

The Corporation of the Town of Lakeshore

Regular Council Meeting Agenda

Tuesday, October 6, 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	
6.a	Stantec - Presentation of Shoreline Management Plan	6
a.1	Shoreline Management Plan Phase 1 Summary Report	29
	Recommendation: Adopt the Phase 1 Summary Report, Town of Lakeshore Shoreline Management Plan (Attachment 1), as presented at the October 6, 2020 Council meeting.	
6.b	KPMG LLP - Presentation of Final Report - Service Delivery Review	91
b.1	Service Delivery Review	99
	Recommendation: This report is for information only.	
7.	Delegations	
8.	Completion of Unfinished Business	
9.	Consent Agenda	
9.a	September 22, 2020 Regular Council Meeting Minutes	105

9.b	Ministry of Municipal Affairs & Housing - Parkland Dedication, Development Charges and the Community Benefits Charges Authority	114
9.c	Township of Armour - Support of Resolution Elimination of Internet Overage Charges	116
9.d	Town of Rainy River - Support of Resolution Elimination of Internet Overage Charges	118

Recommendation:

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

10. Reports for Information

11. Reports for Direction

11.a	Lakeshore-Tecumseh Inter-Municipal Committee	119
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Recommendation:

Adopt the draft *Lakeshore-Tecumseh Inter-Municipal Committee Terms of Reference*, attached as Appendix “A” to the report of the Director of Legislative & Legal Services presented at the September 1, 2020 Council meeting;

Appoint _____ and _____ to the Lakeshore-Tecumseh Inter-Municipal Committee; and,

Direct the Clerk to notify the Tecumseh Town Council.

11.b	Enterprise Resource Planning and Human Resource Management System Implementation	125
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Recommendation:

1. Approve the purchase implementation and year one licensing costs of an Enterprise Resource Planning System (ERP) and Human Resource Management system (HRM) for \$972,905 plus HST, to be funded from the Software Reserve and the Municipal Efficiency grant; and
2. Direct Administration to enter into a 5 year agreement with a 5 year option to renew to supply and implement the new ERP and HRM system with the vendor Unit 4; and
3. Approve the establishment of a contract position for the duration of the implementation of both the ERP system and the HRM system to serve as the Project Manager on this project acting on behalf of the Corporation, at a cost of \$300,000 to be funded from the Software Reserve fund, as described in the report presented at the October 6, 2020 Council meeting.

11.c	Tender Award for Consultant for a Corporate and Organizational Review	129
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Recommendation:

Award the contract for a Corporate and Organization Review to Optimus SBR in the amount of \$101,600 plus non-refundable HST to be funded in part from the Modernization Grant funding and in part from the 2020 Budget; and,

Direct the Mayor and Clerk to execute the formal contract, as further described in the report presented at the October 6, 2020 Council meeting.

11.d	Tender Award - County Road 31 Sidewalk and Drain Enclosure	136
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Recommendation:

Award the County Road 31 Drain Enclosure & Sidewalk tender to D'Amore Construction (2000) Ltd. In the amount of \$253,486 with adjusted scope of work to extend the sidewalk approximately 535m; and,

The additional funding in the amount of \$107,947 be funded from the Trails New reserve, as presented at the October 6, 2020 Council meeting.

Recommendation:

Approve the renewal extension of the Winter Control Contract that was publicly procured and in accordance with the provisions set out in the Town's Purchasing Bylaw for an additional 2 year term at the current service pricing with the Landscape Effects Group, as described in the report presented at the October 6, 2020 Council meeting.

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

18.a	By-law 66-2020, Being a By-law for the Gagnier Drain (Tremblay Enclosure Replacement)	142
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18.b	By-law 67-2020, Being a By-law for the Bridge Over the Alexander Drain	143
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18.c	By-law 72-2020, Being a By-law for the 10th Concession Drain (Bank Repair)	144
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18.d	By-law 84-2020, Being a Rating By-law for Triple T Farms	145
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18.e	By-law 88-2020, Being a By-law to Confirm the Proceedings of Council	149
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Recommendation:

By-law 72-2020 be read a first and second time and provisionally adopted;

By-laws 66-2020 and 67-2020 be read a third and adopted; and

By-laws 84-2020 and 88-2020 be read and passed in open session on October 6, 2020.

19. Closed Session

Recommendation:

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

- a. Paragraph 239(2)(c) and (k) of the *Municipal Act, 2001* to discuss a proposed or pending acquisition or disposition of land by the municipality or local board, and a position, plan, procedure, criteria or instruction to be applied to any negotiations carried on or to be carried on by or on behalf of the municipality or local board, relating to municipal property on Main Street, Comber.

20. Return to Open Session

21. Adjournment

Recommendation:

Council adjourn its meeting at ____ PM.



Town of Lakeshore


Shoreline Management Plan

Project Update
October 6, 2020



Agenda

 Project Overview and Update – Where are we now?

 Climate Change and Coastal Hazards

 Results so far:

Assessment of Existing Shore Protection

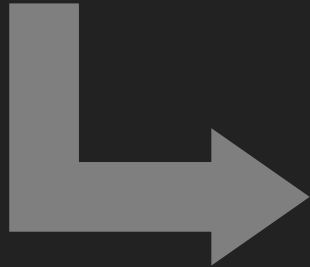
Draft Hazard Mapping

 Outcomes of the SMP – Where are we going?

 Next Steps/Consultation/Schedule

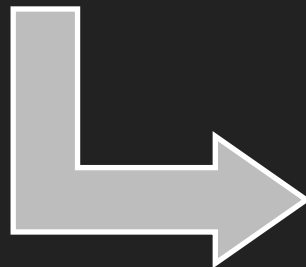
Phase 1 – Background Review and Data Collection

- Background Review
- Drone photography
- Lake bottom depths (via boat)
- Shore Protection Database



Phase 2 – Technical Analysis

- 1:100-year Flood Level
- Dynamic Beach Assessment
- Shoreline Management Approaches/Options



Phase 3 Shoreline Management Plan

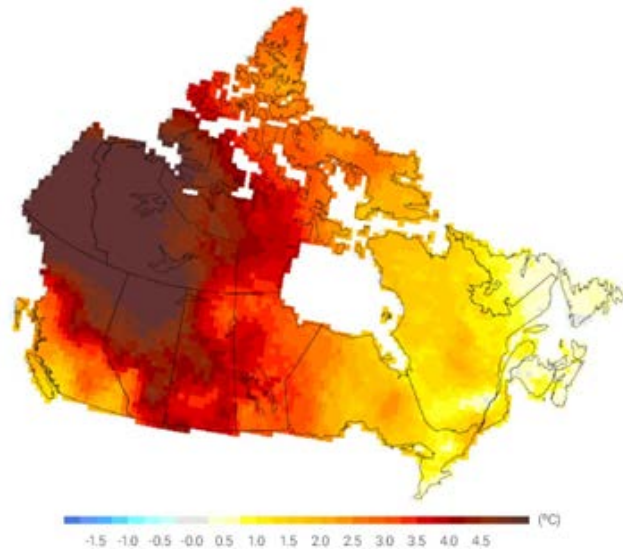
- Draft/Final Plan
- Land Use/Policy Recommendations
- Emergency Response
- Monitoring



Project Work Plan

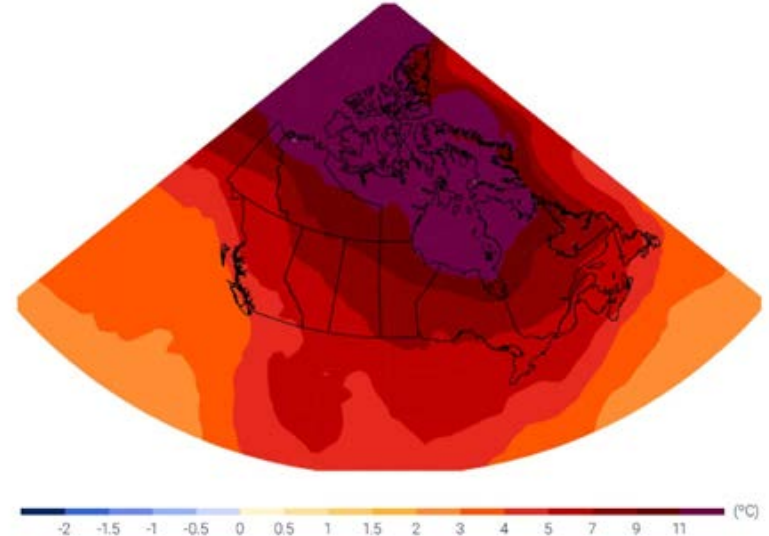
- Winter temperatures have increased and will continue to warm in the future

1948 to 2012 Winter Air Temperature Increase



Source: Vincent et al. 2015. In Zhang, X., Flato, G., Kirchman-Young, M., Vincent, L., Wen, H., Wang, X., Rong, R., Fyfe, J., Li, G., Khari, V.V. (2015): Changes in Temperature and Precipitation Across Canada: Chapter 4 in Bush, E. and Lemmen, D.S. (Eds.) Canada's Changing Climate Report. Government of Canada, Ottawa, Ontario, pp 112-133.

