager of Public Works, Albert Dionne, Manager of Information Technology, Pat Girard, Manager of Communications & Strategic Initiatives, Rita Chappell

1. Call to Order

Mayor Bain called the meeting to order at 6:00 PM in Council Chambers. All other members of Council participated in the meeting through video conferencing technology from remote locations.

2. Moment of Reflection

3. Disclosures of Pecuniary Interest

4. Recognitions

5. Public Meetings under the Planning Act

6. Public Presentations

a. KPMG - Service Delivery Review

Senior Manager Chas Anselmo, Audit Partner Cynthia Swift and Manager Jeff Dent with KPMG presented an update regarding the work undertaken to date and revised timeline for the Service Delivery Review for The Corporation of the Town of Lakeshore.

7. Delegations

8. Completion of Unfinished Business

9. Consent Agenda

- a. **Regular Council Meeting Minutes - March 10, 2020**
- b. **Special Council Meeting Minutes - March 12, 2020**
- c. **Special Council Meeting Minutes - March 19, 2020**
- d. **Town of Tecumseh - Response Letter regarding OPP Detachment Board**
- e. **Town of Kingsville - Providing Electricity Relief During COVID-19**

96-04-2020

Moved By Deputy Mayor Bailey

Seconded By Councillor Walstedt

Approve minutes of the previous meetings and receive correspondence as listed on the Consent Agenda.

Carried Unanimously

97-04-2020

Moved By Councillor Wilder

Seconded By Councillor Walstedt

Support the resolution of the Town of Kingsville regarding Providing Electricity Relief During COVID-19.

Carried Unanimously

10. Reports for Information

- a. **Committee of Adjustment Meeting Report – February 19, 2020**
- b. **Committee of Adjustment Meeting Report – March 18, 2020**
- c. **Drainage Board Meeting draft Minutes for March 2, 2020**
- d. **2019 Council and Appointee Remuneration and Expenses**

98-04-2020

Moved By Councillor Santarossa

Seconded By Councillor Wilder

Receive the Reports for Information as listed on the agenda.

Carried Unanimously

11. Reports for Direction

a. Tax Adjustment under the *Municipal Act, 2001*, s.357

99-04-2020

Moved By Councillor Wilder

Seconded By Councillor McKinlay

Council authorize the reduction of taxes under S. 357 of the *Municipal Act, 2001* totaling \$2,164.84 for adjustments affecting the 2019 taxation year, as outlined in the report from Finance Services dated February 25, 2020.

Carried Unanimously

b. Expenditure Reports

100-04-2020

Moved By Deputy Mayor Bailey

Seconded By Councillor Santarossa

Administration discontinue the distribution of weekly cheque/payment lists to Council Members.

In Favour (3): Mayor Bain, Deputy Mayor Bailey, and Councillor Santarossa

Opposed (5): Councillor Wilder, Councillor Janisse, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Lost

c. Waiver of Non-Sufficient Funds Fees for Tax and Water Payments

101-04-2020

Moved By Councillor Janisse

Seconded By Councillor Santarossa

Adopt By-law 37-2020 Being a By-Law to Amend By-law 32-2020 to Delegate Authority to the Chief Administrative Officer during a COVID-19 Emergency in order to delegate the authority to the Treasurer to waive Non-Sufficient Funds fees on any water and tax payments that are returned due to insufficient funds due to reasons associated with the COVID-19 outbreak.

Carried Unanimously

d. Tender Award for Three (3) New Midsize SUV's

102-04-2020

Moved By Councillor McKinlay

Seconded By Councillor Santarossa

Council award the tender for the purchase of three (3) new 2020 midsize SUV's from Lally Ford in the total amount of \$93,282 plus applicable taxes.

Carried Unanimously

e. OCWA Service Agreement

103-04-2020

Moved By Councillor McKinlay

Seconded By Councillor Santarossa

Council authorizes the Mayor and the Clerk to execute an Operations and Maintenance Service Agreement with the Ontario Clean Water Agency (OCWA) subject to the approval of the Director of Engineering and Infrastructure Services, in consultation with the Director of Legislative and Legal Services, that the agreement satisfactorily addresses the operation and maintenance of the wastewater facilities owned by the Town of Lakeshore for the period January 1, 2020 to December 31, 2024.

Carried Unanimously

12. Announcements by Mayor

13. Reports from County Council Representatives

Deputy Mayor Bailey provided clarification regarding the location of the CWATS paving on North Rear Road.

14. Report from Closed Session

15. Notices of Motion

104-04-2020

Moved By Deputy Mayor Bailey

Seconded By Councillor Walstedt

Waive notice required of Section 9.15b) of the Procedural By-law, which requires a notice of a motion to reconsider to be in writing and given at least ten days prior to the meeting of Council at which the motion to reconsider will be voted upon.

Carried Unanimously

105-04-2020

Moved By Deputy Mayor Bailey

Seconded By Councillor Santarossa

Council reconsider motion #49-02-2020, passed February 11, 2020, as relates to the deferral of development charges; and

Further, that Council reconsider motion #74-03-2020, passed March 10, 2020 directing The Corporation of the Town of Lakeshore to enter into an agreement with the Maidstone Museum for deferral of the payment of development charges over 2 years, as further described in the report of the Manager of Building Services presented at the March 10, 2020 Council meeting.

Carried Unanimously

106-04-2020

Moved By Deputy Mayor Bailey

Seconded By Councillor Walstedt

Direct Administration to waive the development charges for the Maidstone Museum expansion project and further direct that an amount equal to the waived charges be paid to the Development Charges Reserve and Administration bring a report regarding the source of fund for such waiver.

Carried Unanimously

16. Question Period

17. Non-Agenda Business

107-04-2020

Moved By Councillor Wilder

Seconded By Councillor Janisse

Direct Administration to discontinue recruitment activities for positions in the 2020 budget until such time as Administration reports to Council.

In Favour (6): Mayor Bain, Deputy Mayor Bailey, Councillor Wilder, Councillor Janisse, Councillor Santarossa, and Councillor Walstedt

Opposed (2): Councillor Kerr, and Councillor McKinlay

Carried

18. Consideration of By-laws

- a. **By-law 35-2020, Being a By-law to Delegate Authority to the Mayor and Clerk to Execute a Facility Use Agreement with Wayne Currie**
- b. **By-law 37-2020, Being a By-Law to Amend By-law 32-2020 to Delegate Authority to the Chief Administrative Officer a COVID-19 Emergency**
- c. **By-law 38-2020, Being a By-law to Confirm Proceedings of Council for March 10, March 12 and March 19, 2020**

Councillor Janisse left the meeting at 9:05 PM.

108-04-2020

Moved By Councillor Santarossa

Seconded By Councillor Walstedt

By-laws 35-2020, 37-2020 and 38-2020 be read and passed in open session on April 7, 2020.

In Favour (7): Mayor Bain, Deputy Mayor Bailey, Councillor Wilder, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Carried

19. Adjournment

109-04-2020

Moved By Councillor McKinlay

Seconded By Councillor Kerr

Council adjourn its meeting at 9:06 PM.

In Favour (7): Mayor Bain, Deputy Mayor Bailey, Councillor Wilder, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Carried

Tom Bain
Mayor

Kristen Newman
Clerk



April 21, 2020

To: Municipalities of Ontario – by email

Re: A Resolution to Request the Province of Ontario Review the Farm Property Class Tax Rate Programme in Light of Economic Competitiveness Concerns between Rural and Urban Municipalities

Please be advised that at its March 10, 2020 meeting, the Council of the Township of Mapleton carried the following Resolution 2020-04-14:

WHEREAS the Province of Ontario implemented changes to property assessment and introduced taxation reform which came into effect in 1998;
AND WHEREAS prior to 1998 farm properties were subject to taxation at the base residential tax rate and qualified farmers applied annually to the province to be reimbursed 75% of the farm portion of the taxes paid to the local municipality;
AND WHEREAS the province changed the method of delivering farmer's rebates by creating the Farm Property Class Tax Rate Programme under the jurisdiction of the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA);
AND WHEREAS rather than apply annually and wait for property tax rebates, the delivery of the programme shifted to local municipal governments and onto the property tax system;
AND WHEREAS eligible farmland assessment values are now locally subsidized by 75% of their full current value assessment (CVA) to produce a lower weighted assessment base which is used for tax rate setting purposes;
AND WHEREAS the effect of the locally subsidized weighted assessment shifts an increased burden of tax onto all other property classes within the municipality;
AND WHEREAS these taxation reforms were originally supposed to be revenue neutral and offset by funding from the Ontario Municipal Partnership Fund (OMPF) and its predecessor the Community Reinvestment Fund (CRF);
AND WHEREAS the province has been reducing support from the Ontario Municipal Partnership Fund while the cost of the farm tax rebate programme is continuously increasing;
AND WHEREAS an economically competitive agricultural industry provides affordable food and agricultural products to all Ontarians and is a provincial objective that should be cost shared amongst all of its citizens;
AND WHEREAS the cost of this programme disproportionately falls upon property taxpayers in rural municipalities;
AND WHEREAS higher property taxes in rural municipalities is creating economic competitiveness issues between rural and urban municipalities;

(over for page two)



Page 2 of 2, Mapleton Resolution

Re: Prov. Review of Farm Property Class Tax Rate Programme

AND WHEREAS the province hasn't undertaken a review of this programme since it was implemented in 1998;

NOW THEREFORE the Council of the Township of Mapleton requests that:

1. The Province of Ontario undertake a review of the Farm Property Tax Class Rate Programme to determine:
 - a. The appropriateness of the cost of the Farm Property Tax Class Rate Programme falling disproportionately amongst rural residential and business property owners when the benefit of an economically competitive agricultural industry and affordable food and agricultural products is a provincial objective that should be shared amongst all taxpayers in Ontario;
 - b. The adequacy of funding being provided to rural municipalities to offset the cost of the Farm Property Tax Class Rate Programme;
 - c. The differences between the amount of property taxes paid in rural and urban municipalities and the root causes of those differences;
 - d. Economic competitiveness concerns with disproportionately higher average property taxes being paid in rural municipalities;
 - e. Other methods of delivering the farm tax rebate programme to farmland owners where the cost can be shared province-wide.

AND BE IT FURTHER RESOLVED THAT this motion be sent to Hon. Doug Ford, Premier of Ontario, Hon. Steve Clark, Minister of Municipal Affairs and Housing, Hon. Rod Phillips, Minister of Finance, Hon. Ernie Hardeman, Minister of Agriculture, Food & Rural Affairs, MPP Randy Pettapiece, Hon. Ted Arnott, all Ontario Municipalities, Rural Ontario Municipal Association (ROMA) and Association of Municipalities of Ontario (AMO).

Attached you will find the County of Wellington Committee Report dated January 16, 2020 regarding the 'Farm Property Class Tax Rate Programme' for review and consideration.

Should you have any questions or concerns, please contact the undersigned.

Sincerely

Larry Wheeler
Deputy Clerk

Attach. (1)



COUNTY OF WELLINGTON

COMMITTEE REPORT

To: Chair and Members of the Administration, Finance and Human Resources Committee
From: Ken DeHart, County Treasurer
Date: Thursday, January 16, 2020
Subject: Farm Property Class Tax Rate Programme

Background:

The Province of Ontario implemented changes to property assessment and introduced taxation reform which came into effect in 1998. Prior to this, farm properties were subject to taxation at the base residential tax rate and farmers applied annually to the Minister of Finance to be reimbursed 75% of the farm portion of taxes paid to the local municipality.

As part of assessment reform, the Province changed the method of delivering farmer's rebates by creating the Farm Property Class Tax Rate Programme under the jurisdiction of the Ontario Ministry of Agriculture, Food and Rural Affairs (OMAFRA). Under the new programme, rather than apply annually and wait for property tax rebates, delivery of the programme shifted to local municipal governments and onto the property tax system. Eligible farmland assessment values are now discounted by -75% of their full current value assessment (CVA) to produce a lower weighted assessment base which is used for tax rate setting purposes. With residential tax rates being the benchmark ratio of 1.0, farmlands have been set in legislation to have a 0.25 ratio or lower. The effect of the discounted weighted assessment shifts an increased burden of tax onto all other property classes in the County by way of increasing the benchmark tax rate. Doing so has a pronounced effect on the residential sector which comprises 78% of the County's levy base. By comparison, farmland taxes comprise 7% of the total levy base.

	2019 CVA	% raw CVA	WTD CVA	% Wtd CVA	2019 Levy	% of Levy
Residential	12,584,607,345	68.02%	12,584,474,157	77.91%	77,709,877	77.91%
Multi Residential	86,932,592	0.47%	165,171,925	1.02%	1,019,946	1.02%
Farmland	4,499,862,369	24.32%	1,124,965,592	6.96%	6,946,730	6.96%
Commercial	863,761,038	4.67%	1,287,867,708	7.97%	7,952,660	7.97%
Industrial	368,081,028	1.99%	882,959,280	5.47%	5,452,326	5.47%
Pipeline	41,303,954	0.22%	92,933,897	0.58%	573,872	0.58%
Managed Forest	55,959,714	0.30%	13,989,929	0.09%	86,389	0.09%
County Total	18,500,508,040	100.00%	16,152,362,486	100.00%	99,741,800	100.00%

Challenges facing Rural Municipalities

Shifting of farmland discounted assessment onto residential taxpayers is specific to rural municipalities. Schedule A shows the difference between raw (unweighted) assessment roll values and resulting weighted assessment in Wellington County as compared to a typical urban municipality. In 2019 the residential tax class comprised 68.02% of Wellington County's assessment base, but the residential class pays 77.91% of property taxes once tax ratios are factored in. The farmland ratio of 0.25 has the effect of increasing the residential tax burden by approximately 10% across the County.

Conversely, in an urban municipality with very little farm tax class, the residential assessment base of 78.50% is reduced to 66.27% of total weighted assessment used for tax rate setting purposes. A reduction of more than 12% off the residential tax burden. This causes Wellington County economic competitiveness issues for the County's southern municipalities that border a number of urban municipal centres. Tax policy treatment greatly favours urban municipalities in Ontario.

Since the cost of providing the Farm Property Class Tax Rate Programme was downloaded by the province in 1998; provincial funds have been allocated annually to rural municipalities to offset the tax loss. This was supposed to be a revenue neutral allocation. However, each year transfer amounts from the Ontario Municipal Partnership Fund (OMPF) continue to decline. The Table below shows that a total tax levy of \$34,669,691 was necessary in order to provide the farmland tax incentive rebate benefiting 5,807 farm property owners in Wellington. The OMPF allocation county-wide in 2019 was \$7,065,800 leaving a shortfall of more than \$27 million in levy which is shifted onto every other property owner in Wellington County. This translates to \$754 per property in the County or 15.7% of total taxes for the typical homeowner. This is a significant amount of additional property tax burden that our residents continue to bear annually and which are subject to increase depending on market value of farmlands.

In essence, County residents are providing the -75% rebate instead of the Province for the Farm Property Class Tax Rate Programme, creating significant financial hardship amongst our ratepayers and limiting the County's economic competitiveness with neighbouring jurisdictions.

WELLINGTON COUNTY - 2019 FARMLAND PROPERTIES
OMPF FUNDING TO MITIGATE COST OF FARM PROPERTY CLASS TAX REBATE

Municipality	Municipal Rebates	Municipal OMPF Grant	Municipal Levy Impact	County Rebate* Distribution	Total Additional Levy Required
Puslinch	\$ 232,040	\$ 415,700	\$ (183,660)	\$ 2,846,353	\$ 2,662,693
Guelph/Eramosa	\$ 1,137,235	\$ 490,300	\$ 646,935	\$ 3,120,713	\$ 3,767,649
Erin	\$ 890,468	\$ 593,300	\$ 297,168	\$ 2,852,697	\$ 3,149,866
Centre Wellington	\$ 1,987,127	\$ 319,600	\$ 1,667,527	\$ 5,553,231	\$ 7,220,758
Mapleton	\$ 5,235,570	\$ 837,400	\$ 4,398,170	\$ 1,961,338	\$ 6,359,507
Minto	\$ 1,446,483	\$ 1,604,600	\$ (158,117)	\$ 1,153,001	\$ 994,884
Wellington North	\$ 2,900,554	\$ 1,296,800	\$ 1,603,754	\$ 1,844,780	\$ 3,448,534
Wellington County	\$ 20,840,213	\$ 1,508,100	\$ 19,332,113		
Total	\$ 34,669,691	\$ 7,065,800	\$ 27,603,891	\$ 19,332,113	\$ 27,603,891

Additional levy required to provide farm rebate after OMPF grant

Total Properties **	36,607	Tax per property	\$754
Less # of Farms	5,807		
	30,800	Excluding farms	\$896
Population	97,610	Tax per resident	\$283

* County farm rebate distribution based on local municipal levy % share

** excludes special/exempt properties

Farm Application Deadline Requirements

Another challenge faced by rural municipalities is how the farm application and deadline requirements are administered by OMAFRA (now by AgriCorp). In any given year, many farm owners do not submit their applications within the specified deadline. The result is that many bona fide farm properties end up 'flipping' out of the discounted farm class and into the full residential tax class upon the next roll return. The assessment of these farm values are no longer discounted when calculating total weighted assessment, which is used for tax rate setting purposes.

This creates two distinct ongoing problems for rural municipalities. One is that the benchmark residential tax rate is lower than it otherwise would be; and two, upon approval of the late applications by OMAFRA, municipalities must refund the -75% difference in farm taxes retroactive to January of the current or sometimes even the preceding taxation year. There is no administrative or monetary penalty for late applications. Each year Wellington County finds approximately \$20,000,000 of farmland valuation excluded from the farmland discount programme due to late applications.

This year staff identified a major anomaly with farmland assessment loss of close to \$90,000,000. Upon enquiry, it was reasoned that the extremely high change in farm CVA was due to administrative changes as programme delivery shifted from OMAFRA to AgriCorp. County staff expect that most of the outstanding farm applications will be approved and revert back to the farm tax rate during 2020. Staff have included an additional \$300,000 in estimated property tax write-offs into the 2020 budget to set aside additional funds in preparation for the County's share of potential write-offs as tabled below:

2019 FARMLAND CVA CHANGE OVER TO RESIDENTIAL RT CLASS

(Between September 25 in-year growth and final November 2019 growth)

Possible write-off amounts IF all properties revert back to AGRICORP approved FTIP

	PUSLINCH	GET	ERIN	CTR WELL	MPLTN	MINTO	WN	COUNTY
Est Prop Count	-20	-24	-26	-18	-22	-19	-28	-157
Farm CVA Loss	8,500,000	17,500,000	13,000,000	10,000,000	19,000,000	5,000,000	16,500,000	89,500,000
Res Tax Rate	0.00167135	0.00260652	0.00295749	0.00321969	0.00476387	0.00544891	0.00481749	0.00617506
Res Taxes	14,206	45,614	38,447	32,197	90,514	27,245	79,489	552,668
Farm Tax Rate	0.00041784	0.00065163	0.00073938	0.00080492	0.00119097	0.00136223	0.00120437	0.00154376
Farm Taxes	3,552	11,404	9,612	8,049	22,628	6,811	19,872	138,167
Potential w/o *	(\$10,655)	(\$34,211)	(\$28,835)	(\$24,148)	(\$67,885)	(\$20,433)	(\$59,616)	(\$414,501)
							Grand Total*	(\$660,285)

* excludes Education Tax Component

Farmland Property Assessment Valuation

The Municipal Property Assessment Corporation (MPAC) is responsible for placing current market value assessment (CVA) on all properties in Ontario. The most recent province-wide reassessment updating the base year to January 1, 2016 was returned for the 2017 tax year. As mandated by the Province, any assessment increases are phased-in over a 4-year cycle. MPAC reported the average farmland increase province-wide was 64% and residential CVA increased by 18%. By comparison, Wellington County CVA has increased by 68% and 13% respectively.

In the 2016 Assessment Update Summary, MPAC reports they have strengthened the accuracy and equity of farm valuations by improved sales verification processes of bona fide farmer-to-farmer sales along with undertaking a comprehensive review of vacant farmland sales as far back as January 2008. They report that upward trends continue to increase provincially as demand for farmland outweighs the supply and non-agricultural buyers continue to purchase farmlands creating competition. Agri-Food Canada reported the net worth of an average farm was expected to reach \$2.8 million in 2017.

Staff conducted a preliminary review of open market farm sales in Wellington County during 2018 and 2019. The data reveals that the current 2016 base year CVA of farm properties sold continue to be under-assessed by 27.43%. Sale prices ranged from \$26,000 to \$4,200,000.

Wellington County	2019 Farm Sales	2018 Farm Sales	Total Sales
Number of valid farm sales	97	108	205
Total CVA of farm sales	90,515,500	89,366,400	179,881,900
Combined sale prices	130,333,790	117,533,356	247,867,146
Difference sales to assessment	39,818,290	28,166,956	67,985,246
As a percentage	30.55%	23.97%	27.43%

* source MPAC Municipal Connect

Assessment Act Considerations

Current value assessment is defined as “the amount of money the fee simple, if unencumbered, would realize if sold at arm’s length by a willing seller to a willing buyer.” For farm properties, the province has clearly indicated that farm properties are to be treated different from the concept of current value. Section 19(5) of the Assessment Act requires that current value of the land and buildings should only be used when sales are for farm-purposes only and reflect the productivity of the land for farming purposes.

MPAC assessment methods must only consider farmer-to-farmer sales. In this case, the Assessment Act requires MPAC to exclude any sales to persons whose principal occupation is other than farming. This has the effect of excluding any other type of buyer and highest and best-use considerations from current value assessment.

From a land productivity perspective, land classes are adjusted for their productivity. For example, Class 1 farmlands are the most productive for crops, while on the other end of the scale, Class 6 is for swamp and scrublands that are the least productive. Lands in Wellington County and in particular, the southern portion of the County sell for far more per acre than what farms are assessed at for farm purposes. Analysis undertaken with regard to current assessment appeals shows that the best lands (Class 1) are currently being assessed in the \$14,000 to \$16,000 per acre range for farms. Sales of larger land holdings are selling in the range of \$20,000 to \$25,000 per acre range.

The intent of Section 19(5) of the Assessment Act is to limit and protect farm property from current value considerations outside of farming. This means that generally speaking, farms are naturally under-assessed from general market considerations – providing favourable assessments to the farming community in comparison to true market value.

Other Assessment Considerations

- Farm owners who reside on the property do pay a residential tax component for their home plus one acre of land at the farmland rate. However, the valuation is based on a replacement cost method that produces a much lower value (\$223,125) than non-farm residences (\$424,187) as shown here on the average (County) property value and tax comparison.

Average 2019 Farm and Residential Value and Taxes

2019 farm house CVA	223,125	2019 Average Residential Property CVA	\$424,187
2019 Farmland CVA	901,900		
Average 2019 total farm CVA	\$1,125,025		
2019 farm house taxes	\$2,526		
2019 farmland taxes	\$2,553		
2019 total farm taxes	\$5,079	2019 Average residential taxes	\$4,803

- As seen above, while the average farm value is assessed at over 2.6x the value of the average residential property, overall taxes are comparable.
- According to MPAC's 2019 Market Change Profile report, of the 6,465 properties classified as farms, 1,892 are owned and/or occupied by non-farmers. Although the property owners are not engaged in farm activity or business, their properties are valued as if they are. These non-farmers benefit from lower residential structure values and lower land values, which translate to lower taxes simply by nature of leasing their land to a bona fide local farmer. This treatment can be perceived as rather unfair to typical residential property owners in Wellington County.
- Many owners of farmland also enjoy other property tax discounts if they are eligible to enter into either the Managed Forest Tax Incentive Programme (0.25 ratio) or the Conservation Land Programme which is fully exempt from property taxes.
- In order to receive the farm class tax discount, the owner must have a Farm License and be in the business of farming. Municipal taxes paid are then able to be written off as a business expense on annual income tax returns. Whereas residential property owners are not able to do so.

Impacts of Assessment Increases on the Farming Community

Being predominantly a rural community with strong roots planted in farm trades, Wellington County farmers observed significant increases in their farmland valuation. It is acknowledged that farmland values have increased significantly in the County of Wellington. In the 2012 base year valuation, farmland made up 19.8% of the County's assessment base and 5.4% of the taxable assessment base. For the 2016 base year valuation, farmland now makes up 25.1% of the Wellington County assessment base and 7.2% of the taxable assessment base.

Recently, groups such as the Christian Farmers Federation of Ontario (see correspondence received on this agenda) and the Ontario Federation of Agriculture began approaching local Councils to lower the farmland ratio below 0.25 in order to help offset property tax increases. Their efforts have been successful in some municipalities. Schedule B lists the municipalities that have implemented farmland ratio reductions in Ontario as reported to BMA Consultants in the 2019 Municipal Study Report.

When reviewing the list of municipalities on Schedule B, the majority of those municipalities have very little farmland valuation. Many of the urban municipalities that have granted farm ratio reductions have a much higher commercial and industrial base and farmland makes up a much lower percentage of their assessment base than Wellington County.

Many of the other Counties and rural municipalities that have granted ratio reductions (Brant, Chatham-Kent, Dufferin, Grey, Lambton and Oxford) are located further away from the GTA. These municipalities generally have lower residential assessment values and are not competing with GTA municipalities for business to the same extent as Wellington County.

Property Taxes as a Percentage of Income

- OMAFRA reported that in 2018, Wellington County farmers generated \$804,000,000 of revenue at the farm gate. The table below shows farm property taxes as a percentage of farm income to be 1.49%. Average household income in Wellington County for the same period was \$118,474. Average property tax as a percentage of residential income was significantly higher at 4.02%.

Average Farm and Residential Assessment and Taxation	2018
County average residential value	409,368
Total average property taxes *	4,764
Average income	118,474
Portion of residential income devoted to property taxes	4.02%
Total farm taxes paid in Wellington County *	11,971,488
County farmers income **	804,000,000
Portion of farm income devoted to property taxes	1.49%

* total taxes include County, local and Education

Closing Comments

Farmland values have been increasing significantly in the County of Wellington, much like other areas of the province. However, there does not appear to be an imbalance in the level of property tax burden shared by the local farming community in comparison to the average residential taxpayer in Wellington County. Under current legislation, farmland benefits from favourable property tax and assessment treatment.

The County's current assessment base cannot bear a further shift from farmland taxes onto other property types and maintain its economic competitiveness. Wellington County does not have a comparable commercial and industrial assessment base to neighbouring urban municipalities that would support such a shift without significantly burdening our residential and business class owners. Provincial grants such as the Ontario Municipal Partnership Fund, which were originally setup to compensate rural municipalities for the loss in farm taxes has been declining, leaving Wellington County taxpayers to support the industry without adequate province-wide cost sharing.

Wellington County is supportive of its local farming community. We recognize the importance of the agricultural industry on the County and in the Province of Ontario. Wellington supports the farming communities' interests in remaining economically competitive. The County is supportive of returning

the responsibility of funding the farm property class tax rebate programme back to the Province where it could be shared province-wide. Residents in urban municipalities, while retaining the benefits of cheap food and agricultural products, are not contributing financially to the economic competitiveness of the industry.

Recommendation:

That the Farm Property Class Tax Rate Programme report be received for information; and

That Wellington County support agricultural industry efforts in lobbying the Province to provide adequate funding to rural municipalities; and

That County Council pass a resolution in support of returning the responsibility of administering the Farm Property Class Tax Rate Programme back to the Province.

Respectfully submitted,

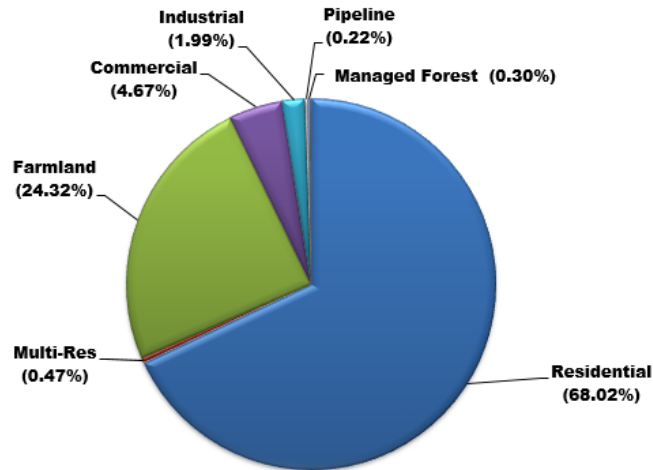
A handwritten signature in black ink, appearing to read 'Ken DeHart', with a stylized flourish at the end.