2081-2100 Winter Warming Projection for RCP8.5

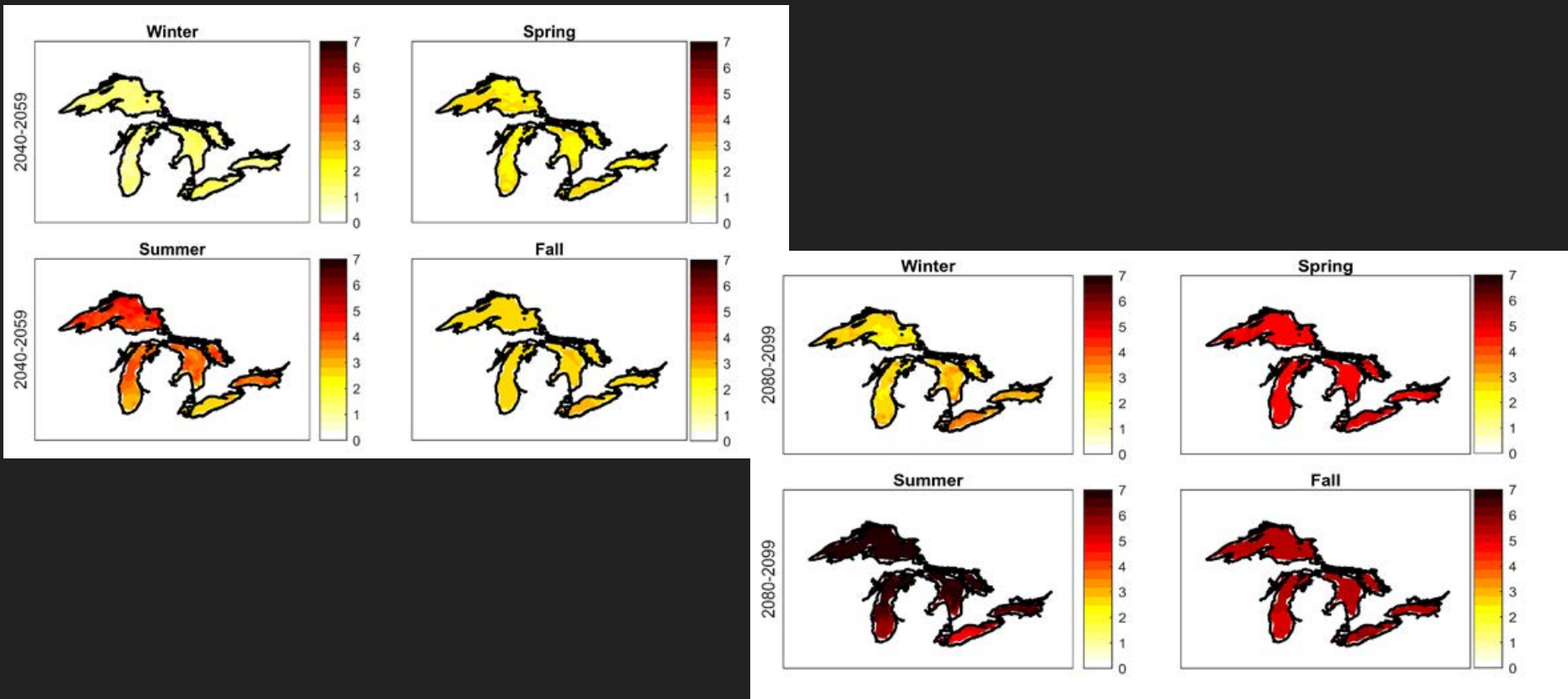


Source: Climate Research Division, Environment and Climate Change Canada. In Zhang, X., Flato, G., Kirchman-Young, M., Vincent, L., Wen, H., Wang, X., Rong, R., Fyfe, J., Li, G., Khari, V.V. (2015): Changes in Temperature and Precipitation Across Canada: Chapter 4 in Bush, E. and Lemmen, D.S. (Eds.) Canada's Changing Climate Report. Government of Canada, Ottawa, Ontario, pp 112-133.



Climate Change Impacts

- Projected changes in lake surface temperatures for RCP8.5 by 2050 (mid-century) and 2080 (late-century)



Climate Change Impacts

- Example of ice cover on Lake St. Clair (left: full cover, middle. Warmer winter air and water temperatures will result in less ice cover and more storm exposure in the winter

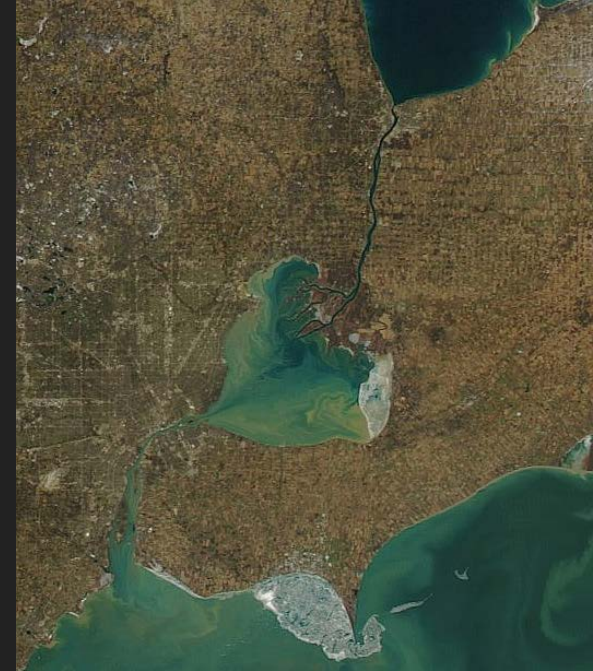
Full Ice Cover



Partial Ice Cover

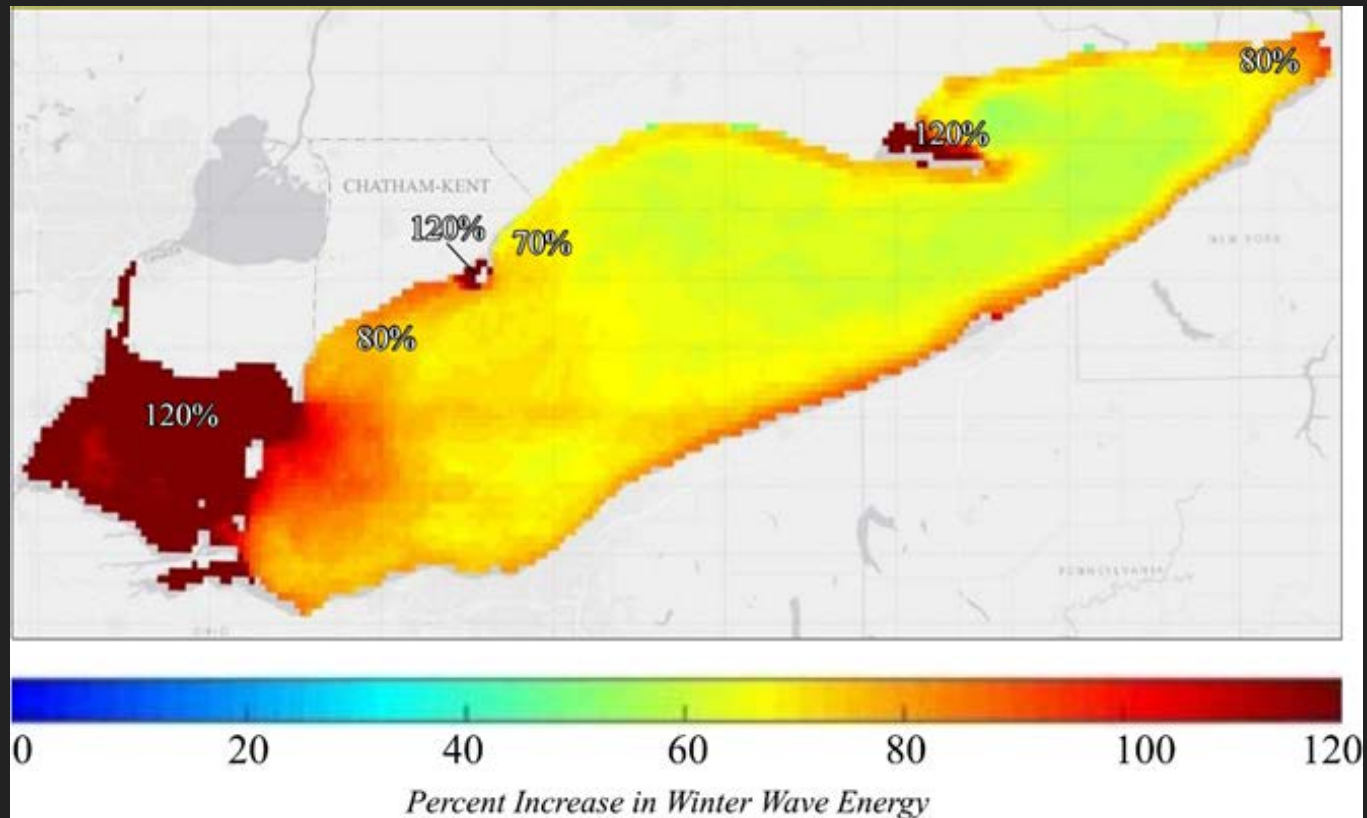


Limited Ice Cover



Climate Change Impacts

- Projected increase in winter wave energy on Lake Erie with ice-free conditions in the future (Zuzek Inc., 2019). No work on Lake St. Clair



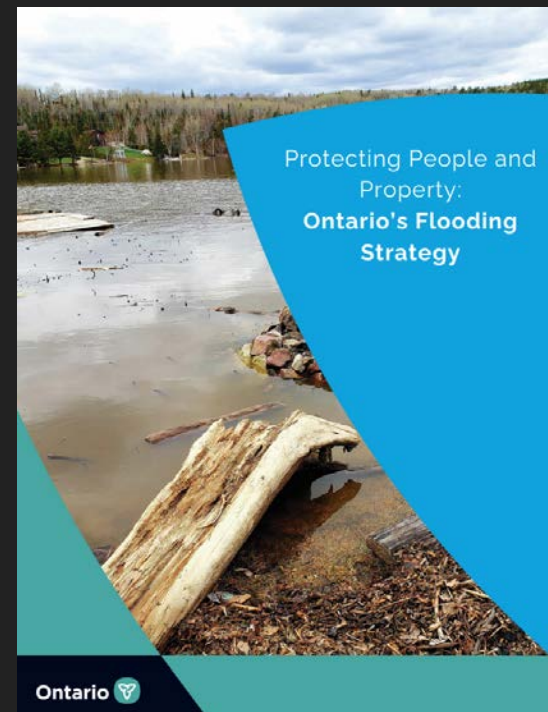
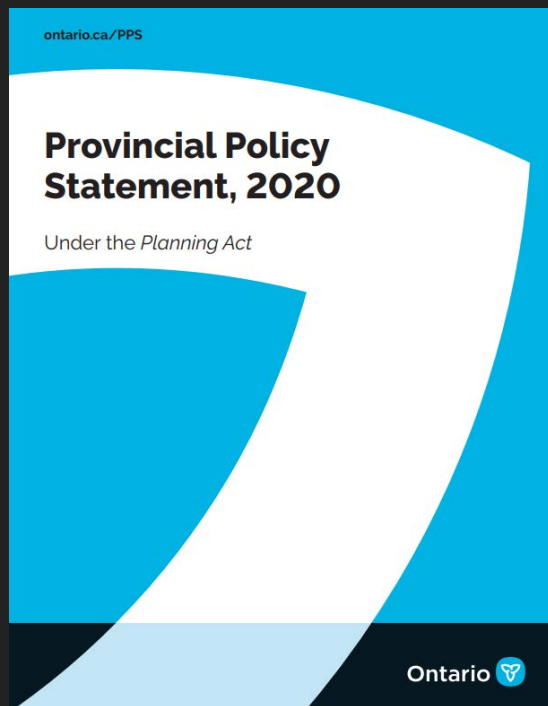
Climate Change Impacts

- Example of winter storm damage at Erie Shore Drive, Ontario and ice damage to buildings Hamburg, NY on Lake Erie



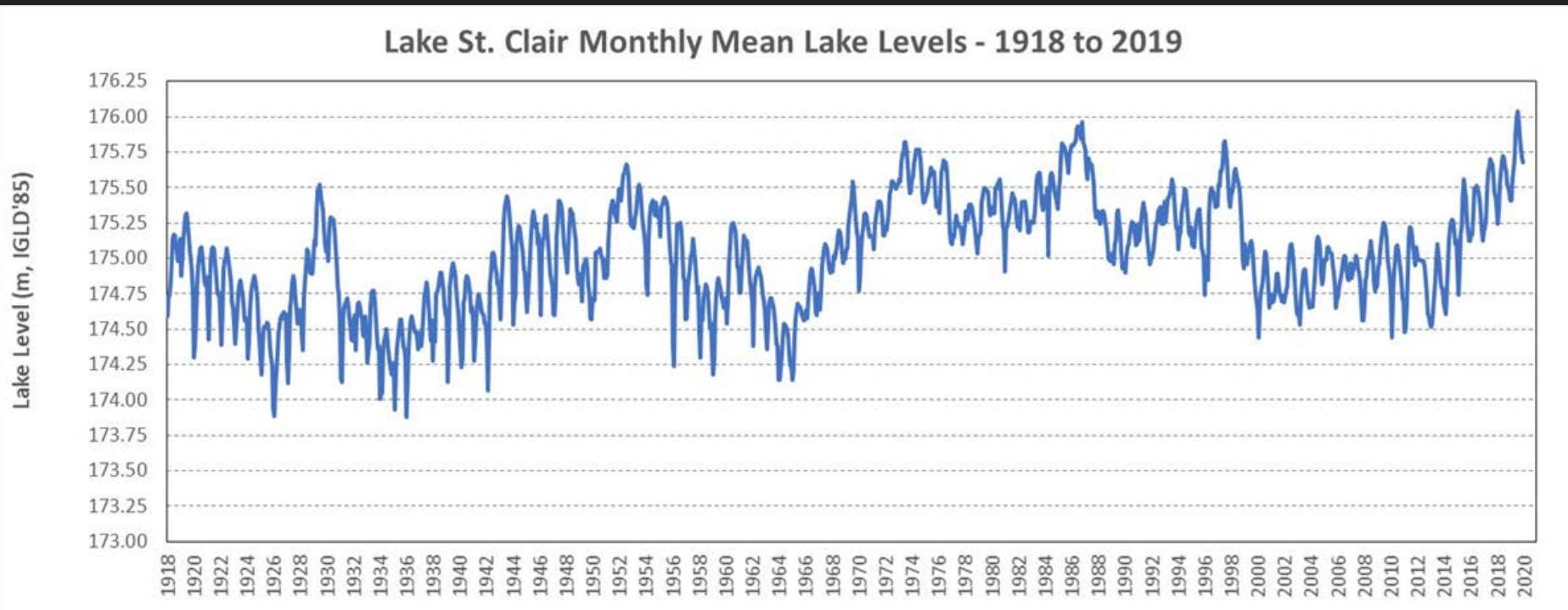
Climate Change Impacts

- New PPS Policies – must ‘plan for the impacts of a changing climate’
- Ontario’s Flood Strategy – working on changes to legislation and technical guides to better align with current challenges



Climate Change – Policy Challenges

- Updated Lake Level Analysis
- No change in the existing 100-year lake level (varies spatially)
- Higher lake levels are expected in the future due to climate change



Climate Change – What does it mean for us?

- Accretion rates may accelerate in the future



Climate Change – What does it mean for us?

- Erosion rates may accelerate in the future



Climate Change – What does it mean for us?

TOWN OF LAKESHORE HAZARD MAPS

SHORELINE MANAGEMENT PLAN

LEGEND:

- 100-year Flood Hazard with Run-up



- Notes:
- 1) Erosion Hazard Limit not mapped at this time.
 - 2) Dynamic Beach Hazard Limit not mapped at this time.

INTERPRETATION OF THE HAZARD MAPS:

The hazard maps were prepared to support the Town of Lakeshore Shoreline Management Plan. The hazard limits are not the official regulatory limits of the Conservation Authority. Please contact Essex Region Conservation Authority for additional details on the regulatory limit and implications for new development.

DATA SOURCES:

2019 Orthophotography provided by the County of Essex.

2017 LiDAR Digital Terrain Model obtained from the Ministry of Natural Resources and Forestry. Contains information licensed under the Open Government Licence - Ontario.

Inset Map: © OpenStreetMap contributors

Datum:
Horizontal: UTM (17N NAD1983), metres
Vertical: IGLD85, metres

Datum Conversion:
IGLD85 - CGVD2013 = 0.47 m (average)
To convert from IGLD85 to CGVD2013, subtract 0.47 m.



PREPARED BY:



This map was published September 2020 for the Town of Lakeshore. The mapping of hazardous lands, including erosion, flooding, and lands susceptible to landslides, is subject to change. The proponent of a proposed development on or adjacent to hazardous lands should contact the Town of Lakeshore and Essex Region Conservation Authority to discuss permit requirements.

Every reasonable effort has been made to ensure the accuracy of this map. However, neither the Town of Lakeshore, Zuzek Inc., SJL Engineering, or any other affiliated party assume any liability arising from its use. This map is provided without warranty of any kind, either expressed or implied.



TOWN OF LAKESHORE



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Mapping prepared by Zuzek Inc. for the Town of Lakeshore, with support from The County of Essex.