Ken DeHart, CPA, CGA
County Treasurer

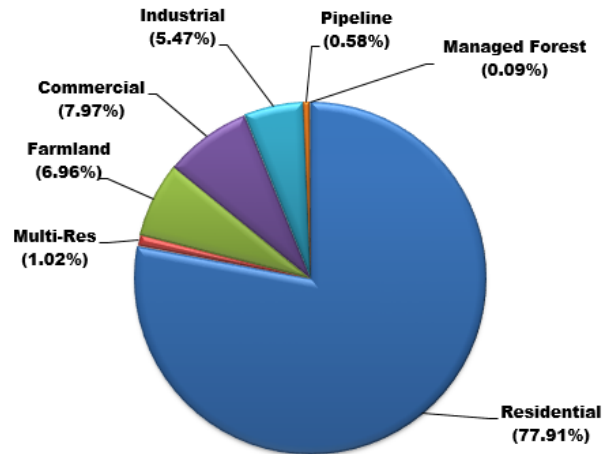
SCHEDULE A

Farm Property Class Tax Rate Programme

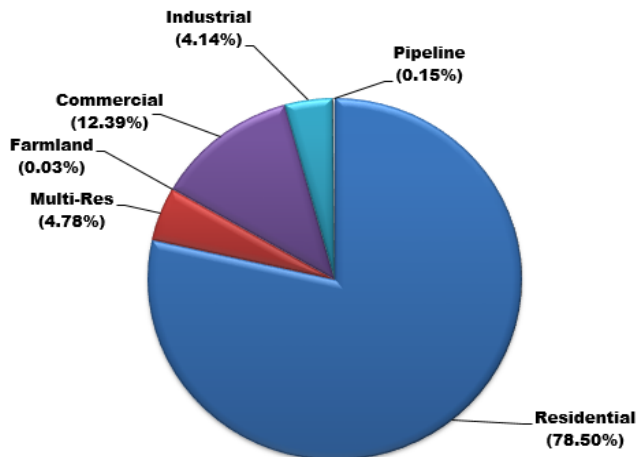
Unweighted Assessment by Property Tax Class 2019
(Share of Property Value - Wellington - Rural)



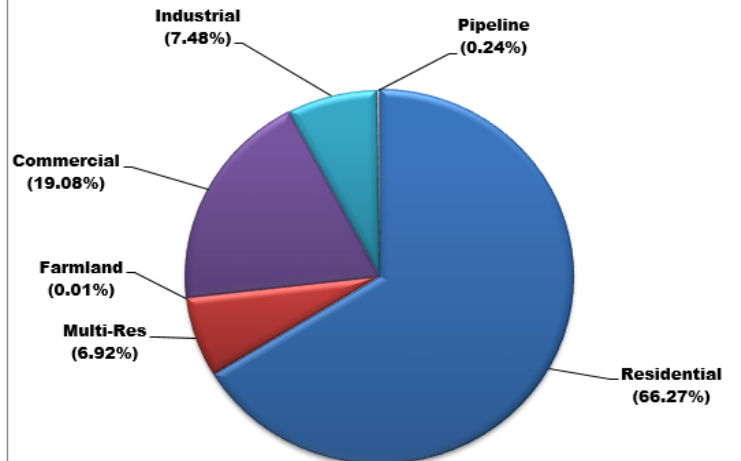
Weighted Assessment by Property Tax Class 2019
(Share of Property Taxes - Wellington - Rural)



Unweighted Assessment by Property Tax Class 2019
(Share of Property Value - Urban)



Weighted Assessment by Property Tax Class 2019
(Share of Property Taxes - Urban)



SCHEDULE B

Farm Property Class Tax Rate Programme

Municipalities with Farmland Ratio Reductions Implemented - 2019

Municipality *	Ratio	Farmland CVA **
Brant County	0.2400	1,319,886,818
Caledon	0.1708	998,099,123
Chatham-Kent	0.2200	5,281,633,220
Dufferin County	0.2300	1,174,945,084
Durham Region	0.2000	2,416,491,305
Greater Sudbury	0.2000	30,618,833
Grey County	0.2400	2,659,127,624
Halton Region	0.2000	971,078,709
Hamilton	0.1767	1,390,781,027
Kingston	0.2125	81,575,403
Lambton County	0.2260	4,794,630,528
London	0.1028	425,488,846
North Bay	0.1500	605,465
Ottawa	0.2000	1,561,813,865
Oxford County	0.2350	5,665,102,027
Prince Edward County	0.2319	401,646,726
Sarnia	0.2260	181,579,114
Average Ratio & CVA	0.2036	1,726,770,807
Wellington County	0.2500	4,464,961,956

* 2019 BMA Study Report - participating municipalities

** from MPAC Provincial Market Change Profile Report



Transmitted via Email

April 22, 2020

RE: TOWN OF GRAVENHURST RESOLUTION – Province of Ontario add Community Gardens, Garden Centres and Nurseries as essential services during the COVID-19 Pandemic

At the Town of Gravenhurst Committee of the Whole meeting held on April 21, 2020, the following resolution was passed:

Moved by Councillor Cairns
Seconded by Councillor Morphy

WHEREAS the Town of Gravenhurst Council fully understands, upon the direction of the Provincial Government, that only businesses and services deemed to be essential are to remain open during the COVID-19 Pandemic;

AND WHEREAS our Not for Profit Community Partners rely on Community Gardens for the ability to grow vegetables that assist in meeting the food related needs as well as providing physical and mental health benefits for our most vulnerable citizens;

AND WHEREAS physical distancing measures would still be needed for those working in Community Gardens;

AND WHEREAS Garden Centres and Nurseries could be required to provide curb-side car drop off service to reduce the risk;

AND WHEREAS the Medical Officer of Health for the Simcoe Muskoka District Health Unit, supports the continuation of Community Gardens throughout the COVID-19 Pandemic;

NOW THEREFORE BE IT RESOLVED THAT the Town of Gravenhurst Council requests that the Province of Ontario add Community Gardens, Garden Centres and Nurseries as essential services;

AND FINALLY THAT this resolution be circulated to Scott Aitchison, MP for Parry Sound-Muskoka, Norm Miller, MPP for Parry Sound-Muskoka, Premier Ford and all Ontario Municipalities requesting their support.

CARRIED

We trust the above to be satisfactory.

Sincerely,

Melanie Hakl

Melanie Hakl
Administrative Clerk 2, Legislative Services

**District Council – Electronic Meeting
April 20, 2020**

The District Municipality of Muskoka

Moved By: S. Cairns

Seconded By: K. Terziano

WHEREAS Muskoka District Council fully understands, upon the direction of the Provincial Government, that only businesses and services deemed to be essential are to remain open during the COVID-19 Pandemic;

AND WHEREAS our Not for Profit Community Partners rely on Community Gardens for the ability to grow vegetables that assist in meeting the food related needs as well as providing physical and mental health benefits for our most vulnerable citizens;

AND WHEREAS physical distancing measures would still be needed for those working in Community Gardens;

AND WHEREAS Garden Centres and Nurseries could be required to provide curb-side car drop off service only to reduce the risk;

AND WHEREAS the Medical Officer of Health for the Simcoe Muskoka District Health Unit, supports the continuation of Community Gardens throughout the COVID-19 Pandemic;

NOW THEREFORE BE IT RESOLVED THAT Muskoka District Council requests that the Province of Ontario add Community Gardens, Garden Centres and Nurseries as essential services;

AND THAT this resolution be circulated to Scott Aitchison, MP for Parry Sound-Muskoka, Norm Miller, MPP for Parry Sound-Muskoka, and all Ontario Municipalities requesting their support.

Carried ✓

Defeated _____


District Clerk

The Corporation of the Town of Lakeshore

Report to Council

Community & Development Services

Recreation Services



To: Mayor & Members of Council

From: Frank Jeney, Manager of Recreation and Leisure

Date: March 24, 2020

Subject: Aquatics Safety Audit - WFCU Pool/Lakeview Park/West Beach

Recommendation

Report is for information purposes.

Background

On August 26th & 27th, 2019, team members from the Lifesaving Society Aquatics Safety Management Services department performed a comprehensive safety audit of the WFCU Pool, as well as Lakeview Park and West Beach. The purpose of this audit was to maximize the safety of participants in public aquatic recreational facilities by identifying what steps can be taken to minimize the risk of drowning or serious water-related injuries.

Comments

The final copy of the Lifesaving Society's Comprehensive Aquatics Safety Audit Report is provided with this report (Attachment 1). It provides valuable information to improve the operations of the WFCU Pools and Lakeview Park/West Beach.

In a review of similar facilities in Essex County-- Essex, Lasalle, and Windsor have had aquatics safety audits performed on pools and beaches.

Priority, Primary and Secondary recommendations are outlined in the "Lifesaving Society Safety Audit – Follow Up Tracking Sheet" that is attached (Attachment 2). Listed concerns of the safety audit are being addressed, budget permitting, throughout the 2020 year with many targeted to be completed by September 2020. Priority concerns have been addressed or, as in the case of the spa pool water concerns, will be addressed in the near future. Many safety upgrades will be further completed during our current WFCU Pool shutdown (due to the COVID-19 emergency) or alternatively, the scheduled maintenance shutdown in the second week of September 2020.

Recreation and Leisure staff will work with Parks staff to address the recommendations that apply to West Beach.

Financial Impacts

The final cost of the Safety Audit was \$6,132.07, which was included in the 2019 budget.

Attachments:

1. Lifesaving Society Comprehensive Aquatics Safety Report FINAL
2. Lifesaving Society Safety Audit – Follow Up Tracking Sheet

Report Approval Details

Document Title:	Aquatics Safety Audit.docx
Attachments:	- Lifesaving Society Comprehensive Aquatics Safety Report FINAL.pdf - Lifesaving Society Safety Audit - Follow Up Tracking Sheet.pdf
Final Approval Date:	Apr 16, 2020

This report and all of its attachments were approved and signed as outlined below:

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LIFESAVING SOCIETY

The Lifeguarding Experts

COMPREHENSIVE AQUATIC SAFETY AUDIT REPORT

File: ON-Lakeshore



CLIENT

Town of Lakeshore
Atlas Tube Centre and West Beach
447 Renaud Line
Belle River, ON N0R 1A0

LIFESAVING SOCIETY

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October 3, 2019

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Summary Findings

Aquatic Safety Audit

On April 6, 2019, the Town of Lakeshore retained the Lifesaving Society to undertake a comprehensive aquatic safety audit of their aquatic operations. An initial meeting was held with Mr. Terry Fink and Mr. George Turnbull for the Town of Lakeshore and Mr. Michael Shane, Safety Management Director - Lifesaving Society. It was agreed that the purpose of the aquatic audit was to maximize the safety of participants in the Town of Lakeshore public aquatic facilities. The safety audit would identify what steps might be taken to minimize the risk of drowning or serious water-related injuries. It was agreed that the scope of the safety audit would include discussions with management in addition to an evaluation of the aquatic facility's operation. This evaluation would report only on those items that require attention. It would not address aspects that were satisfactory or exceptional.

Aquatic Safety Audit Process

Personnel

The Lifesaving Society appointed Conny Smith as Aquatic Safety Management Services - Chief Auditor. Ms. Smith has extensive experience in municipal aquatic management. The Lifesaving Society also appointed the following Aquatic Safety Auditors: Peter Mumford and Michael Shane. All of the individuals appointed have extensive experience in aquatic facility operations. Additionally, a Supervision, Enhancement & Evaluation (SEE) team was appointed, team members include: Jennifer Knights. The Town of Lakeshore appointed George Turnbull as the primary contact for the safety audit team.

Audit Components

The audit team followed a process that included:

- On-site safety inspection of each aquatic facility.
- Supervision Evaluation and Enhancement (SEE) audits of both instructional and lifeguarding activities.
- Interviews with management staff at various levels within the organization.
- A review of existing documentation provided to facilities and staff concerning the operation of aquatics within the Town.
- Completion of a final report.

Facility Safety Inspections

The safety audit team completed its inspection of the aquatic facilities on August 25-26, 2019. In their detailed inspection, the auditors examined the facilities applying criteria developed by the Lifesaving Society from sources that included:

- Government of Ontario statutes governing public swimming pools and waterfronts.
- Recommendations from coroners' inquests.
- Lifesaving Society standards concerning the operation of public swimming pools and waterfronts.
- Lifesaving Society research into drownings in swimming pools and waterfronts.
- Other relevant government regulations and acts.

As part of the inspections, staff members designated on the inspection day as the facility representative were questioned regarding specific facility operations, staff training, staff certifications and other general topics. If Priority Concerns were identified, they were discussed with the designated facility representative immediately following the facility inspection.

Staff Interviews

Following the facility inspections, the safety audit team conducted interviews with a selected cross-section of three employees representing various relevant functions. The interviews were designed to gather the views of staff on the Town's aquatic operation.

The members of the audit team asked questions of each interviewee, after which staff were invited to share additional thoughts with assurances that specific comments would be unattributed.

Documentation Review

The safety audit team examined the aquatics-related literature supplied by George Turnbull. The team focused their examination on the Aquatics Policy and Procedure Manual.

Summary Findings

The Lifesaving Society completed an aquatic safety audit of the Atlas Tube Swimming Pool and the Town of Lakeshore West Beach/Marina on August 26, 2019. It is the Lifesaving Society's opinion that at the time of the audit, these facilities were operating below the range of Safe Practice.

The Lifesaving Society recognizes a range of Safe Practice. When operating within this range, the Town of Lakeshore is providing a reasonable standard of care in all four categories we audit: personnel, procedures, communication and facility and equipment.

The Lifesaving Society considers the Town of Lakeshore to be operating within the range of Safe Practice if the aquatic safety audit identifies no Priority Concerns, and only Primary Recommendations which in the opinion of the Society represents a low risk to public safety.

The Lifesaving Society considers the Town of Lakeshore to be operating below the range of Safe Practice if any Priority Concerns are identified, or if any Primary Recommendations address unreasonable risk to public safety.

We direct your attention to the following concerns and recommendations:

The Lifesaving Society's aquatic safety audit reports Priority Concerns, Primary and Secondary Recommendations in four categories – Personnel, Emergency and Operating Procedures, Communication and Facility and Equipment.

Priority Concerns



Priority Concerns

Priority Concerns

The Society's aquatic safety audit revealed six (6) problems to warrant Priority Concern status. Priority Concerns represent major safety risks to the public and merit immediate action. The Lifesaving Society alerts aquatic facility operators to Priority Concerns at the time of facility inspections.

Primary Recommendations



Primary Recommendations

Primary Recommendations

The Society's aquatic safety audit presents twenty (20) Primary Recommendations. Primary Recommendations address situations in contravention of a relevant Province of Ontario statute or the Lifesaving Society's position on what constitutes reasonable safe practices. Primary Recommendations should receive focused attention by facility management.

Secondary Recommendations



Secondary Recommendations

Secondary Recommendations

The Society's aquatic safety audit presents twenty-five (25) Secondary Recommendations are designed to enhance the safe use of the aquatic facility. Action on Secondary Recommendations can proceed within the facilities ongoing operations.

Atlas Tube Centre Swimming Pool

Facility – Entrance



Priority Concerns

Install a facility admissions sign.

The Society's drowning research shows that unattended youth are at a high risk of drowning during non-instructional swim settings. The Society recommends that all pools adopt a policy that children under 10 years of age not be admitted to public recreational swimming unaccompanied, unless they are able to pass the facility swimming test. The policy would include:

- Children under 10 years of age who are unable to pass the facility swim test must be accompanied by a parent or guardian who is at least 12 years of age and responsible for their direct supervision, with a maximum of two children for each parent or guardian.
- Children under six years of age may not be admitted to the swimming pool unless they are accompanied by a parent or guardian who is responsible for their direct supervision, with a maximum of two children for each parent or guardian.

For non-swimmers between six and nine years of age:

- The ratio of non-swimmers to parent or guardians may be a maximum of eight bathers to one parent/guardian (8:1) if lifejackets are worn by all non-swimmers in their charge.
- Parent/guardians are responsible for the children in their care while in the facility and must directly supervise the children at all times.
- Ratios of instructors/lifeguards to bathers must also be maintained as per Regulation 565/90.

The Lifesaving Society recommends operators include this standard in their facility policy and procedures manual, and staff handbooks. All staff should review this standard and its application at least once a year during staff training sessions. Lifeguards should be reminded what to look for, and of procedures to deal with unaccompanied non-swimmers. Owner/operators should educate the public through signage, flyers, department brochures, etc.

Owner/operators should ensure procedures are in place to evaluate bathers as they enter the facility. For example, during swim start-ups, off-duty lifeguards could be positioned in cashier or deck areas to ensure all bathers meet the requirements. Patrons should be encouraged to use the "buddy system," where bathers always swim with a buddy regardless of swimming ability.





Priority Concerns

Install medical condition signage.

Operators should ensure that signage regarding medical conditions is installed at the entranceway to the facility. This will inform bathers with medical conditions of appropriate precautions to take before entering the swimming pool. The wording on the sign should be similar to the following: "Those with seizure disorders or other serious medical conditions should be accompanied by an individual knowledgeable of their condition and responsible for their direct supervision."



Secondary Recommendations

Install opposite gender signage.

To ensure that the public is informed of opposite gender change room use requirements prior to entering the facility, standard signage should be prepared and located where patrons will see it. The Lifesaving Society recommends children seven year of age and over change in the appropriate gender change room.



Facility – Family Change Room



Primary Recommendations

Ensure all receptacles in the change rooms are GFCI protected.

At the time of the audit no determination could be made as to the GFCI protection of some of the receptacles in the facility's change rooms. These are often used by patrons to plug in hair dryers and so adequate protection should be provided in this environment to prevent electrocution.



Secondary Recommendations

Provide baby change table liners.

To reduce the cross contamination of bathers, baby table tray liners should be provided. This will enhance safety to all exposed to this potentially high infection zone.



Secondary Recommendations

Provide soap in shower room areas.

Regulation requires that bathers take a warm shower with soap. In order to ensure that this is being done, the corporation should provide soap in the shower room area. This will help to reduce contamination of the swimming pool water and enhance bather comfort and safety.



Secondary Recommendations

Repair washroom sink.

All patrons must have access to warm running water to ensure that proper handwashing techniques are enabled after toileting.



Secondary Recommendations

Repair ceiling trim.

On the inspection date, inspectors noted that ceiling trim was taped to hold it in place. Repairs should be made to ensure that there will be no falling debris onto patrons.



Facility – Male Change Room



Secondary Recommendations

Install a baby change table.

Diaper changing is a very difficult and potentially dangerous activity if attempted in the wrong location. Baby change tables provide a safe, flat and secure area where babies can be changed with little risk of falling. These should be provided to the public in all change room areas.



Secondary Recommendations

Provide soap in shower room areas.

Regulation requires that bathers take a warm shower with soap. In order to ensure that this is being done, the corporation should provide soap in the shower room area. This will help to reduce contamination of the swimming pool water and enhance bather comfort and safety.

Facility – Female Change Room



Priority Concerns

Readjust the hot water temperature control in the female showers.

The water temperature in the showers was in excess of 40 C. As dictated by the Regulation the maximum temperature permitted is 40 C. Temperatures in excess of this may cause scalding of bathers while using the showers.



Primary Recommendations

Reduce the sink water temperature.

On the day of the audit, the hot water temperature in the washroom sinks was in excess of 40 C. Regulation requires that this temperature be no more than 40 C. Temperatures in excess of this can cause scalding on bathers.



Secondary Recommendations

Install a baby change table.

Diaper changing is a very difficult and potentially dangerous activity if attempted in the wrong location. Baby change tables provide a safe, flat and secure area where babies can be changed with little risk of falling. These should be provided to the public in all change room areas.



Secondary Recommendations

Provide soap in shower room areas.

Regulation requires that bathers take a warm shower with soap. In order to ensure that this is being done, the corporation should provide soap in the shower room area. This will help to reduce contamination of the swimming pool water and enhance bather comfort and safety.

Facility – Deck



Primary Recommendations

Ensure all receptacles on the swimming pool deck are GFCI protected.

At the time of the audit no determination could be made as to the GFCI protection of the receptacles on the swimming pool deck. These are often used by patrons and staff to plug in electrical appliances and so adequate protection should be provided in this environment to prevent electrocution.





Primary Recommendations

Enhance contrast of deck lettering.

A more significant color contrast of the deck lettering would ensure that those with visual impairment would be able to clearly read the deck markings to ensure their safety.



Primary Recommendations

Install Caution No Diving signage adjacent the swimming pool ramp.

Regulation requires that a sign be posted advising bathers of the dangers of diving into shallow water on the ramp. This sign should be located adjacent the ramp so that bathers will not undertake in that activity in this shallow water area.

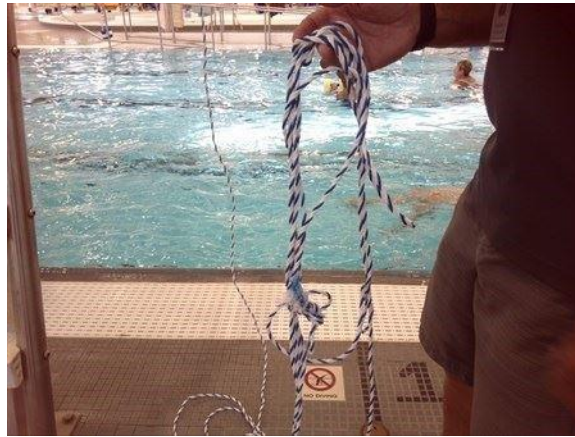


Primary Recommendations

Provide two buoyant throwing aids with line.

As dictated by Regulation, at least two buoyant throwing aids with line must be provided. This line must be half the width of the pool plus 3 m. This equipment is important as a rescue device during an emergency situation.

At time of inspection, the lines were tangled, making this an ineffective throwing aid, ensure the lines are inspected on a daily basis to ensure that the lines do not become entangled.



Primary Recommendations

Ensure spinal board is functional and completely equipped.

A spinal board is an important tool for aquatic staff to utilize during an emergency situation to remove injured bathers from the swimming pool. A spinal board should have secure runners, at least three straps, and a headpiece. The board should be in a condition to fully support an unconscious victim and remove them from an aquatic facility for EMS services.

At time of inspection, the spine board straps had lost their viscosity, and may not serve the purpose that was intended. Spine board straps should be inspected on a regular basis and replaced if necessary to ensure proper support can be enabled.



Primary Recommendations

Secure all skimmer basket covers.

Skimmer baskets should be free from debris and secured so bathers cannot gain access to them. At the time of the inspection the skimmer baskets were not secured with screws.



Secondary Recommendations

Relocate "Shallow Water- No Diving" signage.

Regulation requires that a sign be installed that states "Shallow water- No Diving" in swimming pools where the maximum depth is less than 2.5 m. The lettering must be at least 150 mm in size and the signs must be posted in a conspicuous location. This signage will educate bathers of the danger so diving into shallow water and potentially prevent injury.

Currently, there is only one sign present on deck, located at deep end of leisure pool, consider adding more signage or relocating current sign to ensure patrons can see the sign when entering the swimming pool area.



Secondary Recommendations

Repair starting blocks.

FINA regulations require that the height of the platform above the water surface shall be from 0.5 metre to 0.75 metre. On the day of inspection, the platform was measured as .85 m at the rear and .75 m at the front above the water surface. To ensure bather safety these platforms should be adjusted.



Secondary Recommendations

Replace lifeguard tower missing seat.

The lane pool is required to have two operational lifeguard towers per the regulation. Only one tower is functional. The second tower seat should be installed to ensure staff can access and use the lifeguard tower when necessary.



Facility – Equipment Room



Primary Recommendations

Ensure the equipment room is locked.

The equipment room is often left unlocked. This room is a storage area not only for pool equipment but also cleaning supplies. To ensure the safety of the pool, patron's access to this area should be restricted. The door should be locked at all times.



Secondary Recommendations

Relocate personal protective equipment to the emergency exit corridor.

Staff keep personal protective equipment in this space which is left unlocked and open, the equipment may contain residual chemical and dirt and as such, can pose health hazards to both patrons and staff. Relocate the personal protective equipment to the emergency exit corridor, tuck to the left, behind the door.





Secondary Recommendations

Repair all leaks for the filter room.

To ensure the safety of all operators, repairs should be made to the various systems that were leaking at time of inspection. While some of the leaks on the pumps may not be serious, the systems carrying chlorine or acid may cause serious injury.





Facility – Office

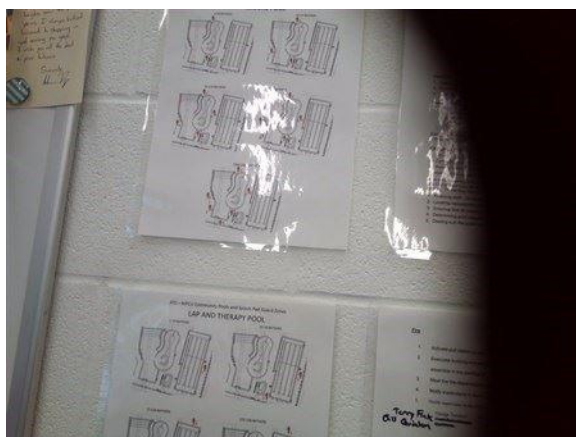


Priority Concerns

Conduct a review of all facility scanning and rotation charts to ensure that they are effective tools to advise staff of the areas of responsibility and coverage.

While all the facilities had scanning and staff rotation charts posted, there is a significant difference in how these charts have been developed and used by staff to enhance supervision standards at each site. Many of the drawings had limited information about where lifeguards should be located and what they should be able to see from that position. In some cases, lifeguards were inappropriately positioned. All of the scanning and rotation charts should be reviewed to ensure they consider the following:

- pool schematic drawings should be created in scale with the facility design
 - separate charts should be created where lifeguard numbers increase and/or where different parts of the pool areas are open or closed for public use or where glare relocates due to changing light conditions
 - all facility charts should be similar in design so there is more consistency and better understanding for staff who may work at multiple sites
 - staff positions and rotation directions should be clear on the charts
 - scanning zones should be clearly marked and appropriate overlap areas should be noted
 - Colours should be used where possible to better define intensive & extensive scanning areas
 - All staff should be clear on what they must see from specific positions and what they should do if conditions change and they are not able to see all areas of their intensive scanning zone, including the pool bottom
 - All charts should be reviewed as part of a facility orientation process and during staff training
- ZONES**



Primary Recommendations

Post emergency and operational procedures in the pool office.

Documentation of both operational procedures and emergency procedures should be available in the pool office. Emergency procedures should also be posted on the wall in the pool office. This will ensure staff have access to this information during an emergency situation.



Primary Recommendations

Locate a copy of the Lifesaving Society Guide to Public Pools Regulation in the pool office.

A current copy of the Regulation or the Lifesaving Society Guide to Ontario Public Pools Regulation should be located in the pool office. Staff should have access to this information to ensure that the facility is operating to acceptable standards.



Secondary Recommendations

Clarify uniform policy.

At the time of inspection, staff were wearing long sleeve hoodies and pants. Staff may use these provided training is completed with these clothing articles. This will confirm that staff can still perform to NL standard. This information must be documented within the training records.

Facility – Spa



Priority Concerns

Correct low sanitizer levels in the spa pool water.

On the day of inspection, sanitizer levels were recorded as below the minimum levels as permitted by Regulation. A minimum FAC level of 5.0 to 10.0 ppm is required to maintain safe water. The operator should take immediate steps to increase this level and ensure this minimum is maintained at all times.



Priority Concerns

Correct pH levels.

On the day of inspection, the recorded values for pH were outside the acceptable range as identified by Regulation. Steps should be taken to correct this deficiency to ensure that the water is safe and comfortable for bathers and equipment is not at risk of attack by corrosive water.

DAILY RECORDS
Date: August 21st

Time	FAC	TC	pH	Clarity	Level	ALK	Name	Notes
6:00am	4.0	4.0	7.3	✓	✓	100ppm	Michelle	
7:00am	5.0	4.0	7.3	✓	✓	100ppm	Michelle	
8:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
9:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
10:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
11:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
12:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
1:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
2:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
3:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
4:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
5:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	

DAILY RECORDS
Date: August 21st

Time	FAC	TC	pH	Clarity	Level	ALK	Name	Notes
6:00am	4.0	4.0	7.3	✓	✓	100ppm	Michelle	
7:00am	5.0	4.0	7.3	✓	✓	100ppm	Michelle	
8:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
9:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
10:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
11:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
12:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
1:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
2:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
3:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
4:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
5:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	



Secondary Recommendations

Record Total alkalinity values.

This test must be done at same time as sanitizer and pH and recorded in the same manner and timeframes per regulations. Total alkalinity must be within 80-120 ppm to meet regulatory requirements.

DAILY RECORDS
Date: Aug 21/2018

Time	FAC	TC	pH	Clarity	Level	ALK	Name	Notes
6:00am	4.0	4.0	7.3	✓	✓	120	Josh	
7:00am	5.0	3.0	7.3	✓	✓	100	Michelle	
8:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
9:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
10:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
11:00am	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
12:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
1:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
2:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
3:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
4:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	
5:00pm	5.0	3.0	7.3	✓	✓	100ppm	Michelle	

Facility – Tank – Lazy River



Primary Recommendations

Repair outlet grate cover.

The grate is cracked and should be replaced to ensure it meets operational standards.

Facility – Tank – 25 m pool



Secondary Recommendations

Repair loose caulking on inlet fittings.

At time of inspection, the caulking was found to be deteriorating on inlet fittings. Repairs should be undertaken to ensure fittings stay secure and offer no opportunity for patrons to injury themselves.



Secondary Recommendations

Band or color the eyelet attached to railing.

The eyelet is attached to railing and protrudes; this may cause injury to patrons. To ensure that there is no opportunity for injury, the eyelet should be banded or colored for visibility reasons.



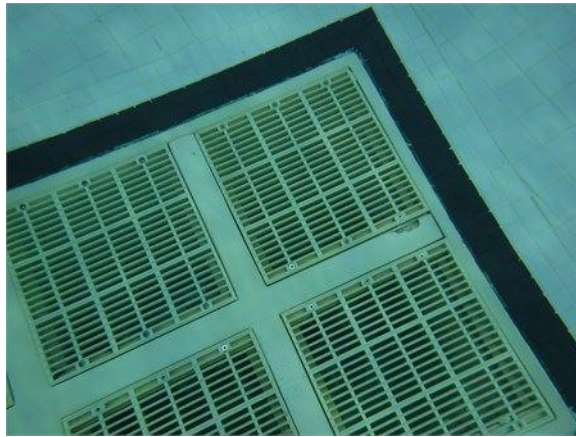
Facility – Tank – Zero Entry Pool



Primary Recommendations

Repair outlet grate covers.

At time of inspection, outlet grates were found to be cracked. Repairs need to be taken in a timely fashion to ensure no opportunity is present for further damage which could result in injury to patrons.



Secondary Recommendations

Install a second lifeguard tower.

Because this swimming pool has a water surface area greater than 250 sq m. regulation requires that there be two lifeguard towers. This may best be placed on the deck behind the therapy pool, almost across from current lifeguard tower.

West Beach

The Lifesaving Society recommends that the Town of Lakeshore provide at a minimum lifesaving equipment and specific education signage at West Beach. The specific requirements are listed in this report and in the Lifesaving Society Waterfront Safety Standards under Sections 4 and 5.

Facility – Waterfront Unsupervised



Primary Recommendations

Provide beach signage.

It is recommended that a beach sign plan be created and implemented to ensure a consistent message and should adhere to the content outlined in the Lifesaving Society Waterfront Safety Guidelines, and placed in strategic locations to ensure that it can be seen and read by the majority of patrons.

As quoted from the current waterfront guidelines “the owner and operator shall ensure that the waterfront facility is operated in accordance with the following guidelines:

- Beach signs are posted at entrances and exits, or where there are not specific entrances and exits, at reasonable intervals along/near the swimming area, indicating:
- "Swimming area is not supervised; children require direct supervision by parents or adults.”
“Don’t swim alone.” “Waterfront conditions (depth, bottom, etc.) may change.”
- Location of telephone for emergency use (or other communication device), and nearest first aid station.
- Diving can result in serious injury or death; patrons are cautioned against diving, or to perform only foot first entries in areas unsafe for diving or where uncertain of water depth.
- Hours of operation are identified where applicable.
- Beach safety rules such as “No Dogs”, “No Fires”, “No Glass” etc.
- Name of facility and operated by: _____.
- Report any site deficiencies to: _____.
- The nearest emergency telephone (or other communication device) carries a list of names and numbers of the emergency services.”

A suggestion is for two major signs at the main entrance locations to the park, to include a map of beach area, where you are adjacent to the beach, locations of safety equipment, emergency telephone, lifeguard stations, swimming buoyed off area, flag protocols, beach rules and the hazard area on west side of beach. Image signage vs. words should be incorporated for universal recognition. A guideline can be found at the American National Standards Institute <https://www.ansi.org>

These are American standards used sometimes for signage – especially pictograms. In addition, staff and appropriate authorities should review signage bylaws to ensure that signage includes correct language to allow enforcement on beach bylaws and fines for Lifesaving equipment removed from the beach. Many municipalities across Ontario post the actual bylaw number on the signage to allow for enforcement. This will ensure that appropriate information is communicated to beach patrons. Signage is sometimes removed from the beach area, staff should investigate ways of making signage permanent and inaccessible.