MAP PUBLISHED SEPTEMBER 2020

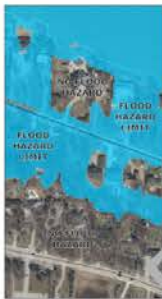
Map
1 of 33

TOWN OF LAKESHORE HAZARD MAPS

SHORELINE MANAGEMENT PLAN

LEGEND:

- 100-year Flood Hazard with Run-up



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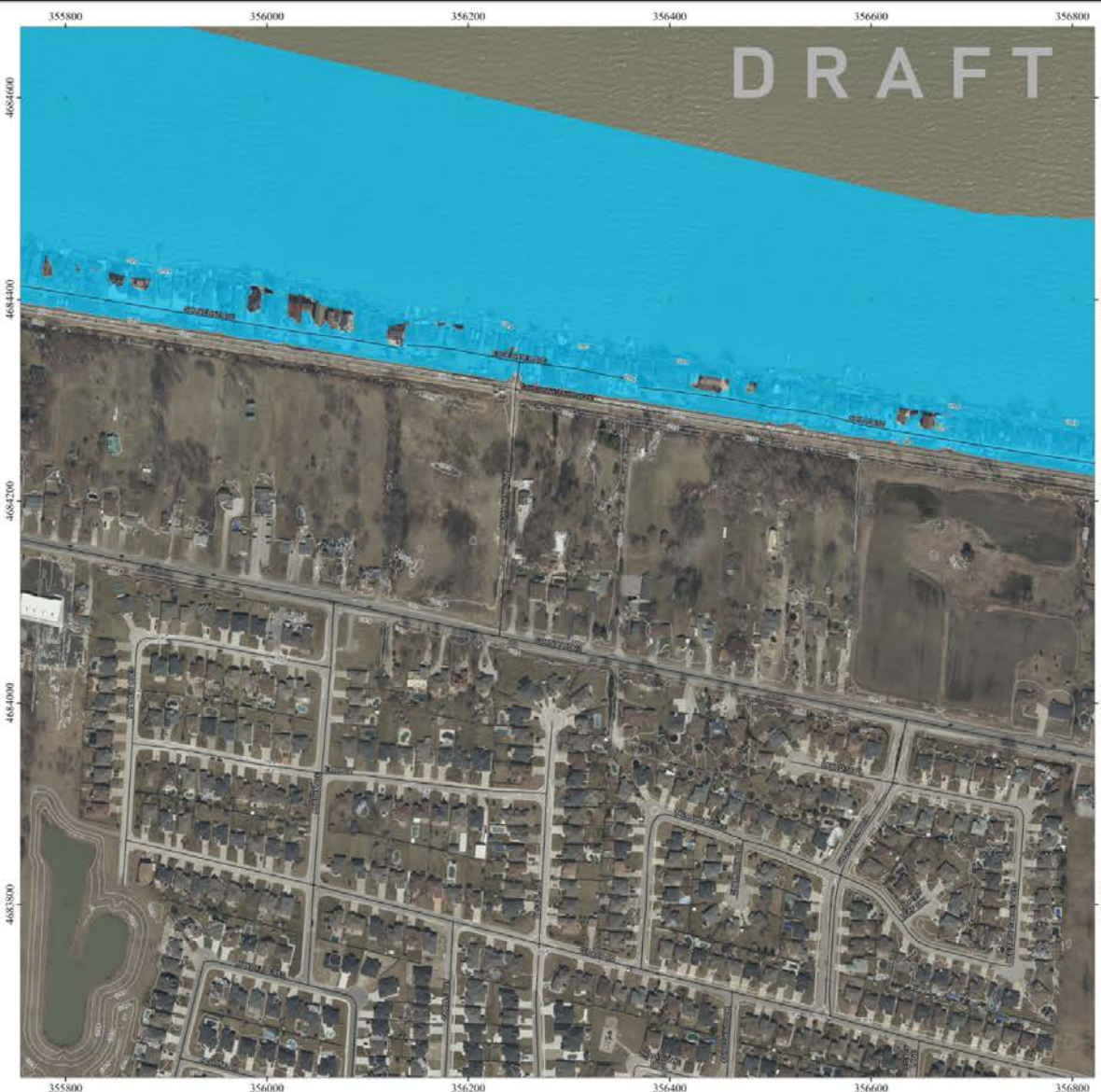


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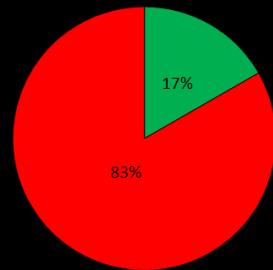
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MAP PUBLISHED SEPTEMBER 2020

Map
9 of 33

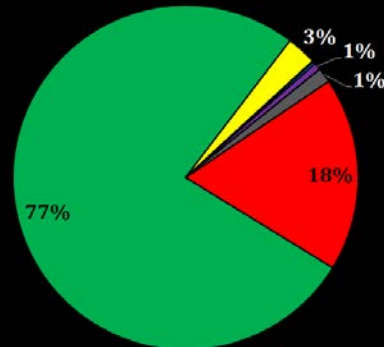
- 83% of the shoreline is armoured/protected
- Seawalls are the most common type of shore protection
- Shore protection general in good structural condition
- But crest height/elevations are low, leading to flooding. Very vulnerable to higher lake levels due to climate change lake

% Armoured vs. Natural Shoreline



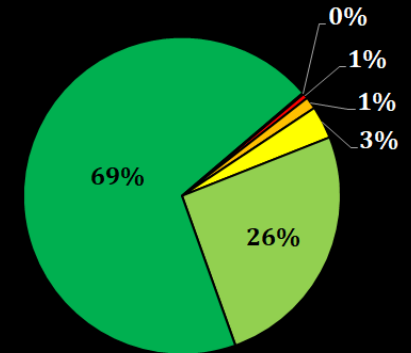
■ Natural Shoreline (%)
■ Armoured Shoreline (%)

Structure Type - Full Project



■ Revetment ■ Seawall ■ Composite ■ Jetty
■ Groyne ■ Breakwater ■ Other

Sheet Pile Seawall (Structure Condition)



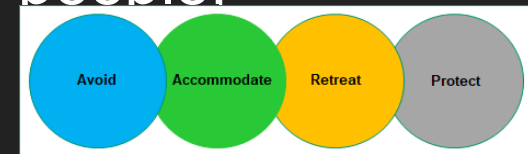
■ Failed ■ Poor ■ Moderate
■ Good ■ Excellent ■ Unknown



Existing Shoreline Protection Database

Alternative Management Approaches will be developed based on four general categories

- AVOID: reduce exposure by ensuring new development doesn't occur on hazardous land
- ACCOMMODATE: an adaptive strategy that allows for continued occupation while changes to infrastructure are made
- RETREAT: a strategic decision to withdraw or relocate public and private assets exposed to coastal hazards
- PROTECT: a reactive strategy to protect people, property, and infrastructure



Management Recommendations

ACCOMMODATE: Raise building foundation



Management Recommendations

RETREAT: Building re-location in Chatham-Kent in the 1990s, still 30 m away from bluff edge



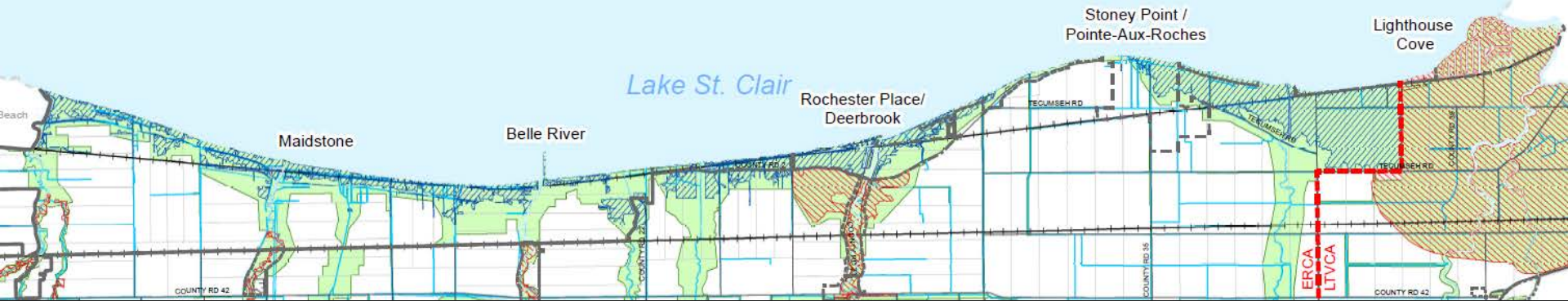
Management Recommendations

GUIDANCE FOR SHORELINE PROTECTION

- Designed by a qualified engineer
- Consider climate change impacts on crest elevation
- Avoid impacts to adjacent properties
- Integrate nature-based elements where possible
- Complete maintenance following storm events

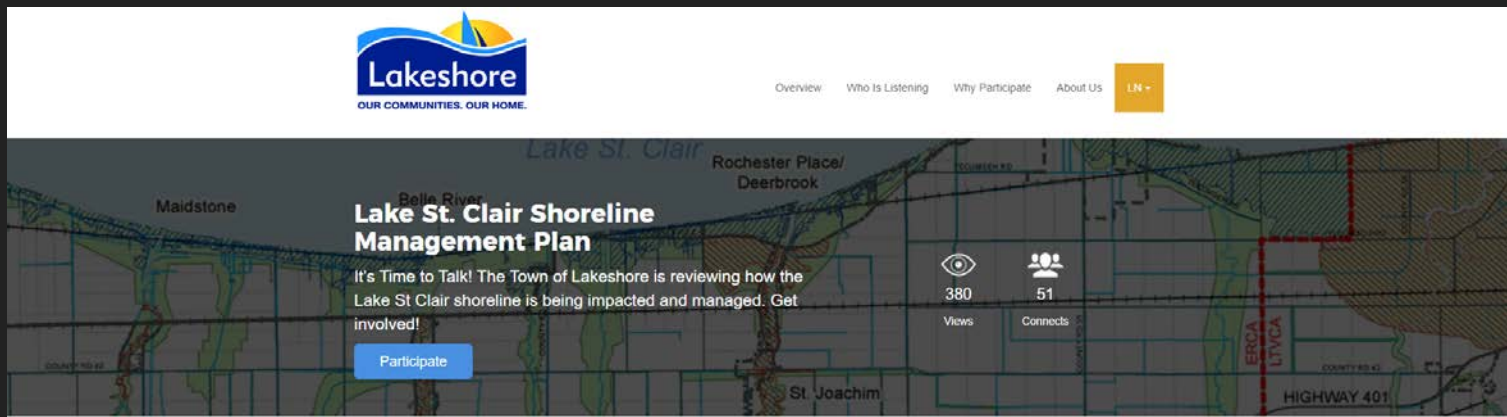


Management Recommendations



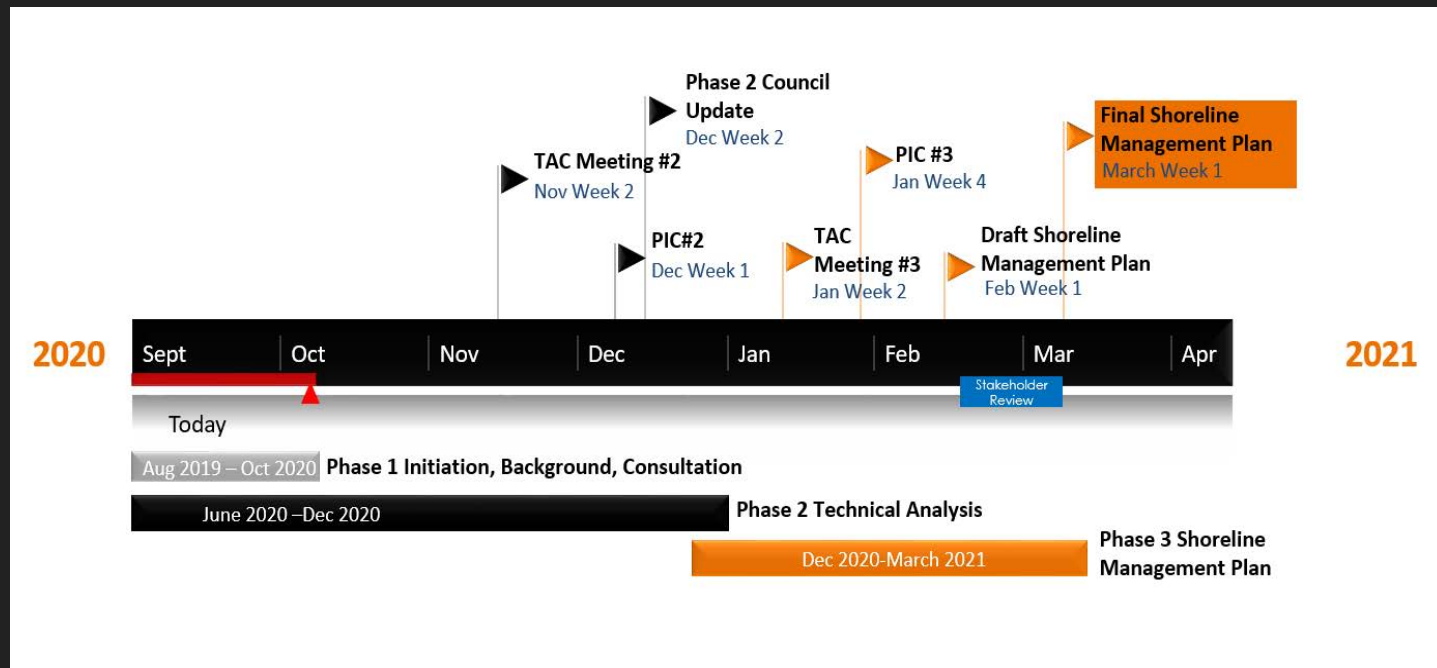
- Updated Shoreline Hazard mapping – For incorporation into OP/Zoning, and other policy/zoning updates
- Recommendations for both public and private management approaches and incentive programs – potential CIPs, Local Improvement Charges, etc.

- Technical Advisory Committee #2 - November
- (Virtual) Open House #2 and Place Speak Update – Early December
- Phase 2 Council Update - December



Phase 2 Public Engagement

- Phase 2 - Finalize analysis and Hazard Mapping and Consultation
- Phase 3 – Shoreline Management Approaches, Consultation, and Finalize Plan



Next Steps and Schedule



Questions and Discussion

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: September 29, 2020

Subject: Shoreline Management Plan Phase 1 Summary Report

Recommendation

Adopt the Phase 1 Summary Report, Town of Lakeshore Shoreline Management Plan (Attachment 1), as presented at the October 6, 2020 Council meeting.

Background

Stantec Consulting Ltd. along with Zuzek Inc. was retained in 2019 to develop a shoreline management plan for the entire Lake St. Clair Shoreline located within the boundary of the municipality. This Plan is intended to investigate shoreline flooding and erosion hazards. The goal will be to provide updated Hazard Land Mapping, and provide a long term management plan for the development and maintenance of shoreline infrastructure. Phase 1 of the Plan has been completed, including Phase 1 of the Public Consultation. The Phase 1 Summary Report is presented for adoption by Council (Attachment 1).

Comments

The Project Update and Project Schedule which summarizes the future work to be completed is attached for information (Attachment 2). The Final Shoreline Management Plan is anticipated to be completed in March 2021.

Financial Impacts

The Shoreline Management Plan is funded through the Development Services Capital Project Budget. Council approved \$113,000 in 2020 and a carryforward of \$40,000 was transferred from 2019 for a total project budget of \$153,000. To date, the Town has incurred costs of \$64,690. Unused funds will be carried over to complete Phase 2 (Technical Analysis) and Phase 3 (Shoreline Management Plan) in 2021.

Attachments:

Attachment 1 – Phase 1 Summary Report, Town of Lakeshore Shoreline Management Plan, dated September 25, 2020.

Attachment 2 – Shoreline Management Plan Council Update Memo, dated September 25, 2020.

Report Approval Details

Document Title:	Shoreline Management Plan Phase 1 Summary Report.docx
Attachments:	- Appendix 1 Phase 1 Summary Report.pdf - Attachment 2 – Shoreline Management Council Update Memo September 25, 2020.docx
Final Approval Date:	Oct 1, 2020

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

Tammie Ryall

Rosanna Pellerito

Kristen Newman

Truper McBride



Phase 1 Summary Report

Town of Lakeshore Shoreline Management Plan

Prepared for Town of Lakeshore
Prepared by Stantec

September 25, 2020

1614 13887



600 – 171 Queens Avenue, London ON N6A 5J7

**Town of Lakeshore
Shoreline Management Plan**

Phase 1 Summary Report



Prepared for:
Town of Lakeshore

Prepared by:
Stantec Consulting
Zuzek Inc.

September 25, 2020

Sign-off Sheet

This document entitled Town of Lakeshore Shoreline Management Plan was prepared by Stantec Consulting Ltd. ("Stantec") for the account of Town of Lakeshore (the "Client"). Any reliance on this document by any third party is strictly prohibited. The material in it reflects Stantec's professional judgment in light of the scope, schedule and other limitations stated in the document and in the contract between Stantec and the Client. The opinions in the document are based on conditions and information existing at the time the document was published and do not take into account any subsequent changes. In preparing the document, Stantec did not verify information supplied to it by others. Any use which a third party makes of this document is the responsibility of such third party. Such third party agrees that Stantec shall not be responsible for costs or damages of any kind, if any, suffered by it or any other third party as a result of decisions made or actions taken based on this document.

Prepared by Signatures withheld online
(signature)

Moira Davidson

Prepared by Signatures withheld online
(signature)

Amelia Sloan

Reviewed by Signatures withheld online
(signature)

Stephanie Bergman

TOWN OF LAKESHORE SHORELINE MANAGEMENT PLAN

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TOWN OF LAKESHORE SHORELINE MANAGEMENT PLAN

Introduction
September 25, 2020

1.0 Introduction

The Town of Lakeshore has embarked on a new project to investigate Lake St. Clair shoreline flooding and erosion hazards. Lake St. Clair water levels are at an all-time high, and extreme weather events are anticipated to increase in severity. The Town of Lakeshore feels that this is an opportune time to begin discussions with stakeholders to create a long-term management plan in order to address existing and future risks to public health and property and to conform with applicable Provincial Policy direction.