Signage locations should include: (Areas to be clearly visible)

- Beach access points
- Lifeguard chairs
- Change room facility – interior and exterior walls
- West Area of Beach, site of previous incident



Primary Recommendations

Provide access to EMS services.

When an emergency occurs immediate access to EMS services will enhance victim care. A communication plan should be developed and implemented so that bathers will have access to these services when an emergency occurs. In addition, this plan should identify a strategy that will help to identify victim location on the Beach.



Primary Recommendations

Install lifesaving stations in designated areas.

At the time of the audit, no lifesaving stations were provided. There is a need for these stations to be installed to ensure the public has access to rescue equipment to assist in a water emergency, without having to enter the water or to provide safety separation from the victim if they do enter the water.

Equipment located at each rescue station should include:

- A reaching pole of at least 3m in length.
- A buoyant throwing aid attached to a 6mm line at least 8m in length.
- Appropriate signage as dictated by the Lifesaving Society Waterfront Safety Guidelines.
- Signage that indicates the purpose of the equipment and warns of misuse and consequences should also be installed on each station.

At least one lifesaving station should be installed in a central location of the beach and no more than 50 metres from the waters edge.



Primary Recommendations

Designate a safe swimming area.

Swimming area and beach intended for use by patrons should be clearly designated through signs, buoy lines, buoy markers or a combination of these. Swim Buoys are typically white with No Swimming and reflective tape. These markers should be no more than 50 m apart and approximately 75 metres from shore.



Secondary Recommendations

Eliminate ponding water in beach area.

The water that is ponding on the beach creates an opportunity for young children to play in and around however this water is stagnant and may contain bacteria that is harmful to these individuals. Continue to regrade the beach area to eliminate the ponding water, possibly create a berm along the stonewall where the water is entering into the canal.

Marina



Primary Recommendations

Implement Marina safety recommendations.

Although not included in this audit, the team has the following recommendations after touring the marina which is located adjacent West Beach:

- Expand the installation of lifesaving stations along the roadway to the marina. These should be installed at least every 150 m and include signage, a reaching pole and a buoyant throwing aid.
- Install no swimming and no diving signage along the roadway to the marina.
- Enhance identification of walkway edge. A curb, painted edges or some other system should be installed to heighten awareness of the walkway edge.
- Install No Entry signage on marina breakwater.
- Paint ladders to heighten identification and awareness of locations.
- Conduct regular inspections of lifesaving stations and log results.

Communication

Communication



Secondary Recommendations

Create a maintenance operational manual.

Staff would benefit from an operational manual that contains relevant information for your site, this would include "how to" make chemical adjustments correctly and values needed to change chemical dosing.

This should also include daily filtration and physical plant information that staff could then use to trouble shoot issues on a day to day basis.

Literature Completeness



Secondary Recommendations

The Lifesaving Society recommends that this manual be edited to contain policy, procedure and operational information specifically designed to educate front-line aquatic and support staff about their responsibilities in the performance of their duties.

A review of manuals indicated that the following areas were not covered or were weak in content.

Introductory Section

Table of Contents - add page number

Emergency Procedures (Aquatic)

- Aquatic Emergency Procedure summary (one pager showing Minor and Major procedures required by Health Regulations to be documented and available to staff at facility, usually posted)
- Emergency signals- create diagram of hand signals and post in pool office

Aquatic Supervision Procedures

Operational Procedures

- First Aid stations-supplies required
- Day Camp procedures – councillor: child ratios
- Outlet check
- Bottom visibility check
- Record of safety checks

Patron Rules

- Medical conditions
- Age for opposite sex change room access-Alternate arrangements.
- Safety Supervision standard for Pool Rentals by the Public

Health Regulations

- Use clear wording (such as wording in Lifesaving Society Guide to Public Pools Regulation)
- Reference each with the appropriate reg. number

Instructional Program Information

- Facts on cross-contamination

Human Resources & Administration

- Position job descriptions
- Application
- Tryouts
- Police Reference Check (definition and process to obtain) Relocated from Emergency Procedures

Occupational Health

- Maintenance & Water Treatment
- Cleaning procedures
- Equipment repairs
- Fouling procedures
- Vacuuming procedures
- Adding chemicals

Occupational Health

- Maintenance & Water Treatment
- Cleaning procedures
- Equipment repairs
- Fouling procedures
- Vacuuming procedures
- Adding chemicals

Other

- Lifeguard positions and Zone coverage (posted) and in manual
- Rotation Procedures
- Emergency STOP button/Filter shut off switches
- Hazardous waste disposal guideline
- Clean up of Bodily fluids
- Handling Sharps
- Lighting checks
- Topless Bathing policy
- Patrons with Catheters

Emergency and Operating Procedures

Emergency and Operating Procedures



Primary Recommendations

Establish an annual Staff Training Plan, including core content items, for regular in-service training sessions.

Aquatic Supervisors should develop a plan for the provision of consistent and regular mandatory in-service training sessions for all staff, and for all facilities. This plan should take into consideration the ongoing significant turnover of staff and should include, but is not limited to:

- Staff attendance and performance expectations
- Documentation process (e.g. dates, attending staff, items covered, who conducted the training etc)
- Procedures to follow when staff cannot attend training
- Staff discipline procedures

Additionally, the corporation should establish standardized core content for in-service training sessions that should include, but should not be limited to:

- CPR refresher skills
- Lifeguard supervision zones and the placement, for each facility, program or activity
- Lifeguard rotation protocols
- Scanning techniques and practice
- Procedures for major and minor emergencies
- NL Skills (e.g. brick recovery)
- Site specific related issues

At the time of inspection, all facilities produced training records however; many of the documents did not provide adequate information about the items that were covered as part of the training sessions.



Primary Recommendations

Ensure Pool Operators have a procedure in place and staff available to respond to water quality problems or mechanical failure.

The staff on site should have information available and be trained in any filtration emergency or operational procedures that are required to ensure patron safety. Pool Operators are not always on site to deal with these emergencies due to scheduling. All staff should have a basic understanding of the filtration system and what to do when a filtration emergency occurs. These procedure should be posted in the filter room.



Secondary Recommendations

Post an emergency procedures page in the staff office.

In the event of an emergency, it is important that staff respond appropriately to the emergency situation. A single sheet outlining this response posted in the pool office will remind staff on a day to day basis of the steps to follow during any emergency situation. This will improve the response and enhance bather safety.

Lifesaving Society Safety Audit - Follow Up Tracking Sheet

Level of concern	Location	Details	Progress	Anticipated completion date
Priority Concerns	ATC	install facility admission sign & medical condition	complete	N/A
Priority Concerns	ATC	readjust water temperature control in female change room	reviewed, no elevated temperatures have been observed since the inspection	N/A
Priority Concerns	ATC	conduct a review of all facility scanning and rotation charts	complete	Summer 2020
Priority Concerns	ATC	correct low sanitizer & PH levels in the spa pool water	ongoing, will be in constant fluctuation until the new pump is installed. Order and awaiting delivery/install	September 2020
Primary Recommendations	ATC	ensure all receptacles in the change rooms and pool deck are GFVI protected	ongoing review, all reported as functional at this time	N/A
Primary Recommendations	ATC	reduce sink water temperature	reviewed, no elevated temperatures have been observed since the inspection	N/A
Primary Recommendations	ATC	enhance contrast of deck lettering	ongoing review to determine if touch ups are necessary	September 2020
Primary Recommendations	ATC	install caution no diving signage adjacent the swimming pool ramp	signage locations currently under discussion with management team	
Primary Recommendations	ATC	provide two buoyant throwing aids with line	complete	N/A
Primary Recommendations	ATC	ensure spinal board is functional and completely equipped	all boards are in good working condition	N/A
Primary Recommendations	ATC	secure all skimmer basket covers	under review by management team	
Primary Recommendations	ATC	ensure the equipment room is locked	complete	N/A
Primary Recommendations	ATC	post emergency and operational procedures in pool office	pool emergency procedures are posted, review and creation of greater detailed to be created	Summer 2020
Primary Recommendations	ATC	locate a copy of the lifesaving society guide to public pool regulations in the pool office	complete	N/A
Primary Recommendations	ATC	repair outlet grate cover	inspections have not matched this information, closer inspection to be done once pool is drained	September 2020
Primary Recommendations	ATC	repair outlet grate cover	has been brought to supervisor of facilities attention, action plan will need to be put in place for 2020 closure	September 2020
Primary Recommendations	West Beach	provide beach signage	Parks to Review	
Primary Recommendations	West Beach	provide access to EMS services	Parks to Review	
Primary Recommendations	West Beach	install lifesaving stations in designated areas	Parks to Review	
Primary Recommendations	West Beach	designate a safe swimming area	Parks to Review	
Primary Recommendations	Marina	implement Marina safety recommendations		
Primary Recommendations	ATC	establish an annual Staff Training Plan		September 2020
Primary Recommendations	ATC	ensure pool operators have a procedure in place and staff available to respond to water quality problems or mechanical failure		September 2020
Secondary Recommendations	ATC	install opposite gender signage	design/information/policy under review	Summer 2020
Secondary Recommendations	ATC	provide baby change table liners	to be ordered	Spring 2020
Secondary Recommendations	ATC	provide soap in shower areas (all change rooms)	complete	Late March 2020
Secondary Recommendations	ATC	repair washroom sink	complete	N/A
Secondary Recommendations	ATC	repair ceiling trim	complete	N/A
Secondary Recommendations	ATC	install baby change table in men's & women's change room	space is limited, may not be possible. currently under review	
Secondary Recommendations	ATC	relocate "shallow water- no diving" signage	"No Diving" stickers to be added to white structure posts surrounding the pools	
Secondary Recommendations	ATC	repair starting blocks	under review by management team	
Secondary Recommendations	ATC	replace lifeguard tower missing seat	complete	N/A
Secondary Recommendations	ATC	relocate personal protective equipment to the emergency exit corridor	now locked in equipment room	N/A
Secondary Recommendations	ATC	repair all leaks for the filter room	scheduled for 2020 pool closure	September 2020
Secondary Recommendations	ATC	clarify uniform policy	some information gathered from local experts on best practices, to be implemented in Fall 2020 training	August 2020
Secondary Recommendations	ATC	record total alkalinity values	log books will be updated in June/July 2020, when new batch is ordered/printed	June/July 2020
Secondary Recommendations	ATC	repair loose caulking on inlet fittings	has been brought to supervisor of facilities attention, action plan will need to be put in place for 2020 closure	September 2020
Secondary Recommendations	ATC	band or color the eyelet attached to railing	management team reviewing best possible solution	September 2020
Secondary Recommendations	ATC	install a second lifeguard tower (leisure)	complete	N/A
Secondary Recommendations	West Beach	eliminate ponding water in beach area	Parks to Review	
Secondary Recommendations	ATC	create a maintenance operational manual		September 2020
Secondary Recommendations	ATC	edit/update aquatics policies and procedures manual		September 2020
Secondary Recommendations	ATC	post an emergency procedures page in the staff office	already posted, revision and expansion to be completed	September 2020

The Corporation of the Town of Lakeshore

Report to Council

Chief Administrative Officer



To: Mayor & Members of Council
From: Truper McBride, Chief Administrative Officer
Date: April 14, 2020
Subject: 2020 Recruiting Program

Recommendation

This report is for information only.

Background

At the April 7th, 2020 Regular Meeting of Council, the following resolution was carried:

107-04-2020

Moved By Councillor Wilder

Seconded By Councillor Janisse

Direct Administration to discontinue recruitment activities for positions in the 2020 budget until such time as Administration reports to Council.

In Favour (6): Mayor Bain, Deputy Mayor Bailey, Councillor Wilder, Councillor Janisse, Councillor Santarossa, and Councillor Walstedt

Opposed (2): Councillor Kerr, and Councillor McKinlay

Comments

The 2020 Recruiting Program contains both new and replacement positions. The new positions were funded in the 2020 Budget and prioritized for Council to address the priority and urgent needs of the Town. Recruitment was initially delayed due to uncertainty on space and facilities with more recent holds put in place after the onset of the COVID-19 pandemic. The list below identifies the positions needed to be recruited in 2020 and breaks down those being replaced and new positions.

Replacement Positions - Hiring

- Assistant Drainage Superintendent
- Manager of Water and Waste Water
- Temporary Building Coordinator (maternity leave) to be replaced with Temporary Admin Assistant

Replacement Positions – Delayed Hiring (recruitment not yet started)

- Recreation Coordinator
- Planner III (replacement for Senior Planning Technician)
- Building Inspector

Existing Seasonal Positions – On Hold

- 3 Seasonal Marina Operators
- 5 Seasonal Parks Operator

New Positions – Already Hired

- 2 Water Distribution Operators
- 1 Water Treatment Operators

New Positions – On Hold

- Public Works Operator
- Engineering Technologist
- Purchasing Specialist – posting closed on March 23rd and resumes have been shortlisted for interviews
- Economic Development Officer
- Bylaw Compliance Officer
- EIS Project Officer
- Planner II

Student Positions – On Hold

- Engineering Co-op
- Planning Co-op
- Communications Co-op
- HR Co-op
- Bylaw Co-op
- 7 Marina Dockhands
- 2 Day Camp Coordinators
- 2 Day Camp Team Leaders
- 16 Day Camp Counsellors

As demonstrated by this list, the Town is taking a cautious and responsible approach to recruiting in order to better understand the financial impacts to the Town brought about by the COVID-19 pandemic. Staff continue to operate at or above capacity with ongoing concerns of burnout and retention challenges.

Administration is requesting continued flexibility in determining when to recruit for positions in order to address the urgent needs of the organization while balancing economic conditions.

Each position listed above, with the exception of the Economic Development Officer, and many of the student positions, is critical to the Town in order to sustain current levels of service. In the case of the Purchasing Specialist, the position is deemed necessary in order to become compliant with legislative and regulatory requirements in procurement. The Town stands to save dollars by having a dedicated and coordinated approach to purchasing. The recruitment for this position is currently underway. The posting closed on March 23rd and interviews were originally set to take place on April 17th. The planned start for this position would be late spring early summer to ensure this position is in place when regular procurement activity resumes.

The recruitment for the By-law Enforcement Officer and Planner II positions is underway, but were put on hold due to the COVID-19 emergency. The existing Building Official and temporary administrative assistance positions in the Building department are critical to fill to maintain current service levels. Under the provincial Essential Services order, building permits continue to be submitted for review. The Economic Development Officer position was scheduled to be recruited in the third quarter (September) and although it is important to be filled when the emergency is over, it is not essential that it be filled at this time.

Should Council wish to direct Administration to cut any position on the recruitment list then the Town will need to reduce service levels and review potential impacts to project delivery.

Financial Impacts

All positions listed in the 2020 Recruiting Program are funded through the 2020 Budget. At the time of writing this report, no further information is available on revenues to make determinations on potential impacts to the Town as a result of the COVID-19 pandemic. In May, Administration will be bringing a report to Council providing a very high level accounting of the risks to revenue which will be followed in early summer with the 2019 Year End and a 2020 Fiscal Update to respond to changing economic conditions.

Report Approval Details

Document Title:	2020 Recruiting Program.docx
Attachments:	
Final Approval Date:	Apr 23, 2020

This report and all of its attachments were approved and signed as outlined below:

Rosanna Pellerito

Kristen Newman

COUNCIL ASSIGNMENTS/MONTHLY TRACKING REPORT						APRIL 7, 2020
ISSUE #	ASSIGNEE	DATE	COUNCIL ASSIGNOR	DESCRIPTION	COMMENTS	Date Completed
17-2018	EIS	06/26/18	M-Councillor Wilder S-Councillor Bailey	Prepare a report to Council on the process required to implement a Run-off Based Stormwater Fee Assessment for urbanized areas.	02/13/20 Report to Council anticipated in Q3, 2020.	
31-2018	LLS	12-11-18	M-Councillor Walstedt S-Councillor Santarossa	Prepare a report to Council on the compensation of Committee members.	04/02/20 Report to Council anticipated June 9, 2020.	
4-2019	LLS	02-05-19	M-Councillor Janisse S-Councillor Wilder	Prepare a report to Council on Fire recovery / subrogation.	11/07/19 Report to Council anticipated Q2, 2020.	
9-2019	EIS	03-05-19	M-DM Bailey S-Councillor McKinlay	Collaborate with the ECATV Club on a plan for the use of off-road vehicles on designated roads in Lakeshore and prepare a report to Council.	03/28/19 EIS undertaking preliminary review. 06/11/19 A meeting was held with ECATV Club May 29th. Continue on-going review of implementation and developing a process.	
12-2019	EIS	03-05-19	M-Councillor Kerr S-Councillor Walstedt	Prepare a report to Council with the community involvement to restore passive lake access on Ruston Dr.	04/05/19 Discussed with ERCA. Director of EIS to schedule a meeting with residents and review options. 02/14/20 Report to Council anticipated Q3, 2020.	
13-2019	FIN	03/19/19	M-Councillor Wilder S-Councillor Santarossa	Classification for coveralls form part of the overall DC Study.	04/11/19 DC kick-off meeting held May 3, 2019. 06/11/19 The classification for coveralls will be incorporated with the new DC Bylaw. 11/14/19 Development Charges Study to be completed in 2020. 01/16/20 On-going. 02/04/20 A training session will be held March 12, 2020.	
15-2019	EIS	03/19/19	M-Councillor Walstedt S-Councillor Wilder	Prepare a report to Council regarding half-load designations on Class B roads.	01/30/20 Report to Council anticipated May 26, 2020.	

COUNCIL ASSIGNMENTS/MONTHLY TRACKING REPORT						APRIL 7, 2020
ISSUE #	ASSIGNEE	DATE	COUNCIL ASSIGNOR	DESCRIPTION	COMMENTS	Date Completed
26-2019	EIS	05-21-19	M-Councillor Janisse S-Councillor Wilder	Prepare a report to Council regarding a regulatory by-law for garbage cans, recycle bins and debris.	02/13/20 Report to Council anticipated Fall, 2020.	
27-2019	LLS	01-28-20	M-Councillor Kerr S-Councillor Walstedt	Revise the current taxi licencing policy and by-law.	10/28/19 Stakeholder consultation held. Public consultation is being held December 11, 2019. 01/24/20 Report to Council Jan. 28th and by-law to follow May 12th.	
29-2019	EIS	05/21/19	M-Councillor Wilder S-Councillor Walstedt	Prepare a report to Council regarding parking on alternating sides of the street in areas where there are "no parking" signs.	04/08/20 Report to Council anticipated May 12, 2020.	
36-2019	LLS	08/13/19	M-Councillor Wilder S-Councillor Santarossa	Prepare a report to Council on the viability of creating an OPP tracking report for speeding and other traffic complaints to the OPP.	11/21/19 Report to Council anticipated Q2, 2020.	
42-2019	CDS	09-10-19	M-Councillor Wilder S-Councillor Santarossa	Prepare a report to Council identifying a priority listing of parks requiring upgrades consistent with the Parks Master Plan.	11/07/19 A two-year list will be brought to Budget and a 5-year list will be brought to Council in June 9, 2020.	
45-2019	EIS	09-24-19	Council	Prepare a report to Council regarding a plan and costing strategy to ensure that Amy Croft Road traffic upgrades are completed by Spring 2021.	12/02/19 Report to Council anticipated May 12, 2020.	
49-2019	LLS	10-08-19	M-Councillor Santarossa S-Councillor Kerr	Prepare a report regarding a MAT tax for fixed room short-term accommodation.	11/07/19 Report to Council anticipated in Q2, 2020.	

COUNCIL ASSIGNMENTS/MONTHLY TRACKING REPORT						APRIL 7, 2020
ISSUE #	ASSIGNEE	DATE	COUNCIL ASSIGNOR	DESCRIPTION	COMMENTS	Date Completed
52-2019	CDS	11-05-19	M-Councillor Wilder S-Councillor Janisse	Prepare a report to Council regarding options to either restrict or regulate the use of cranes for construction in residential areas.	11/06/19 Report to Council anticipated Q2, 2020.	
53-2019	CDS	11-05-19	M-Councillor Janisse S-Councillor Kerr	Prepare a report to Council with options for planting trees in subdivisions where there are currently no trees.	11/21/19 Report to Council anticipated May 26, 2020.	
54-2019	EIS	11-05-19	M-Councillor Janisse S-Councillor Wilder	Prepare a report to Council regarding the cost to fence the retention pond at Patillo Road in order to discourage geese.	04/02/20 Report to Council anticipated May 12, 2020.	
55-2019	EIS	11-05-19	M-Councillor Wilder Councillor Walstedt	Prepare a report to Council regarding the full cost of bringing the Maidstone Water Tower back on-line.	11/07/19 Report to Council anticipated Q3, 2020.	
58-2019	CDS	11-26-19	M-Councillor Wilder S-Councillor Janisse	Prepare a report to Council regarding plans and funding for community improvement plans for the entire Town of Lakeshore.	12/11/19 Report to Council anticipated Q2, 2020 along with a training session for Council.	
60-2019	CDS	11-26-19	M-Councillor Wilder S-Councillor Walstedt	Prepare a report to Council regarding whether the additional Planner 3 position is required earlier.	03/05/20 Currently advertising for the Planner 3 position with the hiring process to be completed by May 12th.	
62-2019	LLS	11-26-19	M-Councillor Janisse S-Councillor Kerr	Peper a report on possible options to compensate Council members ineligible to contribute to OMERS.	01/24/20 Report to Council anticipated June, 2020.	

COUNCIL ASSIGNMENTS/MONTHLY TRACKING REPORT						APRIL 7, 2020
ISSUE #	ASSIGNEE	DATE	COUNCIL ASSIGNOR	DESCRIPTION	COMMENTS	Date Completed
63-2019	CDS	12-10-19	M-Councillor Walstedt S-Councillor Kerr	Prepare a report regarding a light pollution by-law relating to greenhouses.	02/12/20 Report to Council anticipated Q2, 2020.	
64-2019	CDS	03-05-19	M-Councillor Wilder S-Councillor McKinlay	Draft a Tree Canopy and Natural Vegetation By-law to protect trees in provincially designated woodlots, riparian corridors and significant wetlands, and all those on public property.	02/12/20 Report to Council anticipated Q3, 2020.	
65-2019	CDS	12-10-19	M-Councillor Wilder S-DM Bailey	Engage public comments through online consultation and bring forward a by-law regarding the Municipal Cannabis Policy Statement.	02/13/20 A by-law will be prepared for the April 28, 2020 Council meeting.	
66-2019	LLS	12-10-19	M-Councillor McKinlay S-Councillor Walstedt	Prepare a by-law on the municipal name change for approval in early spring 2020.	01/24/20 The by-law is anticipated in the Q2, 2020.	
68-2019	LLS	12-10-19	M-Councillor Santarossa S-Councillor McKinlay	Work with the Town's regional partners to develop a Community Safety and Well-being Plan.	01/24/20 The CSWB Plan is underway.	
69-2019	FIN	11-26-19	M-Councillor Walstedt S-DM Bailey	Prepare a report to Council regarding any surplus funds at the end of 2019 in which transfers to roads reserves are a priority.	02/14/20 Year-end Variance report, June 9, 2020.	
1-20	CAO	01-14-20	M-Councillor Janisse S-Councillor Santarossa	Develop an implementation plan that will detail the planning and process of next steps required to construct a new Town Civic Centre Facility.	01/29/20 Report to Council anticipated May 26, 2020.	

COUNCIL ASSIGNMENTS/MONTHLY TRACKING REPORT						APRIL 7, 2020
ISSUE #	ASSIGNEE	DATE	COUNCIL ASSIGNOR	DESCRIPTION	COMMENTS	Date Completed
3-20	EIS	01-14-20	M-Councillor Wilder S-Councillor Janisse	Prepare a report on steps to take to immediately address the flooding situation, including diversion and strengthening enforcement options regarding infiltration and inflow.	01/08/20 Report to Council anticipated April 28, 2020.	
4-20	EIS	01-28-20	M-Councillor Kerr S-Councillor Walstedt	Prepare a report to Council regarding options to install a pedestrian walkway east of Duck Creek Bridge.	02/14/20 Report to Council anticipated Q2, 2020.	
5-20	CDS	01-28-20	M-DM Bailey S-Councillor Santarossa	Prepare a report to Council regarding what it would take to launch a community competition to reinvent the marina restaurant space.	02/13/20 Report to Council anticipated Q4, 2020.	
6-20	EIS	03-10-20	M-DM Bailey S-Councillor Wilder	Administration to add physical measures for traffic calming and bring back the policy for consideration.	04/06/20 Report to Council anticipated Q3, 2020.	
7-20	CAO	04-07-20	M-Councillor Wilder S-Councillor Janisse	Administration discontinue recruitment activities for positions in the 2020 budget until such time as Administration report back to Council	04/06/20 Report to Council anticipated April 28, 2020	

The Corporation of the Town of Lakeshore

Report to Council

Community & Development Services

Development Services



To: Mayor & Members of Council
From: Kim Darroch, Manager of Development Services
Date: April 9, 2020
Subject: Municipal Cannabis Policy Statement

Recommendation

Adopt By-law 34-2020 to delegate to the Director of Community and Development Services, the authority to provide municipal comments on Cannabis Retail Store Authorization requests to the AGCO, in accordance with the Municipal Cannabis Policy Statement attached as Appendix 1 and adopt the policy.

Background

As a result of new Provincial legislation (Cannabis License Act, 2018) regarding the retail sales of cannabis, at the December 10, 2019 meeting of Council, Council resolved the following:

Direct staff to undertake the following:

- a) engage public comments through online consultation regarding the attached Municipal Cannabis Policy Statement;*
- b) bring forward a by-law to delegate to the Town Clerk and/or the Director of Community and Developments Services, the authority to provide municipal comments on Cannabis Retail Store Authorization requests to the AGCO, in accordance with the Municipal Cannabis Policy Statement;*
- c) bring forward a by-law to adopt the Municipal Cannabis Policy Statement; and*
- d) the Town Clerk inform the Alcohol and Gaming Commission of Ontario (AGCO) Registrar and the Province of Ontario that the Town of Lakeshore wishes to "opt in" of enabling cannabis retail stores.*

On January 3, 2020 administration received an email that confirmed the Registrar (AGCO) had received a council decision from the Town of Lakeshore that supports having cannabis retail stores. This decision is currently posted to their website www.agco.ca.

Following Council's meeting on December 10, 2019, administration sought public comment as directed on the Town's Web Site and through a link on Place Speak, until January 30, 2020 and ultimately created a final draft of the Cannabis Policy Statement for the Town, which until it is adopted by Council must be considered as draft.

The results from public engagement are summarized below.

Comments

Only one comment was received from a member of the public searching for a potential store location in Lakeshore. This individual noted an error on the maps, which has since been corrected. In addition, this individual mentioned it would be helpful to link the sensitive land use location number in the table, with the related map number, which has also been completed.

It is noted that the draft Cannabis Policy Statement in Appendix 1 provides the reader with the following important information:

- Background
- Purpose & Vision
- Principles for Cannabis Retail Store Locations
- Relationship to other applicable laws including the Planning Act and the Ontario Building Code
- Acknowledgement that retail cannabis stores are a permitted use where retail sales is permitted in the zoning by-law
- Provision of appropriate setback distances between cannabis retail locations and sensitive land uses / activities

The Cannabis Policy Statement will provide administration a framework on which to base written submissions to AGCO during the 15 day comment window. This window affords administration (municipality) and residents the opportunity to explain how a proposed cannabis retail site is not in the public interest and will assist individuals and businesses who are planning to make an application to the AGCO to operate a store, to understand the where the Town's sensitive land uses are, in relation to retail zones, understanding, however, that all licensing is the sole responsibility of the AGCO.

A draft Cannabis Policy Statement was developed using a template provided by the Association of Municipalities Ontario (AMO). Policy statements were reviewed from municipalities that have already made the decision to permit private recreational cannabis retail stores. WECHU recommended revisions to the draft policy after it was

sent to them for review, favouring larger setbacks of at least 500 metres from sensitive land uses.

In addition to the 150 metre separation distance from schools imposed by AGCO, the draft policy statement requests that the Registrar for the AGCO respect additional separation distances from community centres, daycares, parks and libraries. These land uses, and their recommended separation distances, were included in the draft policy to discourage AGCO from approving recreational cannabis stores next to sensitive land uses designed to serve vulnerable populations such as youth.

An interactive map was created to accompany the draft policy and will be featured on the town website (See Appendix A of the draft Municipal Cannabis Policy Statement). It illustrates the recommended buffers from sensitive land uses in the draft policy, in relation to where a cannabis retail store could be developed.

Staff believe it imperative to include these land uses in the policy statement as the Town will not have the authority to pass a by-law that has the effect of distinguishing between a use of land, a building or a structure that includes the sale of cannabis and a use of land, a building or a structure that does not include the sale of cannabis. Cannabis retail stores would fall as a use under retail zoning and be permitted wherever retail stores are permitted in Lakeshore.

Others Consulted

Windsor Essex County Health Unit (WECHU)
Association of Municipalities of Ontario (AMO)
Essex-Windsor Emergency Medical Services (EMS)
Host Municipalities (Police, By-law Departments, Planning Departments)
Public (Town of Lakeshore)
Alcohol and Gaming Commission of Ontario (AGCO)
Health Canada

Financial Impacts

The Town of Lakeshore received the funding it was eligible for in January and February 2019 (See Appendix 2).

The province also committed that, if Ontario's portion of the federal excise duty on recreational cannabis over the first two years of legalization exceeds \$100 million, the province will provide 50 per cent of the surplus to those municipalities that did not opt out as of January 22, 2019. Accordingly, the Town of Lakeshore is not eligible for any future funding regardless of their recent decision to opt-in. Staff will monitor any updates on any further funding announcements.

Attachment(s):

Appendix '1' – Draft Municipal Cannabis Policy Statement
Appendix '2' – Funding Allocation Table

Report Approval Details

Document Title:	Municipal Cannabis Policy Statement.docx
Attachments:	- Appendix 1 Municipal Cannabis Policy Statement- Rev6.pdf - Appendix 2 Funding Table.pdf
Final Approval Date:	Apr 13, 2020

This report and all of its attachments were approved and signed as outlined below:

Tammie Ryall

Truper McBride



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

1.0 Purpose and Scope

- 1.1** The purpose of this policy statement is to provide input related to proposed cannabis retail outlets to the Alcohol and Gaming Commission of Ontario (AGCO) as well as help prospective recreational cannabis retailers in their consideration of location of cannabis retail stores in the Town of Lakeshore.
- 1.2** This policy applies to all prospective recreational cannabis retailers and properties in the Town of Lakeshore.

2.0 Definitions

- 2.1** “AGCO” is the Alcohol and Gaming Commission of Ontario.