The Province of Ontario has also recently released its Independent Review of 2019 Flood Events in Ontario (McNeil Consulting Inc. and MNRF, November 2019). One of the recommendations of the review included a call for all levels of government to

work with the Essex Region Conservation Authority and the Lower Thames Valley Conservation Authority to undertake a coordinated short- and long-term strategy to address the existing and expected impacts [in the area] as a result of current and future water levels, flood and erosion hazards, and climate change on Lake Erie, Lake St. Clair, and the Detroit River (MacNeil Consulting Inc., November 2019).

In response to the Independent Review, the Ontario Government released: Protecting People and Property: Ontario's Flooding Strategy (MNRF, 2020). The Strategy identifies a number of priorities and a range of actions to be initiated over the next several years, from enhanced floodplain mapping, increasing public awareness and education, regulatory and policy reviews, updating current technical guidance for hazard delineation, to enhancing response and recovery and investing in flood risk reduction.

The Shoreline Management Plan (SMP) supports the recommendations of the Independent Report and the objectives of Ontario's Strategy, and acknowledges that the current policy and regulatory framework is changing. A proactive approach to identifying hazards and identifying management strategies is necessary to better position the Town for future unknowns.

1.1 Purpose and Background

The entire northern extent of the Town of Lakeshore consists of the Lake St. Clair shoreline and includes both serviced and unserviced development areas. Each reach of the shoreline is subject to shoreline hazards (flooding and erosion).

Currently, the Town of Lakeshore does not have a shoreline management plan for the reach of shoreline within the boundary of the municipality. The Essex Region



TOWN OF LAKESHORE SHORELINE MANAGEMENT PLAN

Introduction

September 25, 2020

Conservation Authority has been regulating development activities along the Lake St. Clair shoreline (through O. Reg. 158/06) using flood line and erosion data produced in 1976. The Lower Thames Valley Conservation Authority (LTVCA) also regulates a portion of the shoreline within the study area (including the Lighthouse Cove community) through O. Reg 152/06 which came into force in 2006. Lighthouse Cove was also regulated for Thames River flooding through R.R. O. 1990, Reg. 155.

The Town is now under continued development pressure and is in need of updated land use policies, strategies, and engineering solutions supported by updated technical studies to ensure the appropriate management and use of land into the future.

1.2 Study Limits and Approach

The SMP will include technical analysis of erosion and flooding hazards associated with the Lake St. Clair shoreline within the Town of Lakeshore limits and the identification of land use policies, strategies, and engineering solutions to better protect the shoreline areas from the cumulative impacts of development. It should be noted that the SMP is limited to assessing shoreline hazards. There are areas within the Town that are also subject to inland and riverine flood hazards, and these hazard areas may overlap in cases, but the SMP will be focused on the identification of shoreline hazards along Lake St. Clair, which generally consist of the one hundred year flood level, plus allowances for wave uprush, shoreline erosion, and other water related hazards.

The SMP shall have regard for the following:

- **Prevention** – of new development from locating within areas subject to loss of life and property damage from natural hazards;
- **Protection** – of existing development from natural hazards through the application of structural and non-structural measures (including acquisition);
- **Emergency Response** – to prepare for emergency situations through flood forecasting and warning systems and implement appropriate emergency response procedures such as evacuating areas and disaster relief.
- **Public Information** – to increase awareness of challenges and risks associated with shoreline hazards;
- **Environment** – to ensure that no adverse environmental impacts result from actions; and,
- **Monitoring** – Monitor the implementation of the Shoreline Management Plan and the effectiveness of the recommendations.



TOWN OF LAKESHORE SHORELINE MANAGEMENT PLAN

Introduction

September 25, 2020

Figure 1 Study Area



1.3 Vision and Objectives

The primary objectives for the Plan are to:

1. Develop a balance between shoreline development, other socio-economic considerations, and shoreline habitats and ecological goods and services over the long term.
2. Minimize danger to life and property damage from flooding, erosion, and associated hazards along the shoreline.
3. Ensure that shoreline development adequately addresses hazards through a combination of public and private management and development alternatives.
4. Reflect current provincial policy direction as it applies to shoreline development and shoreline management. The Provincial Policy Statement directs land use planning authorities to ensure that no new hazards are created; existing hazards are not aggravated; and adverse environmental impacts do not result.



TOWN OF LAKESHORE SHORELINE MANAGEMENT PLAN

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1.4 Area Characterization

The shoreline within the boundaries of the Town of Lakeshore is highly developed, with a number of predominantly residential settlement areas (from east to west): Lighthouse Cove, Stoney Point/ Pointe aux Roches, Rochester Place/Deerbrook, Maidstone/Emeryville, and Russel Woods. Development along the shoreline is predominantly residential, but also includes some recreational areas, including marinas, community parks, commercial areas, a historic lighthouse in Lighthouse Cove, and several natural areas including wetlands. There are currently a range of man-made shoreline protection measures currently in place, which include sheet piling, concrete seawalls, pre-cast concrete blocks, armoustone, and revetments.

There are a number of significant natural heritage features along the shoreline and within tributaries and made-made canals, including Provincially Significant Wetland complexes, spawning, nursery and foraging habitats for a diversity of warmwater fish species, and habitat for a variety of fish and mussel specifiers at risk. A large number of significant wildlife habitats are also present throughout the shoreline and surrounding areas.

These natural heritage features represent a fundamental component of the SMP, as we work to balance the long-term health and prosperity of shoreline ecosystems with the existing and future viability of development along the shoreline.

1.4.1 Mapping and Data Collection

Data collection, including oblique aerial photography and bathymetric surveys, was completed by Zuzek Inc. as part of Phase 1 of the study. This information is being used to prepare a database of shoreline protection measures along the shoreline and will be used as the basis for technical assessment and modeling during Phases 2 and 3.



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Stakeholder Engagement Plan
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2.0 Stakeholder Engagement Plan

Understanding how the community interacts with shoreline areas and how they are impacted by shoreline flooding and erosion is vital to the success of the SMP. The community will be faced with issues that cross property, jurisdictional, and legislative boundaries, so we must collaborate to develop more resilient and sustainable solutions. The principles that will guide stakeholder and community engagement through the study include:

- To encourage community involvement in the planning process through transparent and accessible engagement opportunities.
- To understanding how the community perceives existing and future shoreline issues.
- To educate stakeholders on the existing and future risks and challenges, and the benefits/tradeoffs of shoreline management alternatives.
- To undertake a balanced evaluation of alternatives that reflects the priorities of all stakeholders (residents, visitors, the Town, the environment, and Indigenous communities).
- To provide clear and transparent documentation of the planning and decision-making process.

A Technical Advisory Committee (TAC) has been assembled to provide guidance on the study. Members of the TAC include:

- Town of Lakeshore:
 - Truper McBride, Chief Administrative Officer
 - Tammie Ryall, Director of Community and Development Services
 - Kim Darroch, Manager of Planning
 - Morris Harding, Chief Building Official
 - Nelson Cavacas, Director of Engineering and Infrastructure Services
- ERCA Representatives
 - James Bryant, Water Resources Engineer



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- Tim Byrne, Director, Watershed Management Services
 - Mike Nelson, Watershed Planner
- LTVCA Representatives
 - Mark Peacock, CAO
 - Jason Wintermute, Manager, Watershed and Information Services
- County of Essex Representatives
 - Rebecca Belanger, Manager of Planning

Other key stakeholders include Town Council, members of the Town's Flooding Task Force, and all members of the Lakeshore Community.

A range of engagement tactics are being used throughout the study, including an online website on the PlaceSpeak website (placespeak.com/lakeshore), online and paper surveys, public information centres, and presentations to Council. An Engagement and Communications Plan has been included in Appendix A.

A Phase 1 "What we Heard" summary is provided in Appendix B, which includes a summary of the Public Information Centre and results of the PlaceSpeak survey.

We note that due to current COVID-19 restrictions, it is anticipated that subsequent in-house public consultation sessions will be undertaken virtually, including through the PlaceSpeak platform.



3.0 Planning Policy and Legislative Authority

3.1 Provincial Policy Statement

The Provincial Policy Statement (PPS), 2020 released by the Ministry of Municipal Affairs and Housing (MMAH) came into force and effect on May 1, 2020, and provides key policy direction associated with land use and development throughout the province. The PPS sets the policy foundation for regulating the use of lands and supports the provincial goal to enhance the quality of life for all Ontarians. The intent is to provide for appropriate development while protecting resources of provincial interest, public health and safety, and the quality of the natural and built environment.

It should be noted that the local Official Plans represent the most important vehicle for implementing the policy direction within the PSS. Since the SMP is intended to support the Town's Official Plan Review and Update, it provides the opportune time to incorporate the updated policy direction from the 2020 PPS. The sections below provide a summary of the provincial policy direction within the PPS 2020. Where these policies differ from the previous 2014 PPS it has been noted.

3.1.1 Building Strong Healthy Communities (PPS 1.0)

Section 1.0 of the PPS outlines that efficient land use and development patterns support sustainability by promoting strong, liveable, healthy and resilient communities. Accordingly, healthy, liveable and safe communities are sustained by: avoiding development and land use patterns which may cause environmental or public health and safety concerns; promoting cost-effective development patterns and standards to minimize land consumption and servicing costs; and promoting development and land use patterns that conserve biodiversity and consider the impacts of a changing climate.

Furthermore, the PPS recognizes that the vitality of settlement areas is critical to the long-term economic prosperity of our communities. In the interest of all communities, land and resources should be used wisely, efficient development patterns should be promoted, resources and green spaces should be protected, and infrastructure and public service facilities should be effectively used. These principles should be incorporated into the land use patterns of all settlement areas in order to minimize unnecessary public expenditures.

Rural areas are also important to the economic success of the Province and contribute to quality of life. They play an integral role with their surrounding settlement areas in the creation of interdependent markets, resources and amenities. Leveraging these rural



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assets and amenities is important, as is protecting the environment as a foundation for a sustainable economy. Therefore, integrated and viable rural areas should be supported by conserving biodiversity and considering the ecological benefits provided by nature, as well as, providing opportunities for sustainable and diversified tourism, including those that leverage cultural and natural assets. In rural areas, the PPS notes that “rural settlements areas shall be the focus of growth and development and their vitality and regeneration shall be promoted” (PPS 2020, 1.1.4.2). When directing development in these areas, consideration should be given to “rural characteristics, the scale of development and the provision of appropriate service levels” (PPS 2020, 1.1.4.3).

Coordination when dealing with planning matters is also a requirement of the PPS. According to PPS 2020, 1.2.1 e) and f), for matters relating to the ecosystem, shoreline, watershed, and the Great Lakes, and matters related to natural and human-made hazards, a coordinated, integrated and comprehensive approach should be utilized. These matters should be integrated across municipalities, with other orders of government, and the applicable agencies and boards.

Shoreline management relates to other policies of the PPS, including its integration with recreation, parks and open spaces. PPS 2020 1.5.1 recognizes that healthy, active communities should be promoted by “planning and providing for a full range and equitable distribution of publicly accessible built and natural settings for recreation, including, ... where practical, water-based resources”, as well as “providing opportunities for public access to shorelines”.

Other provincial policy addresses the planning for sewage and water services, requiring that growth is directed and accommodated in a manner that promotes the efficient use and optimization of existing services, can be sustained by the water resources upon which such services rely, is feasible and financially viable, and protects human health and the natural environment. Municipal water and municipal sewage services are the preferred form of servicing for settlement areas (PPS 200, 1.6.6.2). It is a requirement under provincial policy that planning for servicing be integrated with land use considerations at all stages of the planning process (PPS 2020, 1.6.6.1). This integration of considerations is therefore required as part of shoreline management planning.

Updates within the 2020 PPS also mandate that infrastructure systems be provided in a manner that “prepares for the impacts of a changing climate” (PPS 2020, 1.6.6.1. b). The change in wording within the 2020 PPS focuses on requiring municipalities to prepare for “the *impacts of a changing climate*” through land use and development patterns and infrastructure systems. These impacts would be defined as “the present and future consequences and opportunities from changes in weather patterns at local and regional levels including extreme weather events and increased climate variability” (PPS 2020, 6.0).



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Long-term economic prosperity should be supported by providing opportunities for sustainable tourism development, as well as, minimizing negative impacts from a changing climate and considering the ecological benefits provided by nature (PPS, 2020, 1.7.1).

3.1.2 Wise Use and Management of Resources (PPS 2.0)

The PPS 2020 2.1 speaks to Natural Heritage and requires natural heritage systems to be identified in various Ecoregions. Development and site alteration is not permitted in the following designated features (within Ecoregion 7E applicable to the Town of Lakeshore): significant wetlands and significant coastal wetlands (PPS 2020, 2.1.4).

Development and site alteration is not permitted in the following features, unless it has been demonstrated that there will be no negative impacts on the natural features or their ecological functions: significant woodlands, significant valleylands, significant wildlife habitat, significant areas of natural and scientific interest, or coastal wetlands that are not subject to policy 2.4.1 above (PPS 2020, 2.1.5).

Development and site alteration shall not be permitted in the following features, except in accordance with provincial and federal requirements: habitat of endangered or threatened species, and fish habitat (PPS 2020 2.1.6 and 2.1.7).

The PPS also contains policies to support the protection of mineral and petroleum resources from development that may preclude or hinder the establishment of new operations or access to the resources (PPS 2020, 2.4.2).

3.1.3 Protecting Public Health and Safety (PPS 3.0)

The provincial direction on natural hazards focuses on reducing the potential for public cost or risk to Ontario's residents, and thereby directing development away from areas of natural or human-made hazards. As such, "development shall generally be directed, in accordance with guidance developed by the Province (as amended from time to time), to area outside of *hazardous lands* adjacent to the shoreline of the Great Lakes and other large inland lakes that are impacted by *flooding hazards*, *erosion hazards* and/or *dynamic beach hazards*" (PPS 2020, 3.1.1). It should be noted that the reference to guidance developed by the Province was not included in the 2014 PPS, and likely refers to the existing technical guidance documents.¹

The intent is for development to not occur in areas where there is an unacceptable risk to public health or safety or of property damage, and also to not create or aggravate existing hazards.

¹ E.g. Technical Guide: Great Lakes-St. Lawrence River System Tech Guide, 2001, MNRF.



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More explicitly, the PPS does not permit the creation of new lots, a change in the use of land, or any construction that requires approval under the Planning Act (e.g. a minor variance, draft plan of subdivision, part lot control, etc.) on lands within the following types of natural hazards:

- *Dynamic beach hazards;*
- *Defined portions of the flooding hazard along connecting channels* (the St. Clair River included);
- Areas that would be rendered inaccessible to people and vehicles during times of *flooding hazards, erosion hazards* and/or *dynamic beach hazards*, unless it has been demonstrated that the site has safe access appropriate for the nature of the use in question and the natural hazard; and,
- A *floodway* regardless of whether the area of inundation contains high points of land not subject to flooding.

Furthermore, in accordance with the PPS, the following uses are not permitted to locate in *hazardous lands* and *hazardous sites*:

- *Institutional uses* including hospitals, long-term care homes, retirement homes, pre-schools, school nurseries, day cares and schools;
- *Essential emergency services* such as those provided by fire, police and ambulance stations and electrical substations; or,
- Uses associated with the disposal, manufacture, treatment or storage of *hazardous substances*.

Although, development may be accommodated within portions of hazardous lands and hazardous sites where the effects and risk to public health and safety are minor, can be mitigated in accordance with Provincial standards, and where all the following criteria are demonstrated and achieved:

- The *development* and *site alteration* (e.g. the change in use as well as the construction process) is carried out in accordance with *flood proofing standards, protection works standards, and access standards*;
- Vehicles and people have a way of safely entering and exiting the area during times of flooding, erosion and other emergencies;
- New hazards are not created, and existing hazards are not aggravated; and
- No adverse environmental impacts will result (PPS 2020, 3.1.7).



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Typically, this type of development is carried out through additional guidance outlined in municipal policy, specifically the policies contained within the Town of Lakeshore Official Plan described in Section 3.3 below.

3.1.3.1 Special Policy Areas (PPS 3.1.4)

Despite the restrictions on development within *hazardous lands*, there are exceptional circumstances where *development* and *site alteration* may be permitted in areas associated with the *flooding hazard* along watercourses, rivers, streams, and small inland lakes or waterbodies that have a measurable or predictable response to a single runoff event. These situations require a land use designation called a *Special Policy Area*, which is a defined area that contains site-specific policies that have been approved through a Provincial review.

The intent of a *Special Policy Area* is to provide for the continued viability of existing uses and developments (which are generally on a small-scale) and address the significant social and economic hardships to the community that would result from strict adherence to the provincial policies regarding land use and development. These areas are not intended to allow for new or intensified *development* and *site alteration*, if a community has feasible opportunities for *development* outside the *flood plain* (PPS, 2020, 3.1.4 and 6.0).

It should be noted that a *Special Policy Area*, as currently defined within the PPS would not apply to the shoreline of Lake St. Clair (since it is not considered a watercourse, river, stream, or small inland lake). It should be noted, however, that there may be interest from the Ontario Government in reviewing the current policy framework for *Special Policy Areas*. This was flagged as an item to review within Ontario's Flood Strategy (MNRF, 2020).

3.1.4 PPS Definitions

In the context of the Town of Lakeshore Shoreline Management Plan, the lands adjacent to the shoreline of Lake St. Clair would either be considered *hazardous lands* or *hazardous sites*. Lake St. Clair is considered part of the *Great Lakes – St. Lawrence River System*, a major water system consisting of the Great Lakes and their connecting channels. The types of natural hazards that have the potential to be located adjacent to the shoreline are defined as follows:

Hazardous lands:

Property or lands that could be unsafe for development due to naturally occurring processes. Along the shorelines of the *Great Lakes – St. Lawrence River System*, this means land, including that covered by water, between the



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international boundary, where applicable, and the furthest landward limit of the *flooding hazard*, *erosion hazard*, or *dynamic beach hazard* limits. ...