3.0 Policy

- 3.1** Bill C-45, the Cannabis Act came into effect on October 17, 2018. The Act legalizes access to recreational cannabis in Canada and controls and regulates how cannabis is grown, distributed and sold. In Ontario, the Cannabis Licence Act, 2018 and Ontario Regulation 468/18 provide the Registrar of the Alcohol and Gaming Commission of Ontario (AGCO) with the authority to establish standards and requirements respecting the licensing of retail cannabis store.
- 3.2** AGCO is the provincial authority that licenses cannabis retail operators, authorizes cannabis retail locations and licenses senior store staff. Municipal governments have no licensing authority.



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

- 3.3** The AGCO regulates and reviews all aspects of the retail operation to ensure that the proposed store location is consistent with the public interest. Public interest is defined in the regulations (O. Reg. 468/18) as public health or safety, protecting youth and eliminating the illegal market. AGCO has already mandated a 150 metre setback from schools where no retail cannabis store would be permitted to be located.
- 3.4** For each store site proposed by an approved operator, the AGCO will have a 15-day window for public and municipal government comments. Comments must focus on whether a proposed location is in the public interest as defined in the regulation. AGCO is not obligated to reject a store licence where public or municipal government comments are unsupportive of a proposed location.
- 3.5** On December 10, 2019 Council made the decision to allow retail sales of recreational cannabis in the Town of Lakeshore. This policy statement provides municipal staff with guidance on commenting to AGCO when notice on a specific proposed cannabis retail store site is provided on the site location. It also helps prospective recreational cannabis retailers in their consideration of location of cannabis retail stores in the Town of Lakeshore.
- 3.6** Land Use Planning: The provincial licensing process does not remove the requirement to comply with the zoning by-law and other municipal planning documents. The definitions within the municipality's Official Plan and Zoning By-law are applicable to all retail, including cannabis retail stores. Retail sale of cannabis from a provincially licensed store is legal and is a permitted use in the retail zones.
- 3.7** Municipal Building Inspections: while the licencing of the store operation is the responsibility of the AGCO, the Building Code applies to cannabis retail store locations. Therefore, where a building permit is required, the building inspector will undertake duties as usual. Fire Code compliance is also mandatory.
- 3.8** For the purposes of this policy statement, a cannabis retail store shall mean a store licensed by the AGCO.



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

- 3.9** The Town of Lakeshore acknowledges that retail cannabis stores are a permitted use in areas zoned for retail stores within the Town's Zoning By-law, 2-2012, as amended. Lakeshore Zoning By-law 2-2012 permits retail uses in the: Hamlet Commercial (HC), Service Commercial (CS), Central Area (CA), Neighbourhood Commercial (CN) and Mixed Use (MU) zones. Retail is a permitted use in some site specific zones as well. In order to help ensure public health and safety, protect youth, and reduce illegal sales, retail cannabis stores are discouraged where nearby properties are designed to serve youth or other sensitive facilities that service persons with mental health or addiction challenges, in accordance with Appendix A attached to this policy (see Section 6.1 below), which identifies each sensitive facility and its separation distance.

4.0 Responsibilities

- 4.1** It is the responsibility of the Manager of Development Services to ensure staff are aware of the policy.

5.0 Consequences

- 5.1** Failure to follow this policy may result in a cannabis retail store being located too close to a sensitive land use and the AGCO not receiving comment in accordance with this policy from the Town of Lakeshore.

6.0 Reference Documents

- 6.1** Appendix A (attached)
- 6.2** Zoning By-law 2-2012, as amended
- 6.3** *Cannabis Licence Act, 2018 and Regulation 468/18*
- 6.4** Ontario Planning Act, R.S.O. 1990 c.P.13



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7.0 Communication and Training

- 7.1 The Manager of Development Services and Manager of Building Services will communicate this policy.
- 7.2 Staff/individuals in the Development Services Department, including the Building / By-law and Planning Divisions, will need to know this policy.
- 7.3 Training will be provided to workers by their Manager/Supervisor on the mapping provided in Appendix A.

8.0 Review/Revisions

- 8.1 Timing for reviews are subject updates received from the Building Division on a Bi-annual basis.

#	Date Revised	Author	Section	Details of Change
1				
2				
3				
4				
5				



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Appendix A

Community Centres/Facilities	Separation Distance (Metres)	Reference # on Schedule A	Map #
Belle River Marina	100	1	Map 3
Atlas Tube Centre	100	2	Map 2
Comber Community Centre and Fairgrounds	100	3	Map 8
Libro Community Centre	100	4	Map 6
Schools and Daycares	Separation Distance (Metres)	Reference # on Schedule A	Map #
Your Wooden Treehouse (daycare centre)	150	5	Map 3
Alexander's Daycare Centre – Lakeshore	150	6	Map 2
The Children's House Montessori - Lakeshore	150	7	Map 1
Lakeshore Ontario Early Years Centre	150	8	Map 2
Lakeshore Discovery School	150	8	Map 2
St. Anne Catholic High School	150	9	Map 2
St William Catholic Elementary School	150	10	Map 2
Our Lady of Annunciation School	150	11	Map 4
École Élémentaire catholique Pavillon des Jeunes	150	12	Map 2
École élémentaire catholique Saint-Ambroise	150	13	Map 3
École élémentaire catholique Saint-Paul	150	14	Map 4



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Belle River District High School	150	15	Map 3
St John the Baptist Catholic School	150	16	Map 3
Belle River Public School	150	17	Map 3
Saint John the Evangelist Catholic School	150	18	Map 6

Centennial Central Public School	150	19	Map 8
310 Croft Drive (Commercial School)	150	20	Map 1
1303 County Road 22 (Commercial School)	150	21	Map 2
1302 County Road 22 (Commercial School)	150	22	Map 2
1203 Faith Drive (Commercial School)	150	23	Map 2
540 Notre Dame Street (Commercial School)	150	24	Map 3
540 Old Tecumseh Road (Commercial School)	150	25	Map 1
21 Amy Croft Drive (Commercial School)	150	26	Map 1
486 Advance Blvd (Commercial School)	150	27	Map 1
2548 County Road 27 (Commercial School)	150	28	Map 6
Parks	Separation Distance (Metres)	Reference # on Schedule A	Map #
Centennial Park	100	29	Map 2
Duck Creek Park	100	30	Map 3
Geralyn Tellier – Perdu Memorial Park	100	31	Map 3
Girard Park	100	32	Map 2

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Golfview Drive Lakefront Parkette	100	33	Map 3
Gracey Sideroad Lakefront Parkette	100	34	Map 4
Helena Park	100	35	Map 3
Johnson Riverview Park	100	36	Map 3
Ladouceur/Lions Park	100	37	Map 3
Lakeview Park	100	38	Map 3
Lakeview Park West Beach	100	39	Map 3
Leffler Peace Park	100	40	Map 1
Legion Park	100	41	Map 3
Lighthouse Cove Community Park	100	42	Map 4
Maidstone Park	100	43	Map 2
Oakwood Park	100	44	Map 2
Optimist Park	100	45	Map 2
Puce Road Lakefront Parkette	100	46	Map 2
Renaud Line Lakefront Parkette	100	47	Map 2
River Downs Park	100	48	Map 2
River Ridge Park	100	49	Map 2
Russel Woods Parkette	100	50	Map 1
Shanahan Park	100	51	Map 5
Staples Community Park	100	52	Map 7
St Clair Shores Park	100	53	Map 1
Stoney Point Park	100	54	Map 4
Stoney Point Lakefront Parkette	100	55	Map 4
Strong Lakefront Parkette	100	56	Map 3
Stuart Lakefront Parkette	100	57	Map 3
Terra Lou Park	100	58	Map 3
Wallace Line Lakefront Parkette	100	59	Map 1



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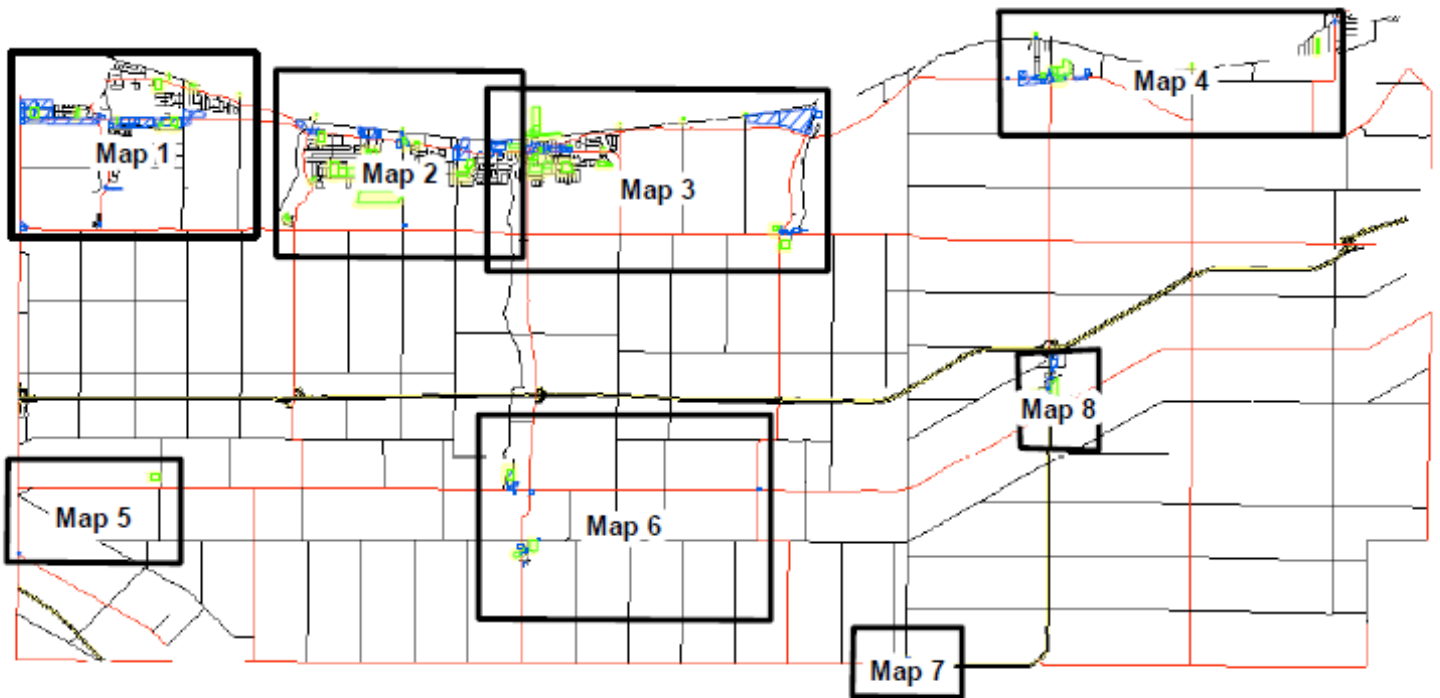
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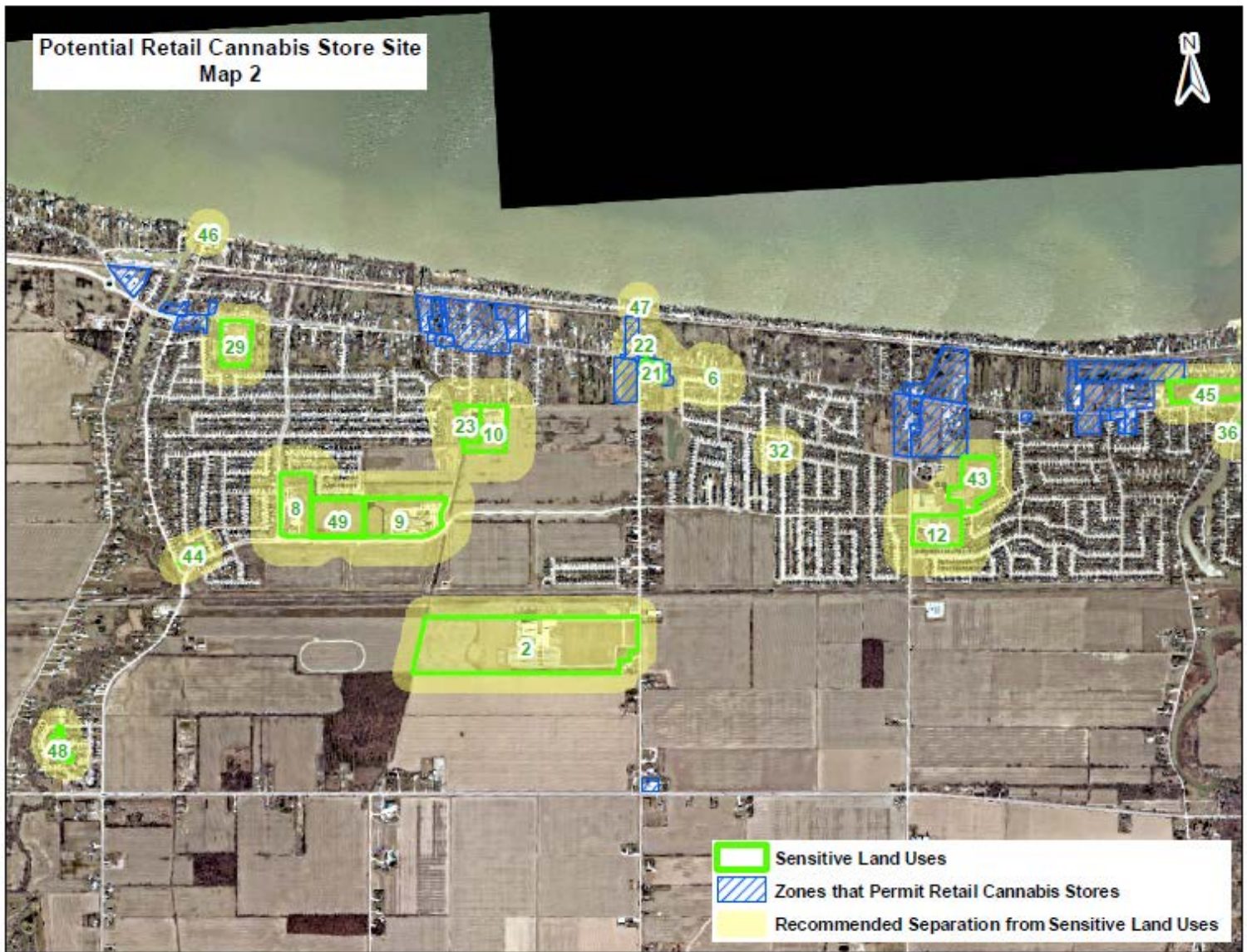
Woodslee Memorial Park	100	60	Map 6
Libraries	Separation Distance (Metres)	Reference # on Schedule A	Map #
Comber Library	100	61	Map 8
Stoney Point Library	100	62	Map 4
Toldo Library	100	2	Map 2
Libro Library	100	4	Map 6

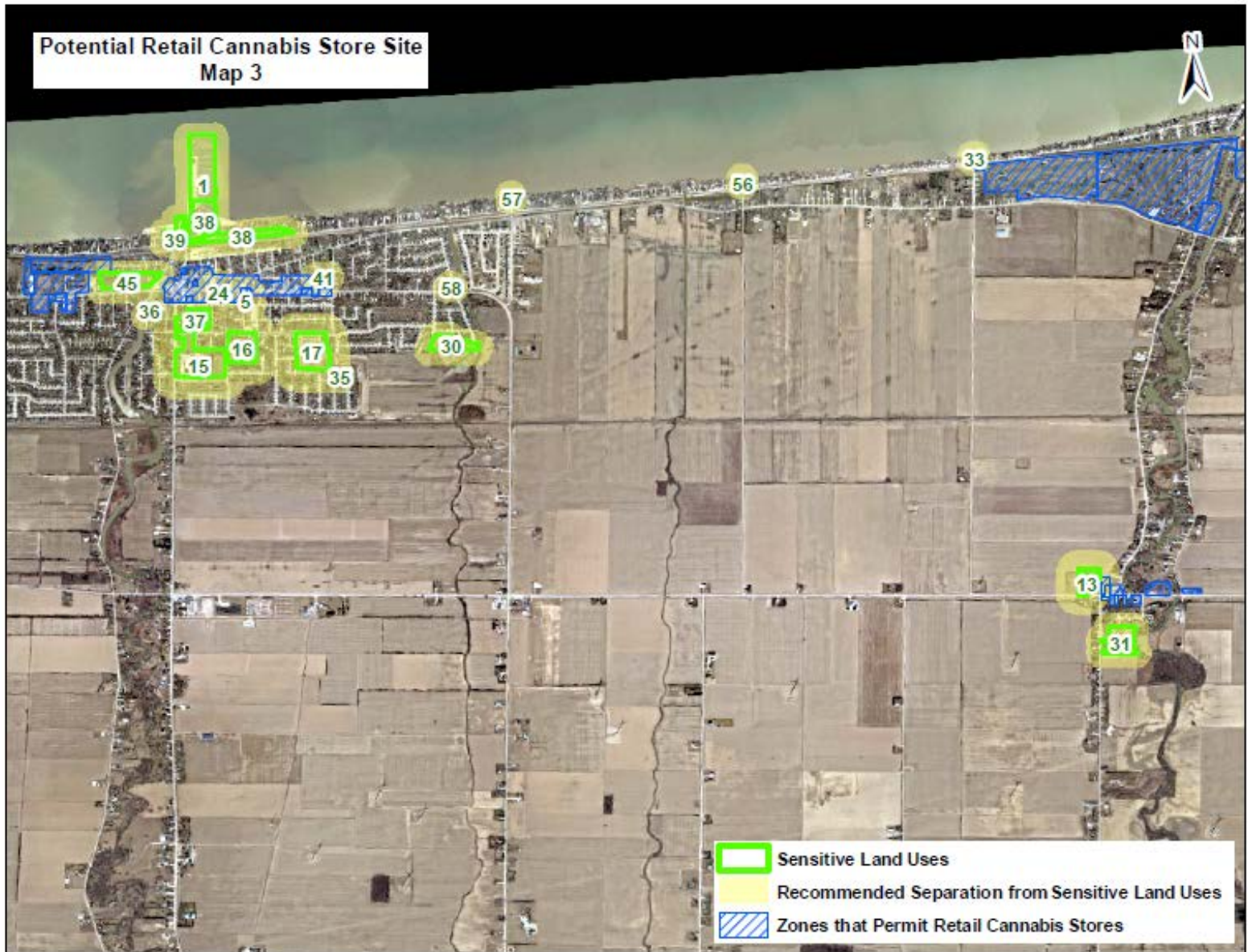
The maps below merely represent a guide that Development Services will use when evaluating the appropriateness of proposed sites in greater detail.

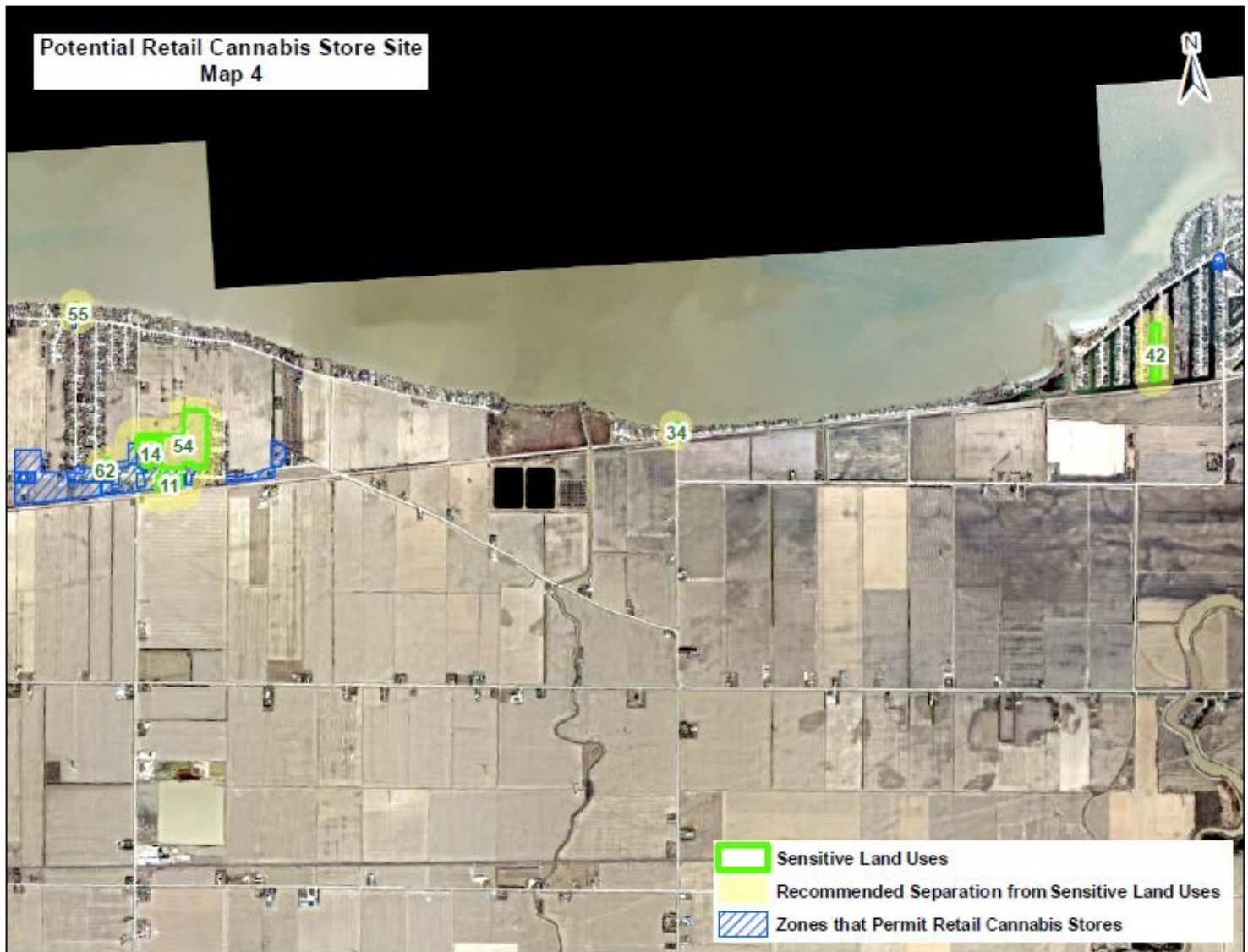
Potential Retail Cannabis Store Site
Overview















Appendix 2 Ontario Cannabis Legalization Implementation Fund — OCLIF Allocation
Table

Addington Highlands (Township)	5,000	5,000	5,000
Adelaide Metcalfe (Township)	5,000	5,000	5,000
Adjala-Tosorontio (Township)	5,211	5,000	-
Admaston-Bromley (Township)	5,000	5,000	5,000
Ajax (Town)	48,959	59,903	24,960
Alberton (Township)	5,000	5,000	5,000
Alfred and Plantagenet (Township)	5,538	6,776	5,000
Algonquin Highlands (Township)	5,809	7,108	5,000
Alnwick-Haldimand (Township)	5,000	5,226	5,000
Amaranth (Township)	5,000	5,000	-
Amherstburg (Town)	11,733	14,356	5,982
Armour (Township)	5,000	5,000	5,000
Armstrong (Township)	5,000	5,000	5,000
Arnprior (Town)	5,301	6,485	5,000
Arran-Elderslie (Municipality)	5,000	5,000	5,000
Ashfield-Colborne-Wawanosh (Township)	5,000	5,000	5,000
Asphodel-Norwood (Township)	5,000	5,000	5,000
Assiginack (Township)	5,000	5,000	5,000
Athens (Township)	5,000	5,000	5,000
Atikokan (Town)	5,000	5,000	5,000
Augusta (Township)	5,000	5,000	5,000
Aurora (Town)	26,324	32,208	13,420
Aylmer (Town)	5,000	5,000	5,000
Baldwin (Township)	5,000	5,000	-
Bancroft (Town)	5,000	5,000	5,000
Barrie (City)	136,869	167,463	69,777
Bayham (Municipality)	5,000	5,000	5,000
Beckwith (Township)	5,000	5,000	-
Belleville (City)	59,143	72,363	30,151
Billings (Township)	5,000	5,000	5,000
Black River-Matheson (Township)	5,000	5,000	5,000
Blandford-Blenheim (Township)	5,000	5,000	-
Blind River (Town)	6,128	7,498	5,000
Bluewater (Municipality)	6,907	5,000	-
Bonfield (Township)	5,000	5,000	5,000
Bonnechere Valley (Township)	5,000	5,000	5,000
Bracebridge (Town)	11,481	14,047	5,853

Bradford West Gwillimbury (Town)	16,760	20,507	8,545
Brampton (City)	220,018	269,199	112,166
Brant (County)	35,787	43,787	18,245
Brantford (City)	105,494	5,000	-
Brethour (Township)	5,000	5,000	5,000
Brighton (Municipality)	6,694	8,190	5,000
Brock (Township)	6,602	8,078	5,000
Brockton (Municipality)	5,604	6,857	5,000
Brockville (City)	27,591	33,759	14,066
Brooke-Alvinston (Municipality)	5,000	5,000	5,000
Bruce (County)	51,967	55,471	23,113
Bruce Mines (Town)	5,000	5,000	5,000
Brudenell, Lyndoch and Raglan (Township)	5,000	5,000	-
Burk's Falls (Village)	5,000	5,000	5,000
Burlington (City)	93,063	113,865	47,444
Burpee and Mills (Township)	5,000	5,000	5,000
Caledon (Town)	29,759	5,000	-
Callander (Municipality)	5,000	5,573	5,000
Calvin (Municipality)	5,000	5,000	5,000
Cambridge (City)	64,175	78,520	32,717
Carleton Place (Town)	5,758	7,045	5,000
Carling (Township)	5,000	5,598	5,000
Carlow-Mayo (Township)	5,000	5,000	5,000
Casey (Township)	5,000	5,000	5,000
Casselman (Village)	5,000	5,000	-
Cavan Monaghan (Township)	5,000	5,319	5,000
Central Elgin (Municipality)	7,079	8,662	5,000
Central Frontenac (Township)	5,247	6,420	5,000
Central Huron (Municipality)	5,445	6,662	5,000
Central Manitoulin (Municipality)	5,000	5,514	5,000
Centre Hastings (Municipality)	5,000	5,000	5,000
Centre Wellington (Township)	15,975	5,000	-
Chamberlain (Township)	5,000	5,000	5,000
Champlain (Township)	5,174	6,331	5,000
Chapleau (Township)	5,000	5,000	-
Chapple (Township)	5,000	5,000	-
Charlton and Dack (Municipality)	5,000	5,000	5,000
Chatham-Kent (Municipality)	122,454	149,826	62,428
Chatsworth (Township)	5,000	5,000	5,000
Chisholm (Township)	5,000	5,000	5,000
Clarence-Rockland (City)	12,418	15,193	6,331
Clarington (Municipality)	43,391	53,090	22,121

Clearview (Township)	7,960	5,000	-
Cobalt (Town)	5,000	5,000	5,000
Cobourg (Town)	11,759	14,387	5,995
Cochrane (Town)	6,796	8,315	5,000
Cockburn Island (Township)	5,000	5,000	5,000
Coleman (Township)	5,000	5,000	5,000
Collingwood (Town)	15,045	18,408	7,670
Conmee (Township)	5,000	5,000	-
Cornwall (City)	56,315	68,903	28,710
Cramahe (Township)	5,000	5,000	5,000
Dawn-Euphemia (Township)	5,000	5,000	5,000
Dawson (Township)	5,000	5,000	5,000
Deep River (Town)	5,000	5,000	5,000
Deseronto (Town)	5,000	5,000	5,000
Dorion (Township)	5,000	5,000	-
Douro-Dummer (Township)	5,000	5,646	5,000
Drummond-North Elmsley (Township)	5,000	5,777	5,000
Dryden (City)	9,158	11,204	5,000
Dubreuilville (Township)	5,000	5,000	5,000
Dufferin (County)	30,692	28,271	11,780
Durham (Region)	300,308	248,131	103,388
Dutton-Dunwich (Municipality)	5,000	5,000	5,000
Dysart et al (Municipality)	9,931	12,151	5,063
Ear Falls (Township)	5,000	5,000	5,000
East Ferris (Municipality)	5,452	6,671	5,000
East Garafraxa (Township)	5,000	5,000	5,000
East Gwillimbury (Town)	12,242	5,000	-
East Hawkesbury (Township)	5,000	5,000	-
East Zorra-Tavistock (Township)	5,000	5,000	-
Edwardsburgh-Cardinal (Township)	5,000	5,000	5,000
Elgin (County)	26,445	29,647	12,353
Elizabethtown-Kitley (Township)	5,218	6,384	5,000
Elliot Lake (City)	16,239	19,869	8,279
Emo (Township)	5,000	5,000	-
Englehart (Town)	5,000	5,000	5,000
Enniskillen (Township)	5,000	5,000	5,000
Erin (Town)	5,603	5,000	-
Espanola (Town)	6,215	7,604	5,000
Essa (Township)	9,907	12,122	5,051
Essex (County)	92,455	58,990	24,580
Essex (Town)	11,382	13,927	5,803
Evanturel (Township)	5,000	5,000	5,000

Faraday (Township)	5,000	5,000	5,000
Fauquier-Strickland (Township)	5,000	5,000	5,000
Fort Erie (Town)	19,851	24,288	10,120
Fort Frances (Town)	9,693	11,860	5,000
French River (Municipality)	6,567	8,034	5,000
Front of Yonge (Township)	5,000	5,000	5,000
Frontenac (County)	24,812	28,224	11,760
Frontenac Islands (Township)	5,000	5,000	-
Gananoque (Town)	6,437	7,875	5,000
Gauthier (Township)	5,000	5,000	5,000
Georgian Bay (Township)	7,267	8,891	5,000
Georgian Bluffs (Township)	6,601	5,000	-
Georgina (Town)	24,408	5,000	-
Gillies (Township)	5,000	5,000	5,000
Goderich (Town)	5,000	5,674	5,000
Gordon-Barrie Island (Municipality)	5,000	5,000	5,000
Gore Bay (Town)	5,000	5,000	5,000
Grand Valley (Town)	5,000	5,000	5,000
Gravenhurst (Town)	10,918	13,359	5,566
Greater Madawaska (Township)	5,000	5,000	5,000
Greater Napanee (Town)	9,263	11,334	5,000
Greater Sudbury (City)	192,811	235,910	98,296
Greenstone (Municipality)	7,554	9,242	5,000
Grey (County)	63,795	65,157	27,149
Grey Highlands (Municipality)	7,027	8,598	5,000
Grimsby (Town)	13,616	5,000	-
Guelph (City)	141,661	173,326	72,219
Guelph-Eramosa (Township)	6,156	7,532	5,000
Haldimand (County)	51,941	63,552	26,480
Haliburton (County)	30,115	36,846	15,353
Halton Hills (Town)	27,747	33,949	14,146
Halton (Region)	257,561	147,814	61,589
Hamilton (City)	574,493	702,908	292,879
Hamilton (Township)	6,280	7,683	5,000
Hanover (Town)	5,000	5,604	5,000
Harley (Township)	5,000	5,000	5,000
Harris (Township)	5,000	5,000	-
Hastings (County)	31,141	31,352	13,064
Hastings Highlands (Municipality)	5,000	6,053	5,000
Havelock-Belmont-Methuen (Township)	5,558	6,801	5,000
Hawkesbury (Town)	6,724	8,226	5,000

Head, Clara and Maria (Township)	5,000	5,000	5,000
Hearst (Town)	6,363	7,785	5,000
Highlands East (Municipality)	5,933	7,259	5,000
Hilliard (Township)	5,000	5,000	5,000
Hilton Beach (Village)	5,000	5,000	5,000
Hilton (Township)	5,000	5,000	5,000
Hornepayne (Township)	5,000	5,000	5,000
Horton (Township)	5,000	5,000	5,000
Howick (Township)	5,000	5,000	5,000
Hudson (Township)	5,000	5,000	5,000
Huntsville (Town)	13,606	16,647	6,937
Huron (County)	38,573	35,155	14,648
Huron East (Municipality)	5,042	6,169	5,000
Huron Shores (Municipality)	5,000	5,000	5,000
Huron-Kinloss (Township)	5,372	6,573	5,000
Ignace (Township)	5,000	5,000	5,000
Ingersoll (Town)	6,854	5,000	-
Innisfil (Town)	20,058	24,541	10,226
Iroquois Falls (Town)	6,034	7,382	5,000
James (Township)	5,000	5,000	-
Jocelyn (Township)	5,000	5,000	-
Johnson (Township)	5,000	5,000	5,000
Joly (Township)	5,000	5,000	5,000
Kapuskasing (Town)	10,394	12,718	5,299
Kawartha Lakes (City)	101,218	123,843	51,601
Kearney (Town)	5,000	5,000	5,000
Kenora (City)	19,174	23,460	9,775
Kerns (Township)	5,000	5,000	5,000
Killaloe, Hagarty and Richards (Township)	5,000	5,000	5,000
Killarney (Municipality)	5,000	5,000	-
Kincardine (Municipality)	7,812	9,559	5,000
King (Township)	11,796	5,000	-
Kingston (City)	150,619	184,286	76,786
Kingsville (Town)	11,169	13,666	5,694
Kirkland Lake (Town)	11,978	14,655	6,107
Kitchener (City)	122,743	150,180	62,575
La Vallee (Township)	5,000	5,000	5,000
Laird (Township)	5,000	5,000	5,000
Lake of Bays (Township)	6,289	7,694	5,000
Lake of the Woods (Township)	5,000	5,000	-
Lakeshore (Town)	18,289	5,000	-
Lambton (County)	75,487	75,303	31,377

Lambton Shores (Municipality)	9,535	11,666	5,000
Lanark (County)	37,939	35,322	14,718
Lanark Highlands (Township)	5,000	5,000	-
Larder Lake (Township)	5,000	5,000	5,000
LaSalle (Town)	14,319	5,000	-
Latchford (Town)	5,000	5,000	5,000
Laurentian Hills (Town)	5,000	5,000	5,000
Laurentian Valley (Township)	5,090	6,228	5,000
Leamington (Municipality)	13,930	17,043	7,102
Leeds and Grenville (United County)	45,070	55,145	22,977
Leeds and the Thousand Islands (Township)	7,577	9,270	5,000
Lennox and Addington (County)	26,188	32,041	13,351
Limerick (Township)	5,000	5,000	5,000
Lincoln (Town)	11,759	14,387	5,995
London (City)	450,991	551,801	229,917
Loyalist (Township)	8,751	10,707	5,000
Lucan Biddulph (Township)	5,000	5,000	5,000
Macdonald Meredith et al (Township)	5,000	5,000	5,000
Machar (Township)	5,000	5,000	5,000
Machin (Municipality)	5,000	5,000	5,000
Madawaska Valley (Township)	5,000	5,000	5,000
Madoc (Township)	5,000	5,000	5,000
Magnetawan (Municipality)	5,238	6,409	5,000
Malahide (Township)	5,000	5,000	5,000
Manitouwadge (Township)	5,000	5,000	5,000
Mapleton (Township)	5,000	5,000	-
Marathon (Town)	5,000	5,226	5,000
Markham (City)	136,187	5,000	-
Markstay-Warren (Municipality)	5,000	5,000	-
Marmora and Lake (Municipality)	5,000	5,000	-
Matachewan (Township)	5,000	5,000	-
Mattawa (Town)	5,000	5,000	5,000
Mattawan (Township)	5,000	5,000	5,000
Mattice-Val Cote (Township)	5,000	5,000	5,000
McDougall (Municipality)	5,000	5,000	-
McGarry (Township)	5,000	5,000	-
McKellar (Township)	5,000	5,000	-
McMurrich-Monteith (Township)	5,000	5,000	5,000
McNab-Braeside (Township)	5,000	5,000	5,000
Meaford (Municipality)	7,285	8,913	5,000

Melancthon (Township)	5,000	5,000	-
Merrickville-Wolford (Village)	5,000	5,000	5,000
Middlesex Centre (Municipality)	8,194	10,025	5,000
Middlesex (County)	36,706	44,911	18,713
Midland (Town)	10,101	12,359	5,150
Milton (Town)	46,608	5,000	-
Minden Hills (Township)	8,442	10,329	5,000
Minto (Town)	5,032	6,156	5,000
Mississauga (City)	313,309	5,000	-
Mississippi Mills (Town)	7,338	8,978	5,000
Mono (Town)	5,000	5,000	-
Montague (Township)	5,000	5,000	5,000
Moonbeam (Township)	5,000	5,000	5,000
Morley (Township)	5,000	5,000	5,000
Morris-Turnberry (Municipality)	5,000	5,000	5,000
Mulmur (Township)	5,000	5,000	5,000
Muskoka (District)	62,491	60,636	25,265
Muskoka Lakes (Township)	12,933	5,000	-
Nairn and Hyman (Township)	5,000	5,000	5,000
Neebing (Municipality)	5,000	5,000	5,000
New Tecumseth (Town)	18,601	22,759	9,483
Newbury (Village)	5,000	5,000	5,000
Newmarket (Town)	37,608	5,000	-
Niagara Falls (City)	48,254	59,040	24,600
Niagara (Region)	253,478	256,050	106,688
Niagara-on-the-Lake (Town)	10,865	5,000	-
Nipigon (Township)	5,000	5,000	5,000
Nipissing (Township)	5,000	5,000	5,000
Norfolk (County)	76,314	93,373	38,906
North Algona Wilberforce (Township)	5,000	5,000	5,000
North Bay (City)	62,817	76,859	32,025
North Dumfries (Township)	5,000	5,554	5,000
North Dundas (Township)	6,115	7,482	5,000
North Frontenac (Township)	5,000	5,542	5,000
North Glengarry (Township)	6,214	7,602	5,000
North Grenville (Municipality)	8,832	10,807	5,000
North Huron (Township)	5,000	5,000	-
North Kawartha (Township)	5,020	6,142	5,000
North Middlesex (Municipality)	5,000	5,000	5,000
North Perth (Municipality)	7,002	8,566	5,000
North Stormont (Township)	5,000	5,000	5,000
Northeastern Manitoulin and The Islands (Municipality)	5,595	6,846	5,000

Northern Bruce Peninsula (Municipality)	6,630	5,000	-
Northumberland (County)	51,199	62,644	26,102
Norwich (Township)	5,052	5,000	-
Oakville (Town)	90,144	5,000	-
O'Connor (Township)	5,000	5,000	5,000
Oil Springs (Village)	5,000	5,000	5,000
Oliver Paipoonge (Municipality)	6,067	7,423	5,000
Opasatika (Township)	5,000	5,000	5,000
Orangeville (Town)	13,881	16,984	7,077
Orillia (City)	36,300	44,414	18,506
Oro-Medonte (Township)	11,859	5,000	-
Oshawa (City)	82,443	100,872	42,030
Otonabee-South Monaghan (Township)	5,000	5,000	5,000
Ottawa (City)	1,025,860	1,255,170	522,988
Owen Sound (City)	12,989	15,892	6,622
Oxford (County)	59,973	49,780	20,742
Papineau-Cameron (Township)	5,000	5,000	-
Parry Sound (Town)	7,918	9,688	5,000
Peel (Region)	563,085	269,199	112,166
Pelee (Township)	5,000	5,000	5,000
Pelham (Town)	8,838	5,000	-
Pembroke (City)	16,713	20,449	8,521
Penetanguishene (Town)	5,111	6,253	5,000
Perry (Township)	5,000	5,333	5,000
Perth (County)	18,987	23,230	9,680
Perth East (Township)	5,333	6,524	5,000
Perth South (Township)	5,000	5,000	5,000
Perth (Town)	5,000	5,000	5,000
Petawawa (Town)	8,844	10,821	5,000
Peterborough (City)	92,795	113,537	47,307
Peterborough (County)	45,777	56,009	23,337
Petrolia (Town)	5,000	5,000	5,000
Pickering (City)	40,427	5,000	-
Pickle Lake (Township)	5,000	5,000	-
Plummer Additional (Township)	5,000	5,000	5,000
Plympton-Wyoming (Town)	5,000	5,000	-
Point Edward (Village)	5,000	5,000	-
Port Colborne (City)	13,107	16,037	6,682
Port Hope (Municipality)	9,466	11,582	5,000
Powassan (Municipality)	5,000	5,000	-
Prescott and Russell (United County)	48,136	54,165	22,569

Prescott (Town)	5,628	6,886	5,000
Prince Edward (County)	34,795	42,573	17,739
Prince (Township)	5,000	5,000	5,000
Puslinch (Township)	5,000	5,000	5,000
Quinte West (City)	48,394	59,212	24,672
Rainy River (Town)	5,000	5,000	5,000
Ramara (Township)	7,968	9,749	5,000
Red Lake (Municipality)	5,626	6,883	5,000
Red Rock (Township)	5,000	5,000	5,000
Renfrew (County)	58,132	69,310	28,879
Renfrew (Town)	5,074	6,208	5,000
Richmond Hill (Town)	84,168	5,000	-
Rideau Lakes (Township)	9,791	11,980	5,000
Russell (Township)	8,065	9,867	5,000
Ryerson (Township)	5,000	5,000	5,000
Sables-Spanish Rivers (Township)	5,000	5,000	-
Sarnia (City)	42,712	52,259	21,775
Saugeen Shores (Town)	10,237	12,526	5,219
Sault Ste Marie (City)	88,386	108,143	45,060
Schreiber (Township)	5,000	5,000	5,000
Scugog (Township)	11,118	13,604	5,668
Seguin (Township)	12,779	15,635	6,515
Selwyn (Township)	10,992	13,449	5,604
Severn (Township)	9,052	5,000	-
Shelburne (Town)	5,000	5,000	5,000
Shuniah (Municipality)	5,610	6,864	5,000
Simcoe (County)	183,972	154,603	64,418
Sioux Lookout (Municipality)	6,314	7,726	5,000
Sioux Narrows-Nestor Falls (Township)	5,000	5,000	5,000
Smiths Falls (Town)	11,108	13,591	5,663
Smooth Rock Falls (Town)	5,000	5,000	5,000
South Algonquin (Township)	5,000	5,000	5,000
South Bruce (Municipality)	5,000	5,000	5,000
South Bruce Peninsula (Town)	9,291	11,368	5,000
South Dundas (Municipality)	6,293	7,699	5,000
South Frontenac (Township)	13,292	16,263	6,777
South Glengarry (Township)	7,584	9,279	5,000
South Huron (Municipality)	6,049	7,401	5,000
South River (Village)	5,000	5,000	5,000
South Stormont (Township)	7,007	8,573	5,000
Southgate (Township)	5,000	5,000	-
Southwest Middlesex (Municipality)	5,000	5,000	5,000

South-West Oxford (Township)	5,000	5,000	5,000
Southwold (Township)	5,000	5,000	-
Spanish (Town)	5,000	5,000	5,000
Springwater (Township)	9,940	12,162	5,068
St. Catharines (City)	76,101	93,112	38,797
St. Charles (Municipality)	5,000	5,000	5,000
St. Clair (Township)	8,169	5,000	-
St. Joseph (Township)	5,000	5,000	5,000
St. Marys (Town)	8,245	10,087	5,000
St. Thomas (City)	44,230	54,117	22,549
Stirling-Rawdon (Township)	5,000	5,000	5,000
Stone Mills (Township)	5,000	5,701	5,000
Stormont, Dundas and Glengarry (United County)	36,871	45,113	18,797
Stratford (City)	37,506	45,889	19,121
Strathroy-Caradoc (Municipality)	11,176	13,674	5,698
Strong (Township)	5,000	5,000	5,000
Sundridge (Village)	5,000	5,000	5,000
Tarbutt (Township)	5,000	5,000	5,000
Tay (Township)	6,924	5,000	-
Tay Valley (Township)	5,013	6,133	5,000
Tecumseh (Town)	11,635	5,000	-
Tehkummah (Township)	5,000	5,000	5,000
Temagami M	5,000	5,000	-
Temiskaming Shores (City)	12,368	15,132	6,305
Terrace Bay (Township)	5,000	5,000	5,000
Thames Centre (Municipality)	6,560	8,027	5,000
The Archipelago (Township)	8,515	10,418	5,000
The Blue Mountains (Town)	9,961	12,187	5,078
The Nation (Municipality)	6,354	7,774	5,000
The North Shore (Township)	5,000	5,000	5,000
Thessalon (Town)	5,000	5,000	5,000
Thornloe (Village)	5,000	5,000	5,000
Thorold (City)	10,672	13,058	5,441
Thunder Bay (City)	129,992	159,049	66,271
Tillsonburg (Town)	9,481	11,601	5,000
Timmins (City)	50,225	61,452	25,605
Tiny (Township)	12,870	15,747	6,562
Toronto (City)	3,008,705	3,681,239	1,533,850
Trent Hills (Municipality)	9,089	11,120	5,000
Trent Lakes (Municipality)	8,809	10,779	5,000
Tudor and Cashel (Township)	5,000	5,000	5,000
Tweed (Municipality)	5,000	5,008	5,000
Tyendinaga (Township)	5,000	5,000	-

Uxbridge (Township)	10,287	12,587	5,245
Val Rita-Harty (Township)	5,000	5,000	5,000
Vaughan (City)	124,949	5,000	-
Wainfleet (Township)	5,000	5,000	-
Warwick (Township)	5,000	5,000	5,000
Wasaga Beach (Town)	16,610	5,000	-
Waterloo (City)	58,438	71,500	29,792
Waterloo (Region)	275,695	337,321	140,551
Wawa (Municipality)	5,000	5,127	5,000
Welland (City)	29,529	36,130	15,054
Wellesley (Township)	5,000	5,255	5,000
Wellington (County)	47,759	26,453	11,023
Wellington North (Township)	6,480	7,928	5,000
West Elgin (Municipality)	5,000	5,000	5,000
West Grey (Municipality)	7,462	9,130	5,000
West Lincoln (Township)	6,805	5,000	-
West Nipissing (Municipality)	20,120	24,617	10,257
West Perth (Municipality)	5,000	5,641	5,000
Westport (Village)	5,000	5,000	5,000
Whitby (Town)	57,082	5,000	-
Whitchurch-Stouffville (Town)	20,606	25,212	10,505
White River (Township)	5,000	5,000	5,000
Whitestone (Municipality)	5,000	5,944	5,000
Whitewater Region (Township)	5,000	5,526	5,000
Wilmot (Township)	10,045	12,290	5,121
Windsor (City)	253,279	309,894	129,123
Wollaston (Township)	5,000	5,000	5,000
Woodstock (City)	22,920	28,043	11,685
Woolwich (Township)	11,463	14,025	5,844
York (Region)	478,284	57,419	23,925
Zorra (Township)	5,000	5,265	5,000

The Corporation of the Town of Lakeshore

Report to Council

Community & Development Services

Building Services



To: Mayor & Members of Council
From: Morris Harding, Manager of Building Services
Date: March 6, 2020
Subject: Relief from Sign By-Law for 19 Amy Croft Drive

Recommendation

Approve the request for the increased height and area of the proposed pylon sign at 19 Amy Croft Drive.

Background

Rock Developments has requested relief to erect a Pylon Sign that does not comply with By-Law 107-2007 a "By-Law to Regulate the Erection of Signs and other Advertising Devices." (Attachments 1 and 3). As per Section 19 of the By-law, a person may apply for relief of the Sign By-law provisions.

- 19.(a) A person may apply and Council may refuse to grant relief from the regulations contained in this by-law or may grant such relief as it considers appropriate, either absolutely or subject to conditions, provided that , in the opinion of Council, the relief is minor and the general intent and purpose of this by-law are maintained.

Comments

The proposed sign is:

- 12.19m (40 ft.) height,
- 3.95 (12.11 ft.) wide
- 33.44 m. sq. (360 sq. ft.) area

Current language in the By-Law permits a pylon sign to be:

- a) Not greater than 8.0m (26.25') in height from grade

- b) Have a clearance of 4.5m (14.76 ft.) from grade if erected in a visibility triangle;
- c) Have a sign area not greater than 27m. sq. (291 sq. ft.);
- d) Not be closer than 3.0m (9.8 ft.) to any property line;
- e) Not closer than 30 cm (1.0 ft.) provided that a pylon sign having a minimum clear height of 2.5m (8.2 ft.) and which is supported by supports having a maximum width of 38 cm (15 in.) and which does not have a base or ornamental features which create a visual obstruction for motorists; and
- f) Only One (1) Pylon Sign permitted per property at any one time except where properties with a frontage exceeding 50.0m (164.0 ft.) or part thereof are permitted an additional Pylon Sign provided that no Pylon Sign may be located closer than 30.0m (98.44ft.) from any other Pylon Sign.

The proposed sign meets the provisions above, with the exception of the height and area.

Sign By-law provisions	Requested Size	Variance
8.0 m (26.25 ft.) height	10.67m (35 ft.) height	4.19 m. (13.75 ft.)
27 m. sq. (291 sq. ft.)	33.44 m. sq. (360 sq. ft.) area	6.44 m. sq. (69 sq. ft.)

The intent of the Sign By-Law restrictions are to keep the height of the signs consistent with building heights in the area and to not be a distraction to motorists.

Development in the Amy Croft commercial area has seen a significant increase in building height. Two nearby buildings are under construction. When completed, both structures will be six storeys in height. There is also an existing pylon sign approximately 40'0" in height on the adjoining lands, east of the proposed new sign (Attachment 2).

The proposed signage will be comprehensively designed to be integrated with the design of the buildings in the commercial plaza and is of high quality and appropriate in scale to the development in the area. It will not pose a safety hazard and assists in promoting a positive image to this commercial area.

Administration is of the opinion that the relief is minor and the general intent and purpose of the by-law is maintained; and, is therefore recommending approval.

Others Consulted

County of Essex, who are satisfied with the revised drawing (Attachment 3).

Financial Impacts

There will not be any financial impact as a result of the proposed sign.

Attachment 1: Letter of request, Site plan, Sign Dimensions

Attachment 2: Existing pylon sign in the commercial plaza

Attachment 3: Amended request for relief

Report Approval Details

Document Title:	Sign By- Law relief 19 Amy Croft.docx
Attachments:	- Rock Development Sign By-Law letter of request for relief 2.pdf - Amy Croft existing pylon sign.jpg - Lakeshore Amended Pylon Proposal (35').pdf
Final Approval Date:	Apr 20, 2020

This report and all of its attachments were approved and signed as outlined below:

Tammie Ryall

Rosanna Pellerito

Kristen Newman

Truper McBride



Lakeshore Properties Inc.

FEBRUARY 28, 2020

Re: Relief from Lakeshore Sign By-law

This letter serves as formal request on behalf of Lakeshore Properties Inc. the owner of lands situated at 19 Amy Croft Dr., Lakeshore ON. for relief from the town of Lakeshore's Sign By-Law in regards to the sizing of a proposed pylon sign. As per the attached rendering and site plan location the property owner is seeking to install a pylon sign on the southern side of the property. This letter and attachments are to accompany the \$460 relief request fee to put forth our request on the March 24, 2020 Agenda.

Thank you,

A handwritten signature in black ink, appearing to read 'Rocco'.

Rocco Tullio,
Lakeshore Properties Inc.

19 Amy Croft Dr. Unit 201, Lakeshore ON N9K 1C7
Phone 519.739.3900 Fax 519.735.0042



**R.O.C.K
DEVELOPMENTS**

Drawn By: Tony Dodge

Date: February 5, 2020

Address: 19 Amy Croft Dr., Lakeshore, Ontario

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255 PINEBUSH ROAD CAMBRIDGE ONTARIO CANADA TEL: 519.622.4040 WWW.PRIDESIGNS.COM



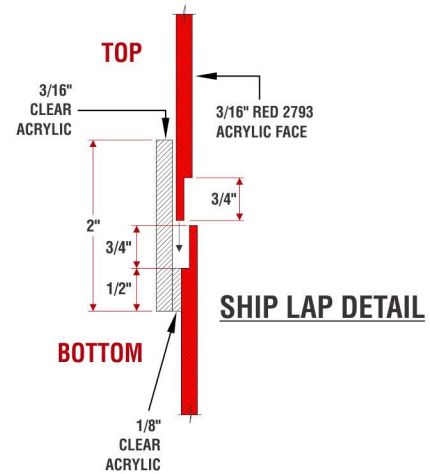
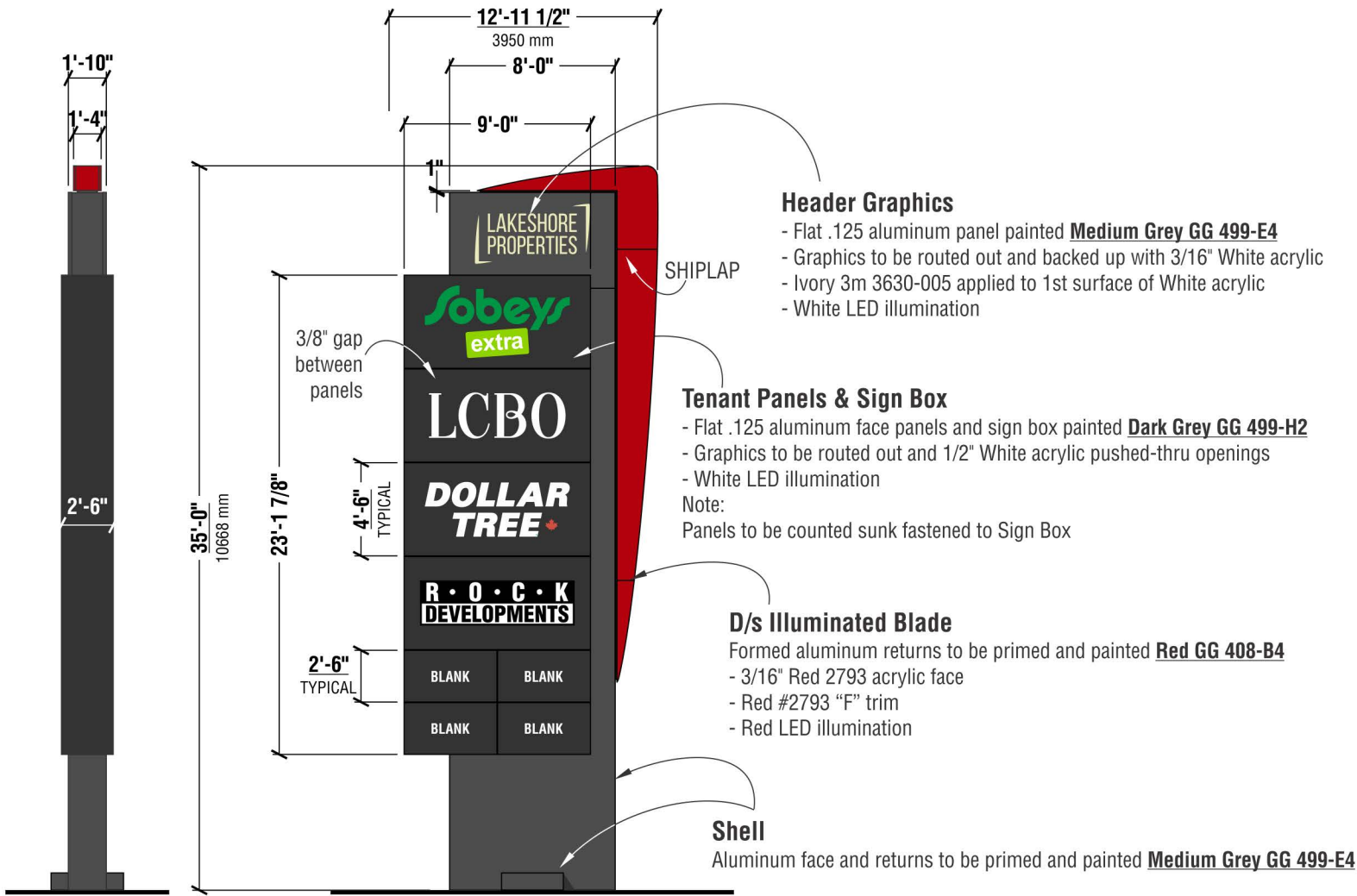
 - Lakeshore Properties

 - Proposed Pylon Sign Location



D/s Illuminated Pylon Sign (1 Required)

Scale: 1/8" = 1'-0"



Electrical Requirements

120v 277v 347v

PUSH-THRU ACRYLIC

PA: 3.4m x 2

SITE CHECK REQUIRED

March 31, 2020 9:50 AM

T. Dodge
REDUCED HEIGHT TO 35'

- ☒ Preliminary Artwork
- ☐ Approved for Production

Graphic rendition is representative of specific signage. Colour / dimensional / material details should be verified using reference drawing specifications. Pride Signs Ltd. is not responsible for inherent variations caused by display.



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19 Amy Croft Drive
Lakeshore, Ontario

**R • O • C • K
DEVELOPMENTS**

DRAWN BY: T. Dodge
DATE: February 11, 2020

The Corporation of the Town of Lakeshore

Report to Council

Finance Services



To: Mayor & Members of Council

From: Rosanna Pellerito, Director of Finance

Date: April 2, 2020

Subject: Amendments to the Town's Purchasing Policy (By-law 58-2010, the Town's Purchasing By-law) to Remove the Requirement for a Public Tender Opening

Recommendation

Adopt By-law 36-2020, an amendment to the Purchasing Policy contained in Purchasing By-Law 58-2010, to discontinue public tender openings.

Background

Council approved By-Law 58-2010 at its meeting on July 13, 2010. Sections 4.2 and 4.3 of the Purchasing Policy speaks to the process for public openings.

Comments

Given the recent events of the COVID-19 pandemic, Administration is recommending to amend the provisions in the Purchasing Policy and cease attendance at tender openings ("public openings") going forward. With Town Hall closed and physical distancing requirements, this makes public openings an unsafe practice.

There is currently no legal requirement to perform public openings, other than what is contemplated in the Town's Purchasing Policy, the only requirement is to publicly release the results for tender calls. The Town will continue this practice through the electronic portal for Bid &Tenders by publishing the results of the tender and the total bid amount as an unofficial bid result.

In addition to the current concerns arising from the pandemic, public openings are being discouraged in the procurement industry for various reasons. Public attendance at openings were designed to promote transparency unfortunately it can also enable bidder interference, e.g. intimidation, last minute communications and multiple bidding submissions. For example, Administration has observed people waiting in the reception

area of Town Hall waiting to see who shows up to determine whether or not to bid, or which bid that they want to submit. There are also concerns with opening tenders that may not meet compliance checks. With the quick turnaround of the close of bid submissions at 12:00 pm on Friday and the public opening commencing at 12:05, 5 minutes following the close, staff are not always able to perform a proper compliance check which may lead to releasing a non-compliant bid. This jeopardizes the fairness of what should be a competitive, highly regulated process.

The changes to the Purchasing Policy are proposed for sections 4.2 and 4.3 only and include the following as noted in blackline below:

4.2 SUBMISSION OF BIDS

- a) Bids shall be accepted in paper form to the ~~Department Head~~Purchasing Coordinator at the time and date specified by the tender call.
- c) When a tender is received, the envelope shall be time and date stamped ~~regardless of when it is received~~. The computer time is the recognized time piece for the purpose of submissions. Receipt of each tender shall be recorded on a list of tenders received and the tender shall be deposited unopened, in the tender drawer. The number of bids received and the names of bidders are confidential and shall not be divulged prior to the tender opening. ~~Where requested by subcontractors seeking to supply goods/services to the general contractor, the list may be forwarded for information only. They are to be notified that they will not be permitted to submit a bid directly and that the plan takers names are considered confidential and not to be shared with other general contractors.~~
 - d) A bidder who has already submitted a tender bid may submit a further tender bid at any time up to the official closing time and date specified by the tender call. The last tender bid received shall supersede and invalidate all bids previously submitted by that bidder.
- d) A bidder may withdraw his or her tender bid at any time up to the official closing time by letter bearing his or her signature as in his or her bid submitted to the Department Head. Telephone requests will not be considered. When the withdrawal is made in person and the person is other than a senior official of the company, and for letter withdrawals, the authenticity of the request must be confirmed by telephoning a responsible official of the company
- e) The closing time for receiving tender bids shall be 12.00 PM noon on Fridays. If the tender is received late, it shall be returned unopened to the bidder by mail. If a late bid is received without a return address on the envelope it shall be opened, address obtained and then returned. The covering letter should state why the envelope could not be returned unopened.
- f) ~~The opening of bids shall commence at 12:05 p.m. unless the Department Head or his/her designate acting reasonably postpones the start to some later hour, but the opening shall continue, once started, until the last bid is opened. Bids shall be opened prior to close of business on the date that the tender call closes. The Department Head~~Purchasing Coordinator shall be responsible for arranging for the public opening of the tender bids ~~at the time and date specified by the tender call. There the following~~ shall be in attendance at that time:
 - i) the Department Head or his/her designate ~~and~~;
 - ii) the Purchasing Coordinator or his/her designate

- g) Each tender shall be stapled to the applicable tender envelope and the bid deposit clipped to the tender form.
- h) If correspondence is found enclosed with a tender in the tender envelope, that tender shall be considered to be an improper bid and shall be so noted in the record of tenders opened ~~and the tender read out in the normal manner~~. The correspondence and the tenders shall be referred to the solicitor for recommendation as to acceptance or rejection.
- i) When tenders have been opened, the Purchasing Coordinator shall check the listing of tenders received, and the number of tenders opened to ensure that all tenders received are accounted for. If a discrepancy occurs, the tender opening proceedings shall be delayed until all tenders have been accounted for or the discrepancy resolved.
- ~~l) When all tenders have been accounted for, the Department Head shall announce the number of bids received, the name of the bidder and the total bid amount.~~
- j) Intentionally blank.
- k) Once the tenders have been read out loud, the The Department Head shall have a list prepared (Record of Tenders) in order of bid amount from low to high recording the name of each bidder and the amount of the tender ~~and the bid deposit amount~~. At this time the Department Head shall close the tenders ~~shall be closed~~ by drawing a diagonal line in the unused space in the listing and signing the form, together with the Purchasing Coordinator.
- l) The checking of tenders shall be completed as soon as possible following the ~~public portion opening of the each tender opening~~. Any tender that has been rejected or is improper shall be so noted on the Record of Tenders opened. For a rejected bid the amount shall not be listed.
- m) Upon completion of the checking of tenders, the unofficial bid results of all qualified bids shall be posted to the Town's electronic bids and tenders website.

4.3 AWARDING OF CONTRACT

- a) Upon ~~award completion of the contract~~ checking of tenders, the ~~Department Head~~ Purchasing Coordinator shall ~~immediately~~ send a notification of acceptance to the successful bidder advising him that his tender has been accepted and advising that the contract documents will follow for execution.

Financial Impacts

There are no financial implications resulting from this report.

Attachment(s): None

Report Approval Details

Document Title:	Amendments to the Purchasing By-Law.docx
Attachments:	
Final Approval Date:	Apr 23, 2020

This report and all of its attachments were approved and signed as outlined below:

Kristen Newman

Truper McBride

CORPORATION OF THE TOWN OF LAKESHORE
BY-LAW 006 - 2020

BEING A BY-LAW FOR THE REAUME DRAIN ENCLOSURE
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.

WHEREAS, the Council of the Town of Lakeshore in the County of Essex in accordance with the provisions of the Drainage Act, R.S.O. 1990 C.D. 17 deems it expedient that the following drain be repaired and improved in accordance with Section 78 of the said Act.

REAUME DRAIN ENCLOSURE
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.


AND WHEREAS, the estimate cost of repairing and improving the drainage works is \$463,513.00.

THEREFORE the Council of the Town of Lakeshore pursuant to the Drainage Act, 1990 enacts as follows:

1. The considered report dated December 20th, 2019 and attached hereto is hereby adopted and the drainage works as therein indicated and set forth is hereby authorized and shall be completed in accordance therewith.
2. The Corporation of the Town of Lakeshore may borrow on the credit of the Corporation the amount of \$463,513.00 being the amount necessary for construction of the drainage works.
3. The Corporation may issue debentures for the amount borrowed less the total amount of,
 - (a) Grants received under Section 85 of the Act;
 - (b) Commuted payments made in respect of the lands and roads assessed within the municipality;
 - (c) Monies paid under subsection 61 (3) of the Act, and;
 - (d) Monies assessed in and payable by another municipality.
4. Such debentures shall be made payable within five (5) years from the date of the debentures. If greater than \$10,000 and upon request for a ten (10) year debenture term, such debentures shall be made payable within a ten (10) year period from the date of the debentures. Debentures shall bear interest at a rate established at the date of issuance of such debentures.
5. A special equal annual rate sufficient to redeem the principal and interest on the debentures, shall be levied upon the lands and roads identified in the engineers report and will be collected in the same manner and at the same time as other taxes are collected in each year for five (5) and/or ten (10) years after the passing of this By-law.
6. All assessments of \$750.00 or less are payable in the year in which the assessment is imposed.
7. This By-law comes into force on the passing thereof and may be cited as Reaume Drain Enclosure

First Reading February 11th, 2020;
Second Reading February 11th, 2020;
Provisionally adopted this February 11th, 2020;


Tom Bain,
Mayor


Kristen Newman,
Director of Legislative and Legal
Services

Third Reading this	28 th	day of	April	, 2020.
Enacted this	24th	day of	March	, 2020.
	28 th		April	

Tom Bain,
Mayor

Kristen Newman,
Director of Legislative and Legal
Services

CORPORATION OF THE TOWN OF LAKESHORE
BY-LAW 010 - 2020

BEING A BY-LAW FOR THE SOUTH 3RD CONC. ROAD DRAIN – RC (NEVER REST FARMS)
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.

WHEREAS, the Council of the Town of Lakeshore in the County of Essex in accordance with the provisions of the Drainage Act, R.S.O. 1990 C.D. 17 deems it expedient that the following drain be repaired and improved in accordance with Section 78 of the said Act.

SOUTH 3RD CONC. ROAD DRAIN – RC (NEVER REST FARMS)
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.

AND WHEREAS, the estimate cost of repairing and improving the drainage works is \$21,011.00.

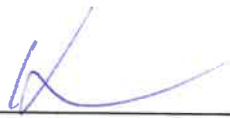
THEREFORE the Council of the Town of Lakeshore pursuant to the Drainage Act, 1990 enacts as follows:

1. The considered report dated January 10th, 2020 and attached hereto is hereby adopted and the drainage works as therein indicated and set forth is hereby authorized and shall be completed in accordance therewith.
2. The Corporation of the Town of Lakeshore may borrow on the credit of the Corporation the amount of \$21,011.00 being the amount necessary for construction of the drainage works.
3. The Corporation may issue debentures for the amount borrowed less the total amount of,
 - (a) Grants received under Section 85 of the Act;
 - (b) Commuted payments made in respect of the lands and roads assessed within the municipality;
 - (c) Monies paid under subsection 61 (3) of the Act, and;
 - (d) Monies assessed in and payable by another municipality.
4. Such debentures shall be made payable within five (5) years from the date of the debentures. If greater than \$10,000 and upon request for a ten (10) year debenture term, such debentures shall be made payable within a ten (10) year period from the date of the debentures. Debentures shall bear interest at a rate established at the date of issuance of such debentures.
5. A special equal annual rate sufficient to redeem the principal and interest on the debentures, shall be levied upon the lands and roads identified in the engineers report and will be collected in the same manner and at the same time as other taxes are collected in each year for five (5) and/or ten (10) years after the passing of this By-law.
6. All assessments of \$750.00 or less are payable in the year in which the assessment is imposed.
7. This By-law comes into force on the passing thereof and may be cited as South 3rd Conc. Drain – RC (Never Rest Farms)

First Reading February 11th, 2020;
Second Reading February 11th, 2020;
Provisionally adopted this February 11th, 2020;



Tom Bain,
Mayor



Kristen Newman,
Director of Legislative and Legal
Services

Third Reading this 28th day of April, 2020.
Enacted this ~~24th~~ day of ~~March~~ April, 2020.

Tom Bain,
Mayor

Kristen Newman,
Director of Legislative and Legal
Services

**CORPORATION OF THE TOWN OF LAKESHORE
BY-LAW 011 - 2020**

**BEING A BY-LAW FOR THE TECUMSEH ROAD DRAIN (1903286 ONT. INC)
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

WHEREAS, the Council of the Town of Lakeshore in the County of Essex in accordance with the provisions of the Drainage Act, R.S.O. 1990 C.D. 17 deems it expedient that the following drain be repaired and improved in accordance with Section 78 of the said Act.

**TECUMSEH ROAD DRAIN (1903286 ONT. INC.)
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

AND WHEREAS, the estimate cost of repairing and improving the drainage works is \$135,500.00.


THEREFORE the Council of the Town of Lakeshore pursuant to the Drainage Act, 1990 enacts as follows:

1. The considered report dated January 15th, 2020 and attached hereto is hereby adopted and the drainage works as therein indicated and set forth is hereby authorized and shall be completed in accordance therewith.
2. The Corporation of the Town of Lakeshore may borrow on the credit of the Corporation the amount of \$135,500.00 being the amount necessary for construction of the drainage works.
3. The Corporation may issue debentures for the amount borrowed less the total amount of,
 - (a) Grants received under Section 85 of the Act;
 - (b) Commuted payments made in respect of the lands and roads assessed within the municipality;
 - (c) Monies paid under subsection 61 (3) of the Act, and;
 - (d) Monies assessed in and payable by another municipality.
4. Such debentures shall be made payable within five (5) years from the date of the debentures. If greater than \$10,000 and upon request for a ten (10) year debenture term, such debentures shall be made payable within a ten (10) year period from the date of the debentures. Debentures shall bear interest at a rate established at the date of issuance of such debentures.
5. A special equal annual rate sufficient to redeem the principal and interest on the debentures, shall be levied upon the lands and roads identified in the engineers report and will be collected in the same manner and at the same time as other taxes are collected in each year for five (5) and/or ten (10) years after the passing of this By-law.
6. All assessments of \$750.00 or less are payable in the year in which the assessment is imposed.
7. This By-law comes into force on the passing thereof and may be cited as Tecumseh Road Drain (1903286 Ont. Inc.)

First Reading February 11th, 2020;
Second Reading February 11th, 2020;
Provisionally adopted this February 11th, 2020;



Tom Bain,
Mayor



Kristen Newman,
Director of Legislative and Legal
Services

Third Reading this ~~24th~~ ^{28th} day of ~~March~~ ^{April}, 2020.
Enacted this ~~24th~~ ^{28th} day of ~~March~~ ^{April}, 2020.

Tom Bain,
Mayor

Kristen Newman,
Director of Legislative and Legal
Services

**CORPORATION OF THE TOWN OF LAKESHORE
BY-LAW 018 - 2020**

**BEING A BY-LAW FOR THE GOVERNMENT DRAIN #2 (ENBRIDGE BRIDGE)
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

WHEREAS, the Council of the Town of Lakeshore in the County of Essex in accordance with the provisions of the Drainage Act, R.S.O. 1990 C.D. 17 deems it expedient that the following drain be repaired and improved in accordance with Section 78 of the said Act.

**GOVERNMENT DRAIN #2 (ENBRIDGE BRIDGE)
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

AND WHEREAS, the estimate cost of repairing and improving the drainage works is \$74,231.00.

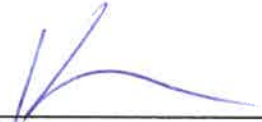
THEREFORE the Council of the Town of Lakeshore pursuant to the Drainage Act, 1990 enacts as follows:

1. The considered report dated January 21st, 2020 and attached hereto is hereby adopted and the drainage works as therein indicated and set forth is hereby authorized and shall be completed in accordance therewith.
2. The Corporation of the Town of Lakeshore may borrow on the credit of the Corporation the amount of \$74,231.00 being the amount necessary for construction of the drainage works.
3. The Corporation may issue debentures for the amount borrowed less the total amount of,
 - (a) Grants received under Section 85 of the Act;
 - (b) Commuted payments made in respect of the lands and roads assessed within the municipality;
 - (c) Monies paid under subsection 61 (3) of the Act, and;
 - (d) Monies assessed in and payable by another municipality.
4. Such debentures shall be made payable within five (5) years from the date of the debentures. If greater than \$10,000 and upon request for a ten (10) year debenture term, such debentures shall be made payable within a ten (10) year period from the date of the debentures. Debentures shall bear interest at a rate established at the date of issuance of such debentures.
5. A special equal annual rate sufficient to redeem the principal and interest on the debentures, shall be levied upon the lands and roads identified in the engineers report and will be collected in the same manner and at the same time as other taxes are collected in each year for five (5) and/or ten (10) years after the passing of this By-law.
6. All assessments of \$750.00 or less are payable in the year in which the assessment is imposed.
7. This By-law comes into force on the passing thereof and may be cited as Government Drain # 2 (Enbridge Bridge)

First Reading March 10th, 2020;
Second Reading March 10th, 2020;
Provisionally adopted this March 10th, 2020;



Tom Bain,
Mayor



Kristen Newman,
Director of Legislative and Legal
Services

Third Reading this 28th day of April, 2020.
Enacted this 28th day of April, 2020.

Tom Bain,
Mayor

Kristen Newman,
Director of Legislative and Legal
Services

RATING BY-LAW

Tile Drainage Act, R.S.O. 1990, c. T.8, s.8

THE CORPORATION OF THE Town of LAKESHORE

BY-LAW NUMBER 025-2020

A by-law imposing special annual drainage rates upon land in
respect of which money is borrowed under the *Tile Drainage Act*.

WHEREAS owners of land in the municipality have applied to the council under the *Tile Drainage Act* for loans for the purpose of constructing subsurface drainage works on such land;

AND WHEREAS the council has, upon their application, lent the owners the total sum of
\$47,400.00 to be repaid with interest by means of rates hereinafter imposed;

The council, pursuant to the *Tile Drainage Act*, enacts as follows:

1. That annual rates as set out in the Schedule 'A' attached hereto are hereby imposed upon such land as described for a period of ten years, such rates shall have priority lien status, and shall be levied and collected in the same manner as taxes.

First Reading 2020-Mar-24 2020 April-28
yyyy/mm/dd

Second Reading 2020-Mar-24 2020 April-28
yyyy/mm/dd

Provisionally adopted this 28
24 day of April
March, 2020

TOM BAIN

Name of Head of Council

Signature

KRISTEN NEWMAN

Name of Clerk

Signature

Third Reading 2020-Mar-24 2020 April-28

Enacted this 28
24 day of April
March, 2020

TOM BAIN

Name of Head of Council

Signature

Corporate Seal

KRISTEN NEWMAN

Name of Clerk

Signature

I, KRISTEN NEWMAN, clerk of the Corporation of the Town
of LAKESHORE certify that the above by-law was
duly passed by the council of the Corporation and is a true copy thereof.

KRISTEN NEWMAN

Name of Clerk

Signature

Corporate Seal

The Corporation of the Town of LAKESHORE
Schedule 'A' to By-law Number 025-2020

Property Owner Information*			Description of Land Parcel to Which the Repayment Charge Will be Levied					Proposed date of loan (YYYY-MM-DD)	Sum to be loaned \$	Annual rate to be imposed \$
JOHN AND DOROTHY OLSON	0	0	Lot:	LOT 27 PT 28	Con:	3		2020-May-01	\$ 47,400.00	\$ 6,440.14
-	-									
2950 COUNTY ROAD 31		RUSCOM ONTARIO	Roll #:	3751	020	000	03400			
0	0	0	Lot:		Con:					
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			Roll #:							
TOTAL *									\$ 47,400.00	\$ 6,440.14

* If property is owned in partnership, all partners must be listed. If property is owned by a corporation, list the corporation's name and the name and corporate position of the authorized officer in the last blank space provided. Only the owner(s) of the property may apply for a loan.

OFFER TO SELL

Tile Drainage Act, R.S.O. 1990, c. T.8, subs. 5(8)

TO THE MINISTER OF FINANCE

The Corporation of _____ Town _____ of _____ LAKESHORE
hereby offers to sell Debenture No. 2020-02 in the principal amount of \$47,400.00
to the Minister of Finance as authorized by Borrowing By-law No. 72-2015 of the Corporation.

The principal amount of this debenture is the aggregate of individual loans applied for and each loan is not more than 75 per cent of the cost of the drainage work constructed.

An inspector of drainage, employed by the Corporation, has inspected each drainage work for which the Corporation will lend the proceeds of this debenture and each has been completed in accordance with the terms of the loan approval given by council.

A copy of the Inspection and Completion Certificate for each drainage work, for which the Corporation lend the proceeds of this debenture, is attached hereto.

May 01, 2020

Date

ROSANNA PELLERITO

Name of Treasurer

Corporate Seal

Signature of Treasurer

TILE DRAINAGE DEBENTURE

Tile Drainage Act, R.S.O. 1990, c. T.8, subs. 2(1)

\$47,400.00

No. 2020-02

The Corporation of the _____ Town _____ of _____ LAKESHORE _____ hereby promises to pay to the Minister of Finance, the principal sum of \$47,400.00 of lawful money of Canada, together with interest thereon at the rate of 6 per cent per annum in ten equal instalments of \$6,440.14 on the 1st day of May, in the years 2021 to 2030, both inclusive.

The right is reserved to The Corporation of the _____ Town _____ of _____ LAKESHORE _____ to prepay this debenture in whole or in part at any time or times on payment, at the place where and in the money in which this debenture is expressed to be payable, of the whole or any amount of principal and interest owing at the time of such prepayment.

This debenture, or any interest therein, is not, after a Certificate of Ownership has been endorsed thereon by the Treasurer of this Corporation, or by such other person authorized by by-law of this Corporation to endorse such Certificate of Ownership, transferable.

Dated at the _____ TOWN _____ of _____ LAKESHORE _____ in the Province of Ontario, this 1st day of May, 2020, under the authority of By-law No. 72-2015 of the Corporation entitled "A by-law to raise money to aid in the construction of drainage works under the *Tile Drainage Act*."

Corporate Seal

TOM BAIN

Name of Head of Council

Signature

ROSANNA PELLERITO

Name of Treasurer

Signature

**CORPORATION OF THE TOWN OF LAKESHORE
BY-LAW 027 - 2020**

**BEING A BY-LAW FOR THE BRIDGE OVER THE NORTH TOWNLINE DRAIN
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

WHEREAS, the Council of the Town of Lakeshore in the County of Essex in accordance with the provisions of the Drainage Act, R.S.O. 1990 C.D. 17 deems it expedient that the following drain be repaired and improved in accordance with Section 78 of the said Act.

**BRIDGE OVER THE NORTH TOWNLINE DRAIN
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

AND WHEREAS, the estimate cost of repairing and improving the drainage works is \$46,960.00.

THEREFORE the Council of the Town of Lakeshore pursuant to the Drainage Act, 1990 enacts as follows:

1. The considered report dated March 10th, 2020 and attached hereto is hereby adopted and the drainage works as therein indicated and set forth is hereby authorized and shall be completed in accordance therewith.
2. The Corporation of the Town of Lakeshore may borrow on the credit of the Corporation the amount of \$46,960.00 being the amount necessary for construction of the drainage works.
3. The Corporation may issue debentures for the amount borrowed less the total amount of,
 - (a) Grants received under Section 85 of the Act;
 - (b) Commuted payments made in respect of the lands and roads assessed within the municipality;
 - (c) Monies paid under subsection 61 (3) of the Act, and;
 - (d) Monies assessed in and payable by another municipality.
4. Such debentures shall be made payable within five (5) years from the date of the debentures. If greater than \$10,000 and upon request for a ten (10) year debenture term, such debentures shall be made payable within a ten (10) year period from the date of the debentures. Debentures shall bear interest at a rate established at the date of issuance of such debentures.
5. A special equal annual rate sufficient to redeem the principal and interest on the debentures, shall be levied upon the lands and roads identified in the engineers report and will be collected in the same manner and at the same time as other taxes are collected in each year for five (5) and/or ten (10) years after the passing of this By-law.
6. All assessments of \$750.00 or less are payable in the year in which the assessment is imposed.
7. This By-law comes into force on the passing thereof and may be cited as the Bridge over the North Townline Drain.

First Reading: April 28th, 2020

Second Reading: April 28th, 2020

Provisionally adopted this 28th day of April, 2020

Tom Bain,
Mayor

Kristen Newman,
Director of Legislative and Legal
Services

Third Reading this day of , 2020.
Enacted this day of , 2020.

Tom Bain,
Mayor

Kristen Newman,
Director of Legislative and Legal
Services

The Corporation of the Town of Lakeshore

By-law 34-2020

Being a By-Law to Adopt a Municipal Cannabis Policy and Delegate Authority to the Director of Community & Development Services to Make Submissions to the Registrar of the Alcohol and Gaming Commission of Ontario regarding Cannabis Retail Store Authorizations

Whereas, the *Cannabis Licence Act, 2018, S.O. 2018, c. 12, Sched. 2* requires that notice be issued to the public and a lower tier municipality in order for the municipality to make written submissions to the Registrar of the Alcohol and Gaming Commission for Ontario, which must be made no later than 15 days after the notice is first given, as to whether the issuance of the retail store authorization is in the public interest, having regard to the needs and wishes of the residents;

And whereas, the *Cannabis Licence Act, 2018* further provides the Registrar shall consider any written submissions made in relation to whether the application for a retail store authorization is in the public interest, having regard to the needs and wishes of the residents;

And whereas, Council adopted a Municipal Cannabis Policy Statement at its April 28, 2020 Council meeting;

And whereas, section 23.1 of the *Municipal Act, 2001*, authorizes Council to delegate its power and duties;

And whereas, Council considers it necessary and desirable for the purpose of expediency and subject to the restrictions prescribed by the *Municipal Act, 2001* and by this by-law to delegate its authority for making submissions to the Registrar on behalf of the Town;

Now therefore, the Council of The Corporation of the Town of Lakeshore enacts as follows:

Part 1: Definitions

1. In this By-law:

- a) "Clerk" means the municipal clerk as described in the *Municipal Act, 2001* and appointed by Council by by-law;
- b) "Council" means the municipal council of The Corporation of the Town of Lakeshore;

- c) “Director of Community & Development Services” means the Director hired by the Chief Administrative Officer to perform the role of Director of Community & Development Services;
- d) “Municipal Cannabis Policy Statement” means the Municipal Cannabis Policy Statement adopted by resolution of Council at the April 28, 2020 Council meeting and attached as Schedule “A” to this by-law; and
- e) “Town” means The Corporation of the Town of Lakeshore.

Adoption of Policy

- 2. The Municipal Cannabis Policy attached as Schedule “A” to this by-law is adopted.

Delegation of Authority

- 3. The Director of Community & Development Services is delegated the authority to make submissions consistent with the Municipal Cannabis Policy Statement to the Registrar of the Alcohol and Gaming Commission on the Town’s behalf.
- 4. The Director of Community & Development Services is delegated the authority to approve and replace the map that forms Appendix “A” to Municipal Cannabis Policy Statement when new sensitive uses arise in the Town of Lakeshore. Upon approval of the revised map, the Director of Community & Development Services shall give notice to the public by publishing the map on the Town’s website.
- 5. The delegations of authority in this by-law are in addition to delegations of authority established by other by-laws and otherwise at law. In the event of any inconsistency between this By-law and any other by-law, the provision that more effectively delegates authority prevails to the extent of the inconsistency.
- 6. The delegations in this by-law are subject to any restrictions on such delegation under the *Municipal Act, 2001*, or any other Act.
- 7. Where by this by-law, Council delegates authority or imposes a restriction or direction of Council on the delegation, the delegate may exercise the authority subject to the restriction or direction.
- 8. Nothing in this by-law prevents a delegate from further delegating his or her authority to a person subject to the restriction or direction of Council on the delegation and any further restrictions or directions from the person delegating the authority.
- 9. Any exercise of authority delegated pursuant to this by-law that requires a document is subject to the restriction that the document’s form and content are acceptable to the Director of Legislative & Legal Services.

10. The Director of Community & Development Services shall report to Council all acts taken under the authority of this by-law at a Council meeting on an annual basis.

Interpretation

11. The headings in this by-law are for convenience only and do not form part of this by-law.

12. If any part of this by-law is determined to be invalid by a court of competent jurisdiction, the invalid part is severed and the remainder continues to be valid.

13. Unless otherwise stated:

- a) a reference to a statute or regulation refers to a statute or regulation of the Province of Ontario;
- b) a reference to a statute, regulation or by-law refers to that enactment as it may be amended or replaced from time to time; and
- c) A reference to a section, paragraph, clause or schedule is a reference to this by-law's section, paragraph, clause or schedule.

Short Title

14. This By-law may be referred to as the "Municipal Cannabis Policy Statement By-law".

Effect

15. This by-law comes into force and effect upon passage.

Read and passed in open session on April 28, 2020.

Tom Bain
Mayor

Kristen Newman
Clerk



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

1.0 Purpose and Scope

- 1.1** The purpose of this policy statement is to provide input related to proposed cannabis retail outlets to the Alcohol and Gaming Commission of Ontario (AGCO) as well as help prospective recreational cannabis retailers in their consideration of location of cannabis retail stores in the Town of Lakeshore.
- 1.2** This policy applies to all prospective recreational cannabis retailers and properties in the Town of Lakeshore.

2.0 Definitions

- 2.1** “AGCO” is the Alcohol and Gaming Commission of Ontario.

3.0 Policy

- 3.1** Bill C-45, the Cannabis Act came into effect on October 17, 2018. The Act legalizes access to recreational cannabis in Canada and controls and regulates how cannabis is grown, distributed and sold. In Ontario, the Cannabis Licence Act, 2018 and Ontario Regulation 468/18 provide the Registrar of the Alcohol and Gaming Commission of Ontario (AGCO) with the authority to establish standards and requirements respecting the licensing of retail cannabis store.
- 3.2** AGCO is the provincial authority that licenses cannabis retail operators, authorizes cannabis retail locations and licenses senior store staff. Municipal governments have no licensing authority.



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

- 3.3** The AGCO regulates and reviews all aspects of the retail operation to ensure that the proposed store location is consistent with the public interest. Public interest is defined in the regulations (O. Reg. 468/18) as public health or safety, protecting youth and eliminating the illegal market. AGCO has already mandated a 150 metre setback from schools where no retail cannabis store would be permitted to be located.
- 3.4** For each store site proposed by an approved operator, the AGCO will have a 15-day window for public and municipal government comments. Comments must focus on whether a proposed location is in the public interest as defined in the regulation. AGCO is not obligated to reject a store licence where public or municipal government comments are unsupportive of a proposed location.
- 3.5** On December 10, 2019 Council made the decision to allow retail sales of recreational cannabis in the Town of Lakeshore. This policy statement provides municipal staff with guidance on commenting to AGCO when notice on a specific proposed cannabis retail store site is provided on the site location. It also helps prospective recreational cannabis retailers in their consideration of location of cannabis retail stores in the Town of Lakeshore.
- 3.6** Land Use Planning: The provincial licensing process does not remove the requirement to comply with the zoning by-law and other municipal planning documents. The definitions within the municipality's Official Plan and Zoning By-law are applicable to all retail, including cannabis retail stores. Retail sale of cannabis from a provincially licensed store is legal and is a permitted use in the retail zones.
- 3.7** Municipal Building Inspections: while the licencing of the store operation is the responsibility of the AGCO, the Building Code applies to cannabis retail store locations. Therefore, where a building permit is required, the building inspector will undertake duties as usual. Fire Code compliance is also mandatory.
- 3.8** For the purposes of this policy statement, a cannabis retail store shall mean a store licensed by the AGCO.



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

- 3.9** The Town of Lakeshore acknowledges that retail cannabis stores are a permitted use in areas zoned for retail stores within the Town's Zoning By-law, 2-2012, as amended. Lakeshore Zoning By-law 2-2012 permits retail uses in the: Hamlet Commercial (HC), Service Commercial (CS), Central Area (CA), Neighbourhood Commercial (CN) and Mixed Use (MU) zones. Retail is a permitted use in some site specific zones as well. In order to help ensure public health and safety, protect youth, and reduce illegal sales, retail cannabis stores are discouraged where nearby properties are designed to serve youth or other sensitive facilities that service persons with mental health or addiction challenges, in accordance with Appendix A attached to this policy (see Section 6.1 below), which identifies each sensitive facility and its separation distance.

4.0 Responsibilities

- 4.1** It is the responsibility of the Manager of Development Services to ensure staff are aware of the policy.

5.0 Consequences

- 5.1** Failure to follow this policy may result in a cannabis retail store being located too close to a sensitive land use and the AGCO not receiving comment in accordance with this policy from the Town of Lakeshore.

6.0 Reference Documents

- 6.1** Appendix A (attached)
- 6.2** Zoning By-law 2-2012, as amended
- 6.3** *Cannabis Licence Act, 2018 and Regulation 468/18*
- 6.4** Ontario Planning Act, R.S.O. 1990 c.P.13



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

7.0 Communication and Training

- 7.1 The Manager of Development Services and Manager of Building Services will communicate this policy.
- 7.2 Staff/individuals in the Development Services Department, including the Building / By-law and Planning Divisions, will need to know this policy.
- 7.3 Training will be provided to workers by their Manager/Supervisor on the mapping provided in Appendix A.

8.0 Review/Revisions

- 8.1 Timing for reviews are subject updates received from the Building Division on a Bi-annual basis.

#	Date Revised	Author	Section	Details of Change
1				
2				
3				
4				
5				



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

Appendix A

Community Centres/Facilities	Separation Distance (Metres)	Reference # on Schedule A	Map #
Belle River Marina	100	1	Map 3
Atlas Tube Centre	100	2	Map 2
Comber Community Centre and Fairgrounds	100	3	Map 8
Libro Community Centre	100	4	Map 6
Schools and Daycares	Separation Distance (Metres)	Reference # on Schedule A	Map #
Your Wooden Treehouse (daycare centre)	150	5	Map 3
Alexander's Daycare Centre – Lakeshore	150	6	Map 2
The Children's House Montessori - Lakeshore	150	7	Map 1
Lakeshore Ontario Early Years Centre	150	8	Map 2
Lakeshore Discovery School	150	8	Map 2
St. Anne Catholic High School	150	9	Map 2
St William Catholic Elementary School	150	10	Map 2
Our Lady of Annunciation School	150	11	Map 4
École Élémentaire catholique Pavillon des Jeunes	150	12	Map 2
École élémentaire catholique Saint-Ambroise	150	13	Map 3
École élémentaire catholique Saint-Paul	150	14	Map 4



Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

Belle River District High School	150	15	Map 3
St John the Baptist Catholic School	150	16	Map 3
Belle River Public School	150	17	Map 3
Saint John the Evangelist Catholic School	150	18	Map 6

Centennial Central Public School	150	19	Map 8
310 Croft Drive (Commercial School)	150	20	Map 1
1303 County Road 22 (Commercial School)	150	21	Map 2
1302 County Road 22 (Commercial School)	150	22	Map 2
1203 Faith Drive (Commercial School)	150	23	Map 2
540 Notre Dame Street (Commercial School)	150	24	Map 3
540 Old Tecumseh Road (Commercial School)	150	25	Map 1
21 Amy Croft Drive (Commercial School)	150	26	Map 1
486 Advance Blvd (Commercial School)	150	27	Map 1
2548 County Road 27 (Commercial School)	150	28	Map 6
Parks	Separation Distance (Metres)	Reference # on Schedule A	Map #
Centennial Park	100	29	Map 2
Duck Creek Park	100	30	Map 3
Geralyn Tellier – Perdu Memorial Park	100	31	Map 3
Girard Park	100	32	Map 2

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Municipal Cannabis Policy Statement

Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

Golfview Drive Lakefront Parkette	100	33	Map 3
Gracey Sideroad Lakefront Parkette	100	34	Map 4
Helena Park	100	35	Map 3
Johnson Riverview Park	100	36	Map 3
Ladouceur/Lions Park	100	37	Map 3
Lakeview Park	100	38	Map 3
Lakeview Park West Beach	100	39	Map 3
Leffler Peace Park	100	40	Map 1
Legion Park	100	41	Map 3
Lighthouse Cove Community Park	100	42	Map 4
Maidstone Park	100	43	Map 2
Oakwood Park	100	44	Map 2
Optimist Park	100	45	Map 2
Puce Road Lakefront Parkette	100	46	Map 2
Renaud Line Lakefront Parkette	100	47	Map 2
River Downs Park	100	48	Map 2
River Ridge Park	100	49	Map 2
Russel Woods Parkette	100	50	Map 1
Shanahan Park	100	51	Map 5
Staples Community Park	100	52	Map 7
St Clair Shores Park	100	53	Map 1
Stoney Point Park	100	54	Map 4
Stoney Point Lakefront Parkette	100	55	Map 4
Strong Lakefront Parkette	100	56	Map 3
Stuart Lakefront Parkette	100	57	Map 3
Terra Lou Park	100	58	Map 3
Wallace Line Lakefront Parkette	100	59	Map 1



Municipal Cannabis Policy Statement

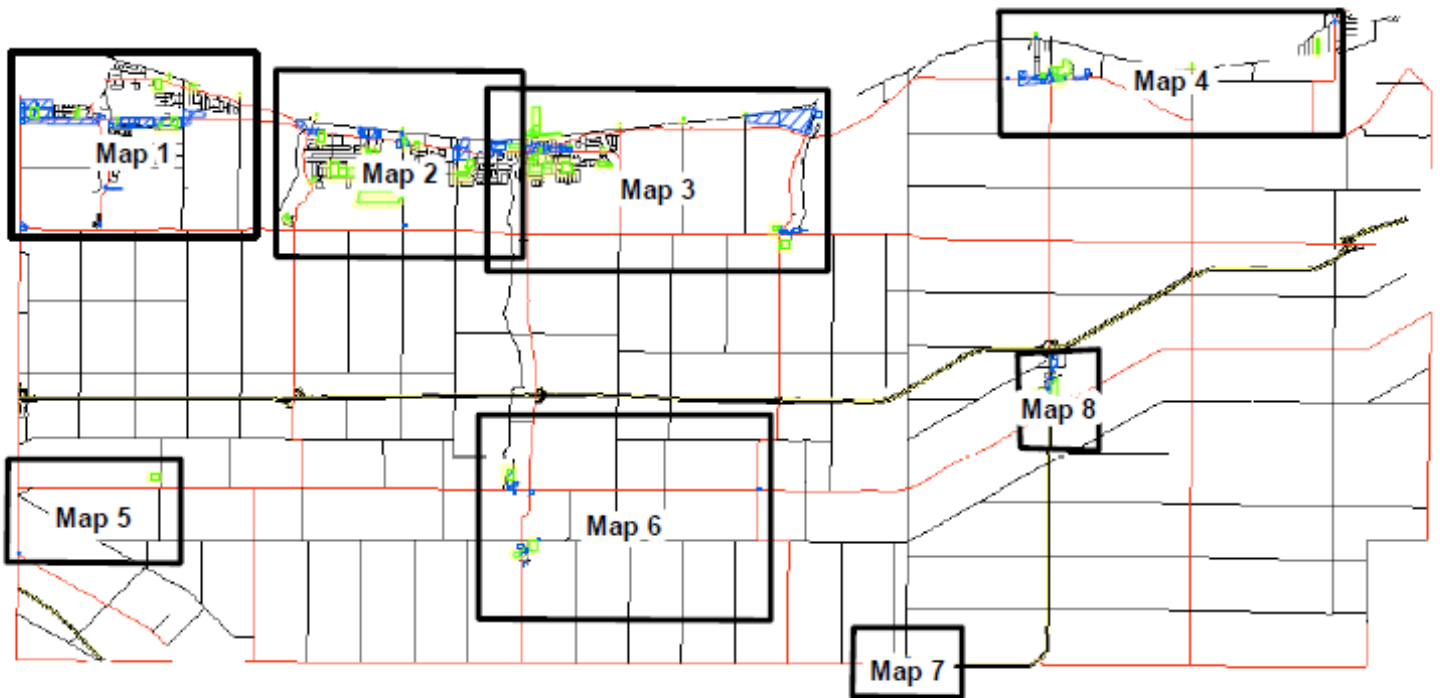
Policy # [C or A] – [DI] - 00000

Date Last Reviewed: April 28, 2020

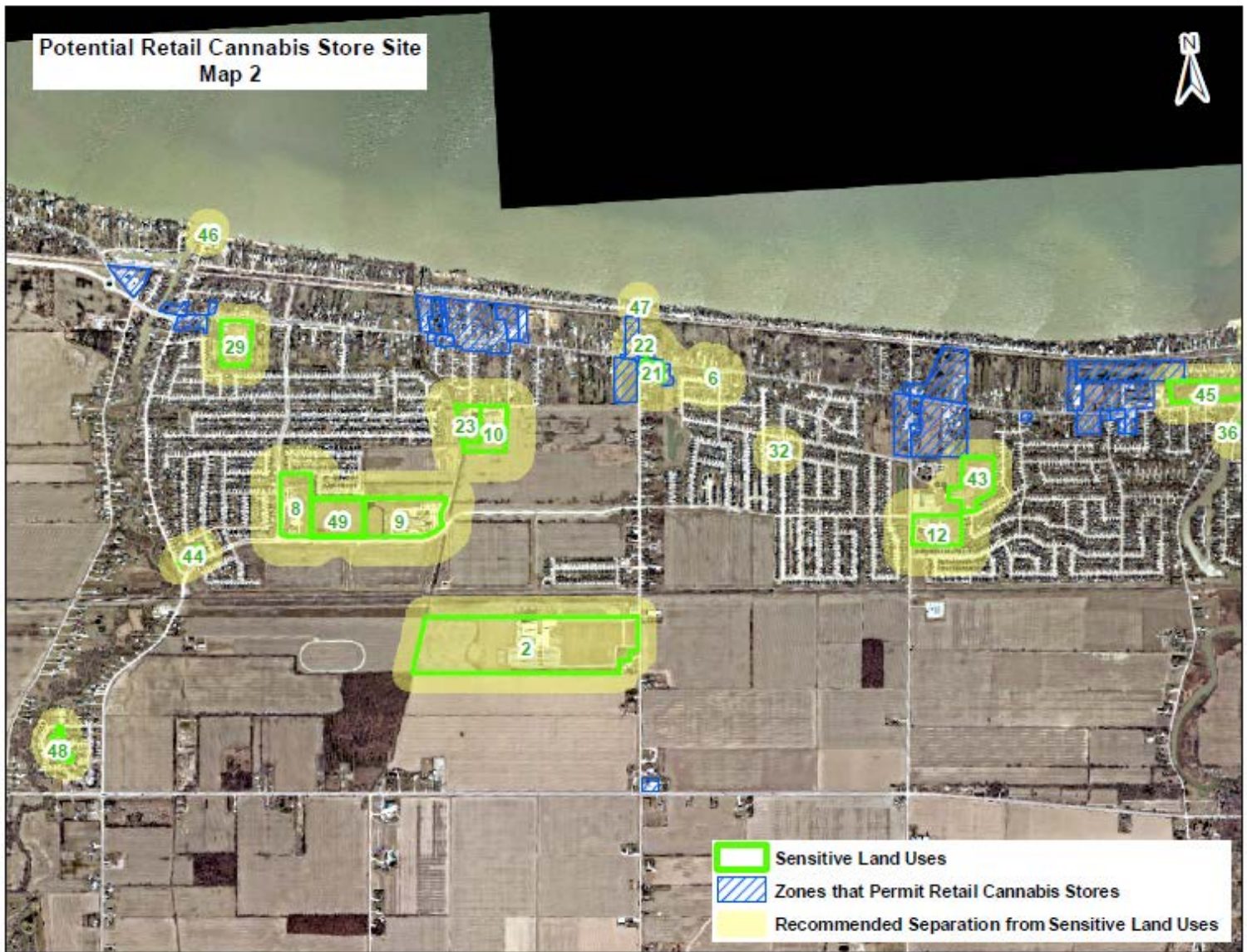
Woodslee Memorial Park	100	60	Map 6
Libraries	Separation Distance (Metres)	Reference # on Schedule A	Map #
Comber Library	100	61	Map 8
Stoney Point Library	100	62	Map 4
Toldo Library	100	2	Map 2
Libro Library	100	4	Map 6

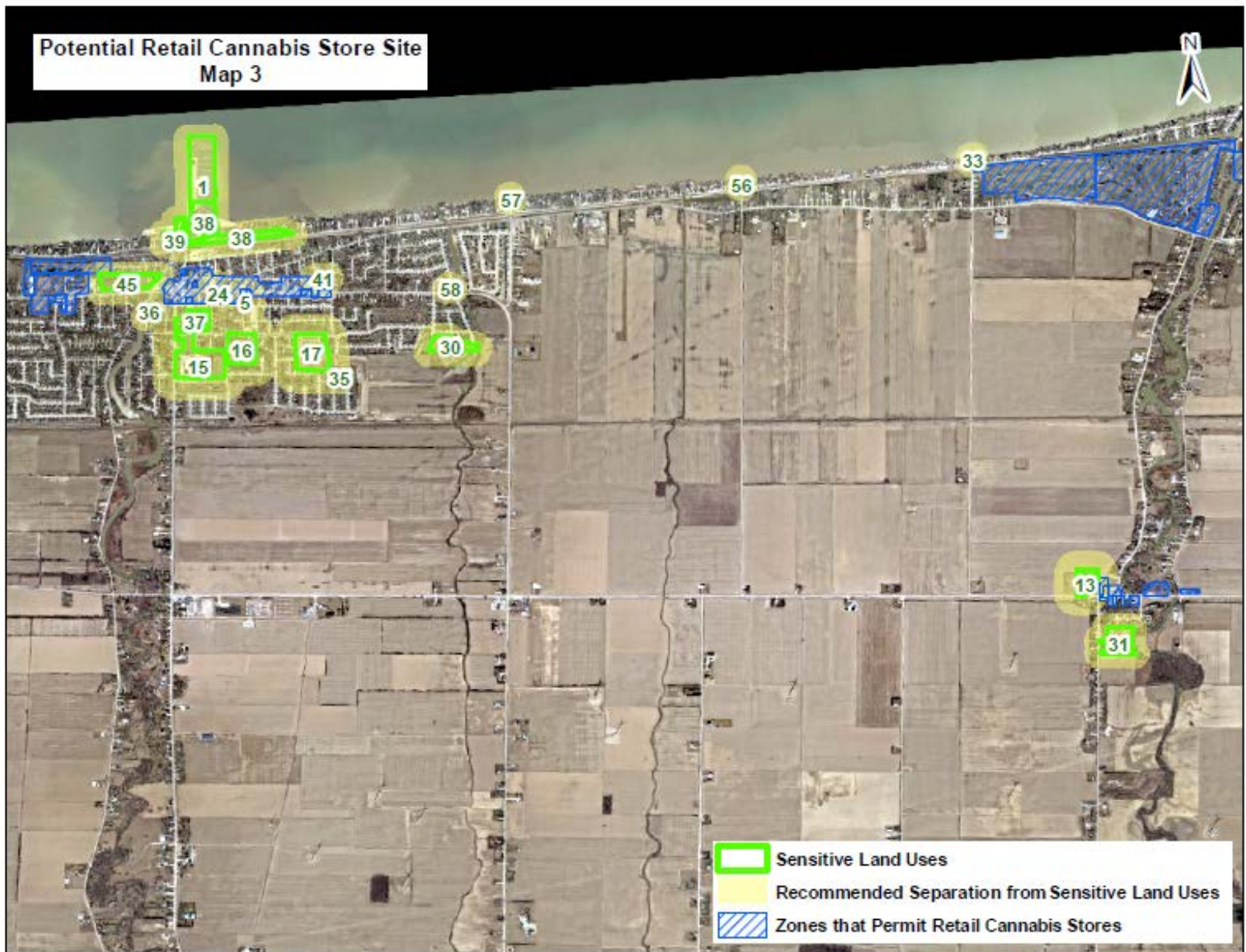
The maps below merely represent a guide that Development Services will use when evaluating the appropriateness of proposed sites in greater detail.

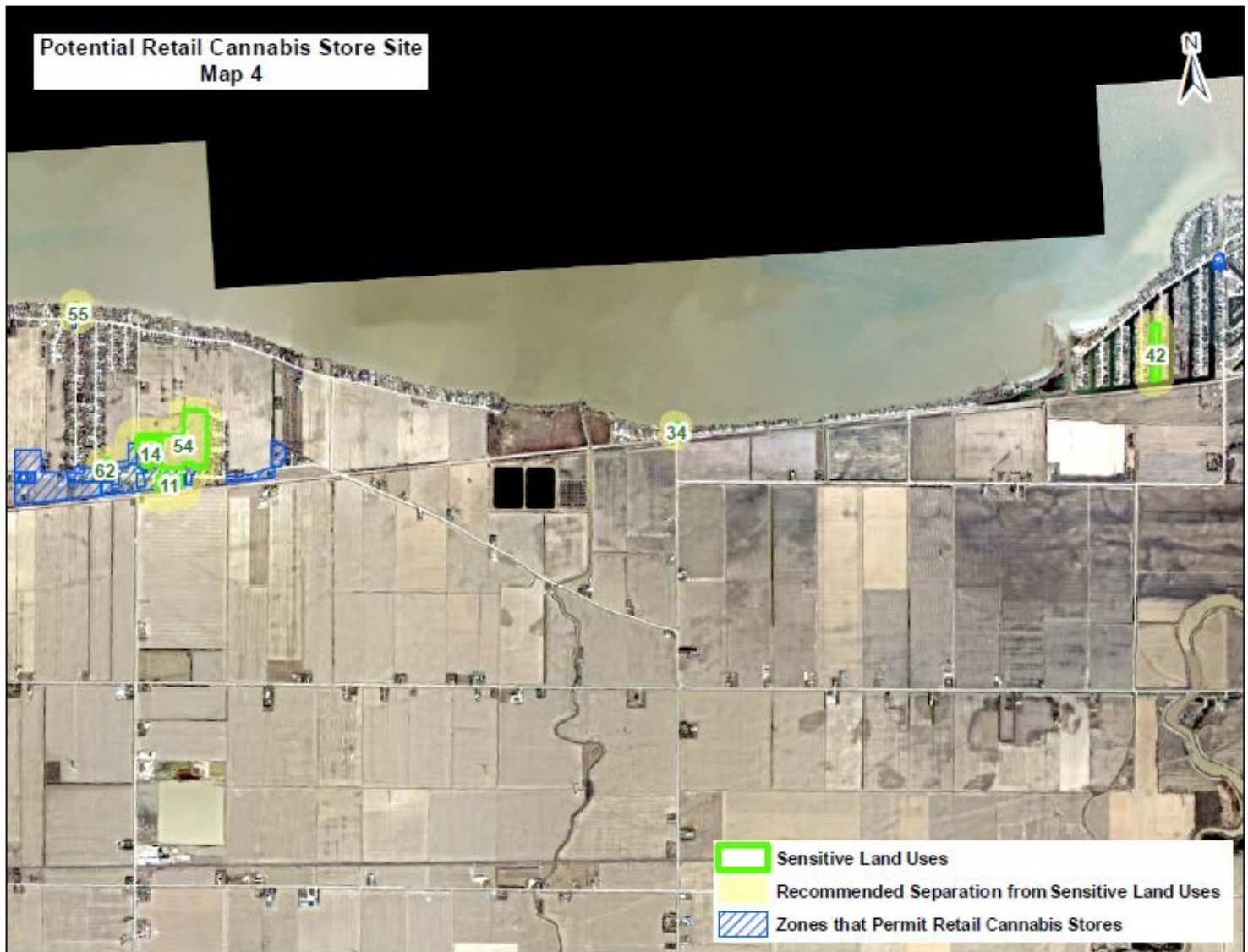
Potential Retail Cannabis Store Site
Overview















The Corporation of the Town of Lakeshore

By-law 36-2020

A By-law to Amend By-law 58-2010 being a Comprehensive By-law Governing Procurement Policies and Procedures of the Town of Lakeshore to Remove the Requirement for Public Tender Openings

Whereas By-law 58-2010 was passed on July 13, 2010 pursuant to the *Municipal Act, 2001* for governing procurement policies and procedures;

And whereas section 270(1)(3) of the *Municipal Act, 2001* states that a municipality shall adopt and maintain policies with respect to its procurement of goods and services;

And whereas there is no requirement for municipal bids to be opened in a public tender opening but it is important to open bid submissions in a transparent manner while observing bid compliance regulations;

Now therefore, the Council of The Corporation of the Town of Lakeshore enacts as follows:

1. The Purchasing Policy, forming part of By-law 58-2010, is repealed and replaced with Schedule "A" to this by-law which shall form Schedule "C" to By-law 58-2010.
2. This By-law shall come into force and effect upon passage.

Read and passed in open session on April 28, 2020.

**Tom Bain
Mayor**

**Kristen Newman
Clerk**

Schedule “A” to By-law 36-2020

**Schedule “C” to By-law 58-2010 being a Comprehensive By-law
Governing Procurement Policies and Procedures of the Town of Lakeshore to
Remove the Requirement for Public Tender Openings**

PURCHASING POLICY

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PART I
INTERPRETATION

1.1 DEFINITIONS

In this policy, unless a contrary intention appears,

“accountability” means having responsibility to account for ones conduct in an explicable and understandable manner;

“agreement” means a formal written legal agreement or contract for the supply of goods, services, equipment or construction;

“best value” means the optimal balance of performance and cost determined in accordance with the pre-defined evaluation plan. Best value may include a time horizon that reflects the overall life cycle of a given asset;

“bid deposit” means currencies, certified cheques, bond surety issued by a surety company or other form of negotiable instrument to ensure the successful bidder will enter into an agreement;

“certificate of clearance” from the Workplace Safety and Insurance Board means a certificate issued by an authorized official of the Workplace and Insurance Board certifying that the Board waives its rights under subsection 9(3) of the Workers’ Compensation Act, R.S.O. 1990, Chapter W.11;

“contract” means any formal or deliberate written agreement for the purchase of goods, services, equipment or construction;

“contract record” is a document which outlines the terms and conditions of the agreement;

“declaration respecting Workers Compensation Act, R.S.O. 1990/Corporation Tax Act” means a declaration that the bidder has paid all assessments or compensation payable and has otherwise complied with all requirements of the Workplace Safety and Insurance Board and that the bidder has paid all taxes and/or penalties imposed on it pursuant to the Corporation Tax Act, R.S.O., 1990;

“emergency” means a situation, or the threat of an impending situation, which may affect the environment, the life, safety, health and/or welfare of the general public, or the property of the residents of the Town of Lakeshore, or to prevent serious damage, disruption of work, or to restore or to maintain essential service to a minimum level;

“executed agreement” means a form of agreement, either incorporated in the bid documents or prepared by the Town or its agents, to be executed by the successful bidder and the Town;

“insurance documents” means certified documents issued by an insurance company licensed to operate by the Government of Canada or the Province of Ontario certifying that the bidder is insured in accordance with the Town’s insurance requirements as contained in the bid documents;

“irregular result” means that in any procurement process where competitive bids or proposals are submitted and any of the following has occurred or is likely to occur:

- i the lowest responsive bid or proposal exceeds the estimated cost or budget allocation;
- ii for any reason the award of the contract to or the purchase from the lowest responsive bidder or proponent is procedurally inappropriate or not in the best interest of the Corporation;
- iii the specifications of a tender call or request for proposal cannot be met by two or more suppliers; or
- iv concurrence cannot be achieved between the Department Head and the Purchasing Coordinator

“irregularities contained in bids” is defined in Appendix “A” and includes the appropriate response to those irregularities;

“irrevocable letter of credit” means an irrevocable letter on the financial institution’s standard form containing a request that the party to whom it is addressed pay the bearer or a person named therein money as a result of failure to perform or fulfill all the covenants, undertakings, terms, conditions and agreements contained in a contract;

“labour and material bond” means a bond issued by a surety company on the Town of Lakeshore standard Form of Bond to ensure that the contractor will pay his or her suppliers and thereby protects the Corporation against items that might be granted to supplier should the contractor not make proper payments;

“letter of agreement to bond” means a letter or other form issued by a bonding agency licensed to operate by the Government of Canada or the Province of Ontario advising that, if the bidder is successful the bonding agency will issue the required bonds;

“negotiation” means conferring with one or more vendors to reach an agreement on needed goods or services under the conditions outlines in this policy;

“performance bond” means a bond issued by a surety company on the Town of Lakeshore standard Form of Bond executed in connection with a contract and which secures the performance and fulfillment of the undertakings, covenants, terms, conditions and agreements contained in the contracts;

“Purchasing Coordinator” is the Treasurer or his/her designate

“quotation” means a request for prices on a specific goods and/or services from selected vendors that are submitted verbally, in writing or transmitted by facsimile as specified in the Request for Quotation;

“request for information” is used prior to issuing a tender call as a general market research tool to determine what products and services are available, scope out business requirements, and/or estimate project costs. The response may be subject to further requests;

“request for prequalification” means a formal Town solicitation for details on suppliers backgrounds, capabilities and resources, and the goods or services they are offering, such information shall be used to pre-qualify suppliers and/or their goods and services to be invited to submit bids;

“single source” means a supplier of particular goods or services that has been identified based on the criteria outlined herein;

“sole source” means the only supplier of particular goods or services;

“tender” means a sealed bid which contains an offer in writing to execute some specified services, or to supply certain specified goods, at a certain price, in response to a publicly advertised request for bids;

“transparency” means the condition of being easily seen through, discerned, evident or obvious in a way that is understandable, frank and open to all persons;

“triggering event” means an occurrence resulting from an unforeseen action or consequence of an unforeseen event, which must be remedied on a time sensitive basis to avoid a material financial risk or serious or prolonged risk to persons or property;

“unsolicited offer” means an offer to supply goods or services to the Town which was not asked for and which may or may not represent a thing of value to the Town;

“value analysis” typically refers to a life cycle costing approach to valuing a given alternative, which calculates the long-term expected impacts of implementing the particular option;

PART II
GENERAL PROCUREMENT POLICY

2.1 PROCUREMENT DOCUMENTATION

- a) In order to maintain consistency, guidelines shall be provided to Department Heads on procurement policies and procedures and on the structure, format and general content of procurement documentation.
- b) Procurement documentation shall avoid use of specific products or brand names.
- c) Municipal purchases will be made with the highest possible level of Canadian content available. Bidders are to identify the source of goods and services, and the overall Canadian content, where possible.
- d) Notwithstanding Subsection 2.1b) a Department Head may specify a specific product, brand name or approved equal for essential functionality purposes to avoid unacceptable risk or for some other valid purpose. In such instances, the Department Head and the Purchasing Coordinator shall manage the procurement to achieve a competitive situation if possible.
- e) Department Heads shall:
 - i) give consideration to the need for value analysis comparison of options or choices,
 - ii) ensure that adequate value analysis comparisons are conducted to provide assurance that the specification will provide best value, and
 - iii) include the value analysis documentation in the procurement file.
- f) The Department Heads shall issue tender documents for goods and services.

PART III
GENERAL PROCUREMENT PROCEDURES

3.1 OBJECTIVES

The Town’s overall purchasing objectives are as follows:

OBJECTIVE 1: Corporate Efficiency

Purchases must be for unique Departmental requirements such that corporate purchasing power or standardization is not a factor in costing. Requirements cannot be split in order to qualify for this process.

OBJECTIVE 2: Competitive Process

A competitive process is undertaken whereby the most open bidding process practicable for the acquisitions of goods and services is used. Care must be taken as to how bids are sought, bidder's lists are maintained and how competition is encouraged.

OBJECTIVE 3: Open Process

Departmental needs are communicated to bidders, who are able to bid on goods or services they are qualified to provide. There should be no limitation of bids to an established listing.

OBJECTIVE 4: Transparent Process and Accountability

The process is undertaken based on clear definition of the product or service requirement, and a clear outline of the review and criteria to be undertaken. The decision to choose the low bidder will be based solely on the requirements as documented, the bidder document, and the application of the review criteria. The same decision should be arrived at each time given the same set of facts, which will facilitate the dispute resolution process.

OBJECTIVE 5: Fair Process

The process will be fair, such that no action is undertaken by Town staff to allow any given bidder an unfair advantage. This does not however, require Town action to ensure that existing conditions are changed to ensure that any conversion costs from an incumbent to another supplier are ignored in an evaluation – it is in the best interest of the Town to ensure that such “leveling of the playing field” is not required.

OBJECTIVE 6: Insurance and Risk Management

WSIB certificates of clearance, where required, must be obtained at the commencement of the project and periodically as the work is completed. The Town's standard Performance and Labour and Material Bonds are to be maintained and updated throughout the contract and released upon completion.

OBJECTIVE 7: Authorization of Capital Works

References to budget must be made to ensure that there are sufficient funds to pay for the contract and the project is part of the budget allocation.

OBJECTIVE 8: Standardization

In order to assist in ensuring that legal and insurance risks are controlled, standard formats should be followed for Requests for Quotation, Tender and Proposal, where possible. These formats will be updated as appropriate.

OBJECTIVE 9: Environmental Considerations

In order to contribute to waste reduction and to increase the development and awareness of environmentally sound purchasing, acquisitions of goods and services will ensure that, wherever possible, specifications are amended to provide for expanded use of durable products, reusable products and products (including those used in services) that contain the maximum level of post-consumer waste and/or recyclable content, without significantly affecting the intended use of the product or service. It is recognized that cost analysis is required in order to ensure that the products are made available at competitive prices.

OBJECTIVE 10: Total Cost Consideration

In evaluating quotations, tenders and proposals, consideration is to be given, wherever possible, to the total cost of acquisition, repair, staff training, operation and disposal rather than only the lowest invoice price to ensure the best value is being obtained for the price to be paid.

3.2 REQUESTS FOR QUOTATION

Request for Quotation procedures shall be used where:

- i the item is greater than \$5,000 but not greater than \$35,000
- ii the requirement can be fully defined; and,
- iii best value for the Town can be achieved by an award selection made on the basis of the lowest bid that meets specifications.

3.3 INFORMAL QUOTATION (Greater than \$5,000 but not greater than \$20,000)

- a) The Department Head, or designate, shall consider the relevant specifications, budget authorization, approval authority and terms and conditions for the purchase of goods, services or construction.
- b) The Department Head, or designate, shall obtain 3 bids either by way of phone, e-mail, fax or similar communication method, vendor advertisements or vendor catalogues. The award of the contract shall be to the lowest responsive quote subject to the specifications and contractor performance. Evidence of the informal quotation shall be attached to the purchase order/invoice.
- c) The Town reserves the right to accept or reject any submission.

3.4 FORMAL QUOTATION (Greater than \$20,000 up to \$35,000)

- a) The Department Head shall consider the relevant specifications, budget authorization, approval authority, and terms and conditions for the purchase of goods, services or construction.
- b) The Department Head shall obtain a minimum of 3 bids on a publicly advertised basis. The award of the contract shall be to the lowest quote subject to the specifications and contractor performance.
- c) The Department Head shall prepare a report to the Purchasing Coordinator outlining a summary of the bids and recommend the award of the contract to the lowest responsive quote subject to the specifications and contractor performance for those quotations over \$30,000 and up to \$75,000.
- d) The Town reserves the right to accept or reject any submission.

3.5 REQUEST FOR TENDER

- a) Request for Tender procedures shall be used where:

- i the item is greater than \$35,000;
- ii the requirement can be fully defined; and
- iii best value for the Town can be achieved by an award selection made on the basis of the lowest bid that meets specifications.

- b) The Department Head shall consider the relevant specifications, budget authorization, approval authority and terms and conditions for the purchase of goods, services or construction.
- c) The Department Head shall prepare a report to the Purchasing Coordinator outlining a summary of the bids and recommend the award of the contract to the

lowest responsive quote subject to the specifications and contractor performance where the value is under \$75,000. Where the value is greater than \$75,000, the Department Head shall prepare a report to Council outlining a summary of the bids and recommend the award of contract to the lowest responsive bidder, subject to the specifications and contractor performance.

- d) With respect to all reports initiated for tenders, there shall be a report on the sources of financing, allocation of revenues, and other financial commentary as considered appropriate.
- e) The Town reserves the right to accept or reject any submission.

3.6 REQUEST FOR PROPOSAL

- a) Request for Proposal procedures shall be used where:
 - i) the requirement is best described in a general performance specification;
 - ii) innovative solutions are sought; and
 - iii) to achieve best value, the award selection will be made on an evaluated point per item or other method involving a combination of mandatory and desirable requirements.
- b) The Request for Proposal method of purchase is a competitive method of purchase that may or may not include Vendor pre-qualification.
- c) A Request for Information may be issued in advance of a proposal to assist in the development of a more definitive set of terms and conditions, scope of work/service and the selection of qualified Vendors.
- d) Where the requirement is not straightforward or an excessive workload would be required to evaluate proposals, either due to their complexity, length, number of any combination thereof, a procedure may be used that would include a pre-qualification phase.
- e) A list of suggested evaluation criteria for assistance in formulating an evaluation scheme using a Request for Proposal shall be maintained. This may include factors such as qualifications and experience, strategy, approach, methodology, scheduling and past performance, facilities, equipment, and pricing.
- f) Department Heads and the Purchasing Coordinator or Chief Administrative Officer shall identify appropriate criteria, including the weighting, which will be included in the proposal, from the list maintained for use in a Request for Proposal but are not limited to criteria from the list. Cost will always be included as a factor, as best value includes both quality and cost.
- g) The Department Head shall consider budget authorization, approval authority, terms of reference and evaluation criteria to be applied in assessing the proposals submitted.
- h) A Selection Committee composed of a minimum of one representative from the Department and the Purchasing Coordinator shall review all proposals against the established criteria, reach consensus on the final rating results, and ensure that the final rating results, with supporting documents, are kept in the procurement file.
- i) During the proposal process all communications with bidders shall be through the Department Head or designate.
- j) The Department Head shall forward to Council an evaluation summary of the procurement for those \$75,000 or higher, as well as the Committee's recommendation for award of the contract to the supplier meeting all mandatory requirements and providing best value as stipulated in the Request for Proposal.

Where the lowest bid is not accepted, the Department Head is responsible for documenting the determination of best value, in a confidential report to the Town Treasurer prior to award of contract.

- k) With respect to all reports initiated for Request for Proposals, a report on the sources of financing, allocation of revenues, and other financial commentary as considered appropriate, shall be prepared.
- l) Reporting will not include summaries of bids, as this information will remain confidential. Any disclosure of information shall be made by the appropriate officer in accordance with the provisions of the Municipal Freedom on Information and Protection of Privacy Act, R.S.O. 1990.
- m) Unsuccessful proponents may, upon their request, attend a debriefing session with the Department Head to review their bid submission. Discussions relating to any bid submissions other than that of the proponent present will be strictly prohibited.
- n) The Town reserves the right to accept or reject any submission.

3.7 PRE-QUALIFICATION PROCESS

- a) A Request for Pre-qualification may be used where:
 - i construction work is required under Sections 4, 74 and 78 of the Drainage Act having a value up to \$75,000;
 - ii construction work is required for road paving and padding having a value up to \$75,000;
 - iii best value for the Town can be achieved by an award selection made on the basis of the lowest bid that meets specifications.
- b) Suppliers and contractors will be invited to submit information as outlined in Appendix B to pre-qualify for the invitation of quotations and tenders on an annual basis.
- c) The Department Head will undertake such investigations to ensure that the applicant is a bonafide registered company or business and will undertake other searches and enquiries to ensure that the applicant has the technical and financial capacity appropriate to the pre-qualification class being sought. Searches will not necessarily be confined to references proposed by the applicant and may include information gathered from other agencies.
- d) To be considered for pre-qualification, the applicant must demonstrate the criteria as outlined in Appendix B. Applicants will provide updated information on insurance coverage and WSIB annually.
- e) Applicants may apply for pre-qualification in one or more categories, with a separate application required for each category, as outlined in Appendix B.
- f) The project will not be publicly tendered where costs are less than \$75,000.
- g) Prequalified contractors that have not submitted a bid in a two year period will be removed from the list.
- h) Prequalified contractors who have received an unsatisfactory performance will be removed from the prequalified list in accordance with section 4.12.
- i) Failure to supply all of the information requested in the application form shall result in the application being rejected. Applicants who are unable to demonstrate that they meet the requirements listed for the class and level applied for shall be rejected. Applicants will receive written notice of the outcome of the assessment

within four (4) weeks from the date of receipt of the application and related documentation.

- j) Applicants may file an appeal of the decision of pre-qualification or a suspension in pre-qualification to Town Council within fourteen (14) days of being advised of the outcome of the application or review. The applicant/contractor shall have the right of appearance before council if they desire. The decision of Town Council will be final and will be forwarded to the applicant within five (5) days of their review.
- k) An approved pre-qualification will lapse after three (3) years. The contractor will be advised prior to the pre-qualification lapsing and may reapply for a further three (3) year term.

3.8 BLANKET CONTRACT PURCHASES

- a) A Request for Blanket Contract may be used where:
 - i one or more departments repetitively order the same goods or services and the actual demand is not known in advance, or
 - ii a need is anticipated for a range of goods and services for a specific purpose, but the actual demand is not known at the outset, and delivery is to be made when a requirement arises.
- b) The Department Head shall establish and maintain Blanket Contracts that define source and price with selected suppliers for all frequently used goods or services.
- c) To establish prices and select sources, the Department Head shall employ the provisions contained in this Policy for the acquisition of goods, services and construction.
- d) More than one supplier may be selected where it is in the best interests of the Town and the bid solicitation allows for more than one.
- e) Where purchasing action is initiated by a department for frequently used goods or services, it is to be made with the supplier or suppliers listed in the Blanket Contract.
- f) In a Request for Blanket Contract, the expected quantity of the specified goods or services to be purchased over the time period of the agreement will be as accurate an estimate as practical and be based, to the extent possible, on previous usage adjusted for any known factors that may change usage.

3.9 NON-COMPETITIVE PURCHASES

- a) The requirement for competitive bid solicitation for goods, services and construction may be waived under joint authority of the appropriate Department Head and the Purchasing Coordinator and replaced with negotiations by the Department Head under the following circumstances:
 - i where competition is precluded due to the application of any Act or legislation or because of the existence of patent rights, copyrights, technical secrets or controls or raw material;
 - ii where due to abnormal market condition, the goods, services or construction required are in short supply;
 - iii where only one source of supply would be acceptable and cost effective;
 - iv where there is an absence of competition for technical or other reasons and the goods, services or construction can only be supplied by a particular supplier and no alternative exists;
 - v where the nature of the requirement is such that it would not be in the public interest to solicit competitive bids as in the case of security or confidentiality matters;

- vi where in the event of an “Emergency” as defined by this Policy, a requirement exists;
 - vii where the requirement is for a utility for which there exists a monopoly.
 - viii where the landowner will be assessed 100% of all costs for works under the Drainage Act and the landowner wishes to choose a contractor from the prequalified list of contractors created pursuant to section 3.7. Notwithstanding 3.9 b) Council approval will not be required.
- b) When a Department Head intends to select a supplier to provide goods, services or construction pursuant to subsection 3.9 a), a written report indicating the compelling rationale that warrants a non-competitive selection will be submitted by the Department Head to Town Council for approval.

3.10 PROCUREMENT IN EMERGENCIES

Where, in the opinion of the Chief Administrative Officer, or two Department Heads, an emergency has occurred requiring the immediate procurement of goods, services or construction,

- i) the Department Head, with authorization by the Chief Administrative Officer, or two Department Heads, may initiate a purchase in excess of the preauthorized expenditure limit by the most expedient and economical means; and
- ii) any purchase under such conditions together with a source of financing shall be justified and reported to the next meeting of the Town Council following the date of the purchase.

3.11 DIRECT NEGOTIATION

Unless otherwise provided in accordance with the Purchasing By-law and this policy, goods and services may be purchased using the Direct Negotiation method only if one or more of the following conditions apply:

- i the required goods and services are reasonably available from only one source by reason of the scarcity of supply in the market or the existence of exclusive rights held by any supplier or the need for compatibility with goods and services previously acquired and there are no reasonable alternatives or substitutes;
- ii the required goods and services will be additional to similar goods and services being supplied under an existing contract (i.e. contract extension or renewal);
- iii an attempt to purchase the required goods and services has been made in good faith using a method other than Direct Negotiation under Section 3.2 through 3.7 of this policy which has failed to identify a successful supplier and it is not reasonable or desirable that a further attempt to purchase the goods and services be made using a method other than Direct Negotiation;
- iv the goods and services are required as a result of an emergency, which would not reasonably permit the use of a method other than Direct Negotiation;
- v the required goods and services are to be supplied by a particular vendor or supplier having special knowledge, skills, expertise or experience.

3.12 COOPERATIVE PURCHASING

- a) The Town may participate with other government agencies or public authorities in cooperative purchasing where it is in the best interests of the Town to do so and where the purposes, goals and objectives of this policy are complied with by such government agencies and public authorities.
- b) The policies of the government agencies or public authorities calling the cooperative Bid Solicitation are to be the accepted policy for that particular purchase.

3.13 TENDER CALL BEFORE AND AFTER APPROVALS RECEIVED

- a) Following the adoption of the capital budget by Council, the Department Head is authorized to call tenders for municipal construction projects and the acquisition of equipment.
- b) Notwithstanding a) above, the Department Head may call tenders for municipal construction projects and the acquisition of equipment prior to the adoption of the capital budget by Council provided the call and award of such tenders are specifically subject to receipt of such approvals.
- c) The Department Head is authorized to obtain, prior to the adoption of the capital budget by Council, sealed bids for additional and replacement equipment, provided that the documents include a clause specifically stating that the acceptance of a bid and placing of the order is subject to budget approval by Council and the items specified may be subject to change in quantity and/or deletion.

PART IV

BID AND CONTRACT ADMINISTRATION

4.1 CHANGES TO CONTRACT UNDER CALL

- a) A list of the name, mailing address, e-mail address, telephone number and fax number is to be maintained of all prospective bidders to facilitate distribution of addendums and when necessary to extend or cancel a contract under call.
- b) Interpretations will be made in reply to queries from bidders only in the form of written addendum. When it becomes necessary to revise, delete, substitute or add to any tendering material or contract under call, the Department Head shall forward by fax to each Contractor/Supplier who obtained tender forms for the contract a copy of the addendum. A copy of the addendum shall be stapled to each tender form not yet distributed.
- c) When it is advisable to cancel a contract under call, each Contractor/Supplier who received tender documents shall be notified by telephone and followed by fax that the contract has been cancelled and will have any tenders, if submitted, returned unopened by hand, courier or registered mail.
- d) When it is advisable to extend a closing date each Contractor/Supplier who received a tender document shall be notified of the extension by fax. If a tender has already been received before the notification of the extension of time the Contractor/Supplier shall be advised by fax that his submission will be returned, unopened, upon request.

4.2 SUBMISSION OF BIDS

- a) Bids shall be accepted in paper form to the Purchasing Coordinator at the time and date specified by the tender call.
- b) A locked drawer shall be provided for the safekeeping of tenders.
- c) When a tender is received, the envelope shall be time and date stamped. The computer time is the recognized time piece for the purpose of submissions. Receipt of each tender shall be recorded on a list of tenders received and the tender shall be deposited unopened, in the tender drawer. The number of bids received and the names of bidders are confidential and shall not be divulged prior to the tender opening. A bidder who has already submitted a tender bid may submit a further tender bid at any time up to the official closing time and date specified by the tender call. The last tender bid received shall supersede and invalidate all bids previously submitted by that bidder.

- d) A bidder may withdraw his or her tender bid at any time up to the official closing time by letter bearing his or her signature as in his or her bid submitted to the Department Head. Telephone requests will not be considered. When the withdrawal is made in person and the person is other than a senior official of the company, and for letter withdrawals, the authenticity of the request must be confirmed by telephoning a responsible official of the company.
- e) The closing time for receiving tender bids shall be 12.00 PM noon on Fridays. If the tender is received late, it shall be returned unopened to the bidder by mail. If a late bid is received without a return address on the envelope it shall be opened, address obtained and then returned. The covering letter should state why the envelope could not be returned unopened.
- f) Bids shall be opened prior to close of business on the date that the tender call closes. The Purchasing Coordinator shall be responsible for arranging for the opening of the tender bids and the following shall be in attendance at that time:
 - i) the Department Head or his/her designate;
 - ii) the Purchasing Coordinator or his/her designate
- g) Each tender shall be stapled to the applicable tender envelope and the bid deposit clipped to the tender form.
- h) If correspondence is found enclosed with a tender in the tender envelope, that tender shall be considered to be an improper bid and shall be so noted in the record of tenders opened. The correspondence and the tenders shall be referred to the solicitor for recommendation as to acceptance or rejection.
- i) When tenders have been opened, the Purchasing Coordinator shall check the listing of tenders received, and the number of tenders opened to ensure that all tenders received are accounted for. If a discrepancy occurs, the tender opening proceedings shall be delayed until all tenders have been accounted for or the discrepancy resolved.
- j) Intentionally blank.
- k) The Department Head shall have a list prepared (Record of Tenders) in order of bid amount from low to high recording the name of each bidder and the amount of the tender. At this time the Department Head shall close the tender by drawing a diagonal line in the unused space in the listing and signing the form, together with the Purchasing Coordinator.
- l) The checking of tenders shall be completed as soon as possible following the opening of each tender. Any tender that has been rejected or is improper shall be so noted on the Record of Tenders opened. For a rejected bid the amount shall not be listed.
- m) Upon completion of the checking of tenders, the unofficial bid results of all qualified bids shall be posted to the Town's electronic bids and tenders website.

4.3 AWARDING OF CONTRACT

- a) Upon completion of the checking of tenders, the Purchasing Coordinator shall send a notification of acceptance to the successful bidder advising him that his tender has been accepted and advising that the contract documents will follow for execution.

- b) Following review of the tenders, all deposit cheques other than the low and second low bidders shall be returned to the applicable bidders by mail or picked up by the bidder. The tender certified deposit cheques that are retained shall not be cashed.
- c) The successful bidder, if requested in the tender document shall submit the following documentation in a form satisfactory to the Town within ten working days from the date of mailing of the notice by the Town to the tenderer to do so by the Town:
 - i executed performance bonds and labour and material bonds;
 - ii executed agreement;
 - iii insurance documents in compliance with the tender documents;
 - iv declarations respecting the Workplace Safety and Insurance Board;
 - v certificate of clearance from the Workplace Safety and Insurance Board; and
 - vi any other documentation requested to facilitate the execution of the contract.
- d) When copies of the executed contract are returned and found acceptable to the Municipality, the deposit cheques of the successful bidder and the second low bidder shall be returned by certified mail or be picked up by the bidder.
- n) If a contract has been awarded and the successful low bidder fails to sign the contract or provide the necessary documents as outlined within the specified time, the Town may grant additional time to fill the necessary requirements or may recommend to either award the contract to the next lowest bidder or cancel the contract. If additional time is not granted, the deposit of the low bidder shall be forfeited. If the contract is to be awarded to the second low bidder, his deposit cheque shall be retained until he has actually signed the contract. If the second low bidder fails, or declines, to execute the contract if awarded to him his deposit shall be forfeited.

4.4 NO ACCEPTABLE BID OR EQUAL BIDS RECEIVED

- a) Where bids are received in response to a bid solicitation but exceed budget, are not responsive to the requirement, or do not represent fair market value, a revised solicitation shall be issued in an effort to obtain an acceptable bid unless Subsection 4.4 b) applies.
- b) The Department Head and the Purchasing Coordinator jointly may waive the need for a revised bid solicitation and enter into negotiations with the lowest responsive bidder under the following circumstances:
 - i The total cost of the lowest responsive bid is in excess of the funds appropriated by Town Council for the project and
 - ii The Department Head and the Purchasing Coordinator agree that the changes required to achieve an acceptable bid will not change the general nature of the requirement described in the bid solicitation.
- c) The method of negotiation shall be that accepted as standard negotiating procedures that employ ethical public procurement practices.
- d) The Town of Lakeshore has the right to cease negotiations and reject any offer.
- e) If two equal bids are received the bidders shall be advised that the tender to be accepted will be decided by means of a draw. The names of the tied bidders shall be placed in a container and the tender to be accepted shall be drawn by the Purchasing Coordinator or his designate. The time and location of the draw shall be set by the Purchasing Coordinator or his designate and the bidder shall be so advised in order that they may be present. Should any bidder elect not to be represented at the draw, the draw will proceed regardless.

4.5 ONLY ONE BID RECEIVED

- a) In the event only one bid is received in response to a request for tender, the Department Head may return the unopened bid to the bidder when, in the opinion of the Department Head and the Purchasing Coordinator, using criteria, based on the number of bids which might reasonably be expected on a given type of bid, additional bids could be secured. In returning the unopened bid the Department Head shall inform the bidder that the Town may be recalling the tender at a later date.
- c) In the event that only one bid is received in response to a request for tender, the bid may be opened and evaluated in accordance with the Town's usual procedures when, in the opinion of the Department Head and Purchasing Coordinator, the bid should be considered by the Town. If, after evaluation by the Department Head and Purchasing Coordinator, the bid is found not to be acceptable, they may follow the procedures set out in Subsection 4.4 a) to d).
- d) In the event that the bid received is found acceptable, it will be awarded as an Irregular result under Schedule "A" of the Purchasing By-law.

4.6 GUARANTEES OF CONTRACT EXECUTION AND PERFORMANCE

- a) The Department Head may require that a bid be accompanied by a Bid Deposit or a Bid Bond to guarantee entry into a contract.
- b) In addition to the security referred to in Subsection 4.6 a), the successful supplier may be required to provide:
 - i A Performance Bond to guarantee the faithful performance of the contract and;
 - ii A Labour & Material Bond to guarantee the payment for labour and materials to be supplied in connection with the contract
- c) The Department Head shall select the appropriate means to guarantee execution and performance of the contract. Means may include one or more of, but are not limited to, financial bonds or other forms of security deposits, provisions for liquidated damages, progress payments, and holdbacks.
- d) A bid deposit shall be required to accompany and be included in the envelope containing the bid documents in the following circumstances:
 - i All bids for municipal constructions projects greater than \$50,000;
 - ii Special maintenance contracts, except for those contracts, whose price in the opinion of the Purchasing Coordinator is disproportionate to the cost to the contractor of obtaining a bid deposit.
- e) When a bid deposit is required the amount of the bid deposit shall be 10 percent of the total bid submitted. If the tender is for a large construction project, the bid deposit may be reduced from the 10% minimum to a number more in line with the estimated cost of the project with the concurrence of the Department Head and the Purchasing Coordinator.
- f) Prior to commencement of work and where deemed appropriate, evidence of Insurance Coverage satisfactory to the Department Head must be obtained, ensuring indemnification of the Town of Lakeshore from any and all claims, demands, losses, costs or damages resulting from the performance of a supplier's obligations under the contract. The Town shall be added as an additional insured.
- g) Prior to payment to a supplier, a Certificate of Clearance from the Workplace Safety and Insurance Board shall be obtained ensuring all premiums or levies have been paid to the Board to date.
- h) The Department Head shall ensure that the guarantee methods selected will:

- i) not be excessive but sufficient to cover financial risks to the Town;
 - ii) provide flexibility in applying leverage on a supplier so that the penalty is proportional to the deficiencies, and
 - iii) comply with provincial statutes and regulations.
- i) All bidders shall include in the tender/sealed bid envelope the following:
 - i) the tender/bid form issued by the Town or its agents;
 - ii) the statutory declaration, if applicable;
 - iii) the tender bid deposit; and
 - iv) the addenda/acknowledgement, if applicable.
- j) When a performance bond or labour and material bond is required, the amount of the bond shall be 100 percent of the amount of the tender bid, unless the Department Head recommends and the Purchasing Coordinator approves a lower level of bonding.
- k) A minimum payment holdback of 10 percent shall be mandatory on all construction contracts for costs greater than \$20,000 and where the project covers a period of time where progress billings are received. Where payment is made at the end of the project, any holdback will be limited to a minimum of any deficiencies and/or any incomplete portions of the work.
- l) The responsible Department Head may release the holdback funds on construction contracts upon:
 - i) the contractor submitting a statutory declaration that all accounts have been paid and that all documents have been received for all damage claims;
 - ii) receipt of clearance from the Workplace Safety and Insurance Board for any arrears of Workplace Safety and Insurance Board assessment;
 - iii) all the requirements of the Construction Lien Act, R.S.O. 1990, being satisfied;
 - iv) receipt of certification, where applicable, that liens have not been registered and substantial performance.
- m) Treasury is authorized to cash and deposit any bid deposit cheques in the Town's possession that are forfeited as a result of non-compliance with the terms, conditions and/or specifications of a sealed bid.

4.7 CONTRACTUAL AGREEMENT

- a) The award of contract may be made by way of a formal agreement, Contract Record or Purchase Order.
- b) A Purchase Order or Contract Record is to be used when the resulting contract is straightforward. A formal agreement is to be used when the resulting contract is complex.
- c) It shall be the responsibility of the Department Head and/or the Town Solicitor to determine if it is in the best interest of the Town to establish a formal agreement with the supplier.
- d) Where it is determined that Subsection 4.7 c) is to apply, the formal agreement shall be reviewed and approved for execution by the Town Solicitor.
- e) Where a formal agreement is required, as a result of the award of a contract, the Mayor and Town Clerk shall execute the agreement in the name of the Town of Lakeshore.
- f) Where a formal agreement is not required, the Department Head shall issue a Purchase Order or Contract Record incorporating the terms and conditions relevant to the award of contract.

4.8 EXERCISE OF CONTRACT RENEWAL OPTIONS

- a) Where a contract contains an option for renewal, the Department Head may exercise such option provided that all of the following apply:
 - i the supplier's performance in supplying the goods, services or construction is considered to have met the requirements of the contract;
 - ii The Department Head and the Purchasing Coordinator agree that the exercise of the option is in the best interest of the Town;
 - iii funds are available in appropriate accounts within Town Council approved budget including authorized revisions to meet the proposed expenditure; and
 - iv a valid business case has been completed.
- b) Where a contract does not contain an option for renewal, the Department Head may consider an extension for no more than the term of the original contract provided that all of the criteria as outlined in 4.8 a) apply. The extension in this case is to be approved by Council.
- c) The business case shall be authorized by the Department Head and shall include written explanation as to why the renewal is in the best interest of the Town and include comment on the market situation and trend.

4.9 CONTRACT AMENDMENTS AND REVISIONS

- a) No amendment or revision to a contract shall be made unless the amendment is in the best interest of the Town.
- b) No amendment that changes the price of a contract shall be agreed to without a corresponding change in requirement or scope of work.
- c) Amendments to contracts are subject to the identification and availability of sufficient funds in appropriate accounts within Town Council approved budget including authorized revisions.
- d) Department Heads may authorize amendments to contracts provided that the total amended value of the contract is within the approval authority as noted in Schedule "A".
- e) Where expenditures for the proposed amendment combined with the price of the original contract exceeds Town Council approved budget for the project, a report prepared by the Department Head shall be submitted to Town Council recommending the amendment, and proposing the source of financing.

4.10 EXECUTION AND CUSTODY OF DOCUMENTS

- a) The Mayor and Town Clerk are authorized to execute formal agreements in the name of the Town of Lakeshore for which the award was made.
- b) Department Heads shall have the authority to execute Purchase Orders and/or Contract Records issued in accordance with these provisions.
- c) The Clerk shall be responsible for the safeguarding of original purchasing and contract documentation for the contracting of goods, services or construction for which the award is made.

4.11 EXCLUSION OF BIDDERS IN LITIGATION

- a) The Town may, in its absolute discretion, reject a Tender or Proposal submitted by the bidder if the bidder, or any officer or director of the bidder is or has been engaged, either directly or indirectly through another corporation, in a legal action against the Town, its elected or appointed officers and employees in relation to:

- i any other contract or services; or
 - ii any matter arising from the Town's exercise of its powers, duties, or functions.
- b) In determining whether or not to reject a quotation, tender or proposal under this clause, the Town will consider whether the litigation is likely to affect the bidder's ability to work with the Town, its consultants and representatives, and whether the Town's experience with the bidder indicated that the Town is likely to incur increased staff and legal costs in the administration of the contract if it is awarded to the bidder.

4.12 EXCLUSION OF BIDDERS DUE TO POOR PERFORMANCE

- a) The Department Head shall document evidence and advise the Purchasing Coordinator in writing where the performance of a supplier has been unsatisfactory in terms of failure to meet contract specifications, terms and conditions or for Health and Safety violations.
- b) The pre-qualification of a contractor shall be reviewed and suspended by the Department Head where he/she becomes aware of:
- i unsatisfactory performance on Town contracted works;
 - ii material adverse change in a contractor's technical, financial, managerial or organizational capability.
- c) The Purchasing Coordinator may, in consultation with the Town Solicitor, prohibit an unsatisfactory supplier/existing pre-qualified contractor from bidding on future Contracts for a period of up to three years.

4.13 ACCESS TO INFORMATION

The disclosure of information received relevant to the issue of bid solicitations or the award of contracts emanating from bid solicitations shall be made by the appropriate officers in accordance with the provisions of the Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, as amended.

PART V GENERAL

5.1 DIRECT SOLICITATION OF DEPARTMENTS

- a) Unsolicited Proposals received by the Town shall be reviewed by the Department Head.
- b) Any procurement activity resulting from the receipt of an Unsolicited Proposal shall comply with the provisions of the By-law.
- c) A contract resulting from an Unsolicited Proposal shall be awarded on a non-competitive basis only when the procurement complies with the requirements of a non-competitive procurement.

5.2 ETHICS IN PURCHASING

The code of purchasing ethics established by the Ontario Public Buyers Association shall apply to all staff involved in the procurement policy.

5.3 RESOLUTION OF QUESTIONS OF POLICY

Any question involving the meaning or application of this policy is to be submitted to the Chief Administrative Officer who will resolve the question.

5.4 AMENDMENT OR RESCINDING OF POLICY

The Chief Administrative Officer and the Purchasing Coordinator from time to time, at his/her discretion, may make recommendations regarding the rescinding, remaking or amending this policy or any provision.

PART VI **DISPOSAL OF SURPLUS OR SCRAP MATERIALS AND EQUIPMENT**

6.1 ITEMS CONSIDERED OBSOLETE OR SURPLUS BY DEPARTMENTS

- a) All departments shall notify the Purchasing Coordinator when items become obsolete or surplus to their requirements to ascertain if the items can be of use by another department rather than disposed of.
- b) Items that are not claimed for use by another department may be offered for sealed bids, public auction or other public sale, depending in the opinion of the Purchasing Coordinator on which method is most suitable for the equipment or material involved.
- c) Donations of unclaimed items will only be made to non profit agencies/institutions for their own purposes. Donated items are not to be resold.
- d) The revenue from the sale of obsolete material shall be credited to the appropriate account.

6.2 DISPOSAL OF SCRAP MATERIAL

- a) Where scrap material is available for disposal, the relevant Department Head will advise the Purchasing Coordinator who shall be responsible for its disposal.
- b) The Purchasing Coordinator, after determining the value and possible alternate use of the scrap material, may dispose of the material by:
 - i. general advertising to secure sealed bids;
 - ii. direct contact with the appropriate dealers to view the scrap and submit offers to purchase;
 - iii. public auction; or
 - iv. other methods as deemed appropriate.
- c) The revenue from the sale of scrap material shall be credited to the appropriate account.

**APPENDIX “A” TO PURCHASING POLICY
IRREGULARITIES CONTAINED IN BIDS**

IRREGULARITY	RESPONSE
1 Late bids	Automatic rejection, not read publicly and returned unopened to the bidder
2 Unsealed envelopes	Automatic rejection
3 Bid surety insufficient or not submitted with the bid when the bid request (or any addenda) indicated that such surety is required	Automatic rejection
4 Execution of Bid Bonds: <ul style="list-style-type: none"> Corporate seal or equivalent proof of authority to bind company or signature of the BIDDER or both missing Corporate seal or equivalent proof of authority to bind company or signature of BONDING company missing 	Automatic rejection
5 Other Bid Security: <ul style="list-style-type: none"> Cheque which has not been certified 	Automatic rejection
6 Documents, in which all necessary Addenda have not been acknowledged	Automatic rejection
7 Failure to attend mandatory site visit	Automatic rejection
8 Bids received on documents other than those provide by the Town of Lakeshore	Automatic rejection
9 Failure to insert the Bidder's business name in the Form of Tender	Automatic rejection
10 Signature page missing	Automatic rejection
11 Failure to complete document in ink or typed. Must be legible	Automatic rejection
12 Pricing page missing	Automatic rejection
13 Conditions placed by the Bidder on the Total Contract Price	Automatic rejection
14 Part bids (all items not bid)	Acceptable unless complete bid has been specified in the request
15 Bids containing minor clerical errors	2 working days to correct initial errors. Town reserves the right to waive initialing and accept bid
16 Alternate items bid in whole or in part	Available for further consideration unless specified otherwise in request
17 Unit prices in the schedule of prices have been changed but not initialed	2 working days to correct initial errors. Town reserves the right to waive initialing and accept bid
18 Mathematical errors which are not consistent with the unit prices	2 working days to initial corrections. Unit prices will govern.
19 Other mathematical errors	<ul style="list-style-type: none"> a) If both the unit price and the total price are left blank, then both shall be considered as zero b) If the unit price is left blank but a total price is shown for the item, the unit price shall be established by dividing the total price by the estimated quantity c) If the total price is left blank for a lump sum item, it shall be considered as zero d) If the tender contains an error in addition and/or subtraction and/or transcription in the approved tender documentation format requested (i.e. not the additional supporting documentation supplied), the error shall be corrected and the corrected total contract price shall govern
20 Bid documents which suggest that the bidder has made a major mistake in calculations or bid	Consultation with a Solicitor on a case-by-case basis

APPENDIX B TO PURCHASING POLICY

PRE-QUALIFICATION OF CONTRACTORS

1. To be considered for pre-qualification, the applicant must demonstrate the following criteria:
 - have the experience and the ability in the type of construction relevant to the pre-qualification class;
 - have a manager active in the construction operations;
 - have appropriate equipment to carry out the works;
 - have financial viability and where required, provide proof of the ability for bonding or surety to the Town;
 - be familiar with all applicable provisions of the Occupational Health and Safety Act and Regulations for construction projects. He shall have in place all Corporate Health and Safety Policies and Procedures as required under the legislation. Copies of said policies shall be provided to the municipality upon request;
 - provide, when required a certificate of good standing from the Workplace Safety and Insurance Board.
2. Applicants may apply for pre-qualification in one or more categories, with a separate application required for each category, as follows:
 - OD – open drain construction: Includes open channel construction and maintenance works including brush removal, erosion protection works and corrugated steel pipe culvert (bridge) installations.
 - CD – closed drainage works: Includes the installation or repair of tile drainage systems, catch basin, manholes, and mechanical pump stations.
 - R – road works – asphalt padding and paving only
 - B – bridge installations: Includes the installation and/or repair of corrugated steel pipe culverts, precast concrete box culverts and end treatment systems.

APPENDIX C TO PURCHASING POLICY

A STATEMENT OF ETHICS FOR PUBLIC PURCHASERS

The Ontario Public Buyers Association's Code of Ethics is based upon the following tenets and members of OPBA attempt to consistently practice their profession and deal with their day-to-day responsibilities according to these principles. Members are encouraged to display this statement in their departments as well as in other locations in their agencies.

Open and Honest dealings with everyone who is Involved in the Purchasing Process. This includes all businesses with which this agency contracts or from which it purchases goods and services, as well as all members of our staff and of the public who utilize the services of the purchasing department.

Fair and Impartial Award Recommendations for All Contracts and Tenders. This means that we do not extend preferential treatment to any vendor, including local companies. Not only is it against the law, it is not good business practice, since it limits fair and open competition for all vendors and is therefore a detriment to obtaining the best possible value for each tax dollar.

An Irreproachable Standard of Personal Integrity on the Part of All Those Designated as Purchasing Agents for this Agency. Absolutely no gifts or favours are accepted by the purchasing agents of this agency do not publicly endorse one company in order to give that company an advantage over others.

Cooperation With Other Public Agencies in Order to Obtain the Best Possible Value for Every Tax Dollar. This agency is a member of a cooperative purchasing group. Made up of several public agencies, this group pools its expertise and resources in order to practice good value analysis and to purchase goods and services in volume and save tax dollars.

Continuous Development of Purchasing Skills and Knowledge. All members of the purchasing department of this agency take advantage of the many opportunities provided by the Ontario Public Buyers Association to further their knowledge of good public purchasing.

The Corporation of the Town of Lakeshore

By-law 39-2020

**Being a By-law to Confirm the Proceedings of the
Council of The Corporation of the Town of Lakeshore.**

Whereas, in accordance with the *Municipal Act 2001*, S.O. 2001, c. 25, municipalities are given powers and duties in accordance with this Act and many other Acts for purposes which include providing the services and other things that a municipality considers are necessary or desirable for the municipality;

And Whereas, in accordance with said Act, the powers of a Municipal Corporation shall be exercised by its Council;

And Whereas, municipal powers, including a municipality's capacity, rights, powers and privileges shall be exercised by by-law unless the municipality is specifically authorized to do otherwise;

And Whereas it is deemed expedient that the proceedings of the Council of The Corporation of the Town of Lakeshore at this session be confirmed and adopted by By-law.

Now therefore the Council of The Corporation of the Town of Lakeshore enacts as follows:

1. The actions of the Council of The Corporation of the Town of Lakeshore in respect of all recommendations in reports of Committees, all motions and resolutions and all other action passed and taken by the Council of The Corporation of the Town of Lakeshore, documents and transactions entered into during the April 6th and April 7th 2020 sessions of Council be adopted and confirmed as if the same were expressly embodied in this By-law.
2. The Mayor or the Deputy Mayor together with the Clerk are authorized and directed to execute all documents necessary to the action taken by this Council as described in paragraph 1 of this By-law and to affix the Corporate Seal of The Corporation of the Town of Lakeshore to all documents referred to in said paragraph 1 above.

Read and passed in an open session on April 28, 2020.

**Mayor
Tom Bain**

**Kristen Newman
Clerk**

/cl