Hazardous sites:

Property or lands that could be unsafe for *development* and *site alteration* due to naturally occurring hazards. This may include unstable soils (sensitive marine clays [leda], organic soils) or unstable bedrock (karst topography).

Other definitions that are integral to describing and understanding the common types of natural hazards are as follows:

Dynamic beach hazard:

Areas of inherently unstable accumulations of shoreline sediments along the *Great Lakes – St. Lawrence River System* ..., as identified by provincial standards, as amended from time to time. The *dynamic beach hazard* limit consists of the *flooding hazard* limit plus a dynamic beach allowance.

Flooding hazard:

The inundation, under the conditions specified below, of areas adjacent to a shoreline... and not ordinarily covered by water: a) along the shorelines of the *Great Lakes – St. Lawrence River System* ... the *flooding hazard* limit is based on the *one hundred year flood level* plus an allowance for *wave uprush* and *other water-related hazards*.

Erosion hazard:

The loss of land due to human or natural processes, that poses a threat to life and property...

Wave uprush:

The rush of water up onto a shoreline or structure following the breaking of a wave; the limit of wave uprush is the point of further landward rush of water onto the shoreline.

Other water-related hazards:

Water associated phenomena other than flooding and wave uprush which act on shorelines. This includes, but is not limited to ice, ice piling, ice jamming, as well as the impacts of wakes from passing boats.



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3.2 County Official Plan

The Town of Lakeshore falls under the upper-tier municipality of the County of Essex. The purpose of the County Official Plan (COP) is to establish a policy framework for managing growth, protecting resources and providing direction on land use decisions during the planning period to 2031. The intent is to implement the PPS at the County level and provide guidance and direction to the seven local municipalities, including the Town of Lakeshore, in their preparation and future implementation of Official Plans (OP), OP amendments and Zoning By-laws. Some of the Plan's key goals for a healthy County are to "protect life and property by directing development away from natural and human-made hazards" and to ensure that Lake St. Clair is noted as a significant area "for fishing and hunting and that future land use decisions are made with regard to maintain access to these resources".

Section 2.4 of the COP outlines the policies related to flood and erosion (natural hazards). It is a policy of the COP to identify the Lake St. Clair floodprone areas as being susceptible to *flooding* and *erosion hazards* and sets the regulatory flood standard for *flood plains*. From this, the local municipalities must identify areas susceptible to flood and/or erosion along areas of Lake St. Clair, as well as the other major waterways, in consultation with local Conservation Authorities. The COP dictates that local Municipalities, including the Town of Lakeshore, establish policies in their local Official Plans that direct *development* outside of areas susceptible to flooding and/or erosion and identify these areas in local Zoning By-laws. Also, for development and site alteration that may be permitted within the areas identified as being susceptible to flooding and/or erosion the County sets out specific criteria. The COP requires that dynamic beaches are identified in a local OP, in consultation with the applicable CA, to conserve and safeguard the natural ecosystem, tourism potential, adjacent land uses and related public safety.

For development fronting on the Lake St. Clair shoreline, the County requires that the Town of Lakeshore establish policies and regulations that provide development setbacks, elevations and shoreline protection measures. Setbacks are the preferred method for protecting new development as opposed to relying on structural or non-structural protection measures that require maintenance and upgrading over time. At the County level, the OP policies commit Essex to exploring opportunities for longer term solutions to recurring flooding where existing development exists within shoreline floodprone areas. The County will support the preparation of detailed studies to identify and define natural hazard areas for streams, rivers, lakefronts and connecting channels. These studies will be undertaken to conserve *natural heritage features* and the *natural heritage system*, capitalize on tourism potential, protect adjacent land uses, and enhance public safety (Section 2.4.1 h)).



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3.3 Municipal Official Plan

In accordance with the Planning Act, and implementing provincial policy, the Town of Lakeshore Official Plan (OP) establishes the goals, objectives, and policies to support the creation of strong communities, the wise use and management of resources and the protection of public health and safety. It identifies the Township's strategic direction within the applicable requirements set out in provincial policy and County-wide policy, as expressed in the Essex County Official Plan. The local OP manages and directs physical change and is designed to promote the vital link between the community, the economy, and the natural environment.

It should be noted that the Municipality is currently undertaking a five-year review of the Official Plan. It is intended that the SMP will provide guidance with respect to revised shoreline hazard mapping.

A key planning objective of the OP is to foster growth and development that is naturally inviting and environmentally aware. The Town accommodates a variety of significant natural features and environments that provide ecological, cultural and recreational benefits. It is the desire of the Town to protect and expand these natural systems to promote the creation of a linked system of features, and their ecological functions. Additionally, the OP identifies a strategic direction to "direct development away from natural and human-made hazards and flood and erosion hazards" (2.3.6 d)).

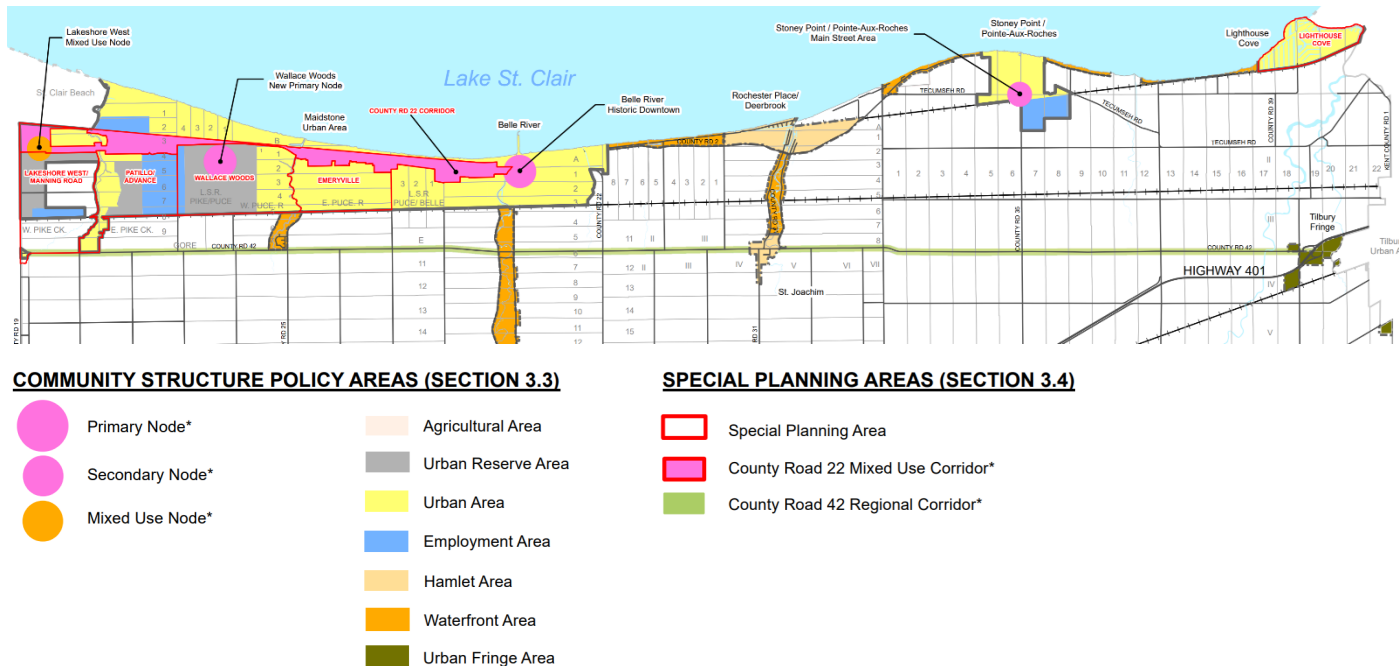
A key component of the OP is managing where and how to grow in a manner that accommodates the Town's projected population and employment growth, while protecting the County's agricultural, rural and natural resources. The fundamental community structure and guidance for long-term growth is guided by Schedule "A" – Community Structure. **Figure 1** shows the Town of Lakeshore Shoreline Management Plan Study Area as it related to the community structure polices areas of Schedule "A" (see Appendix C).



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Figure 2 Schedule "A" Community Structure



Along this stretch of the southern coast of Lake St. Clair, there are multiple land use types present. Much of the shoreline is designated as a Waterfront Areas, which is to accommodate predominately existing residential, commercial, recreational and open space and related uses. Limited growth may be accommodated through infill and development of vacant lands in accordance with all applicable policies for servicing, natural heritage and hazard lands. The Town will also promote opportunities for public access to the waterfront and the development of a waterfront trail system.

Urban Areas are also seen along the shoreline, extending inland - in some cases, as far south as the existing rail line. These designations are some of the largest urban areas in the Town of Lakeshore and function as the Town's focal point for growth, development and urban activities.

Other land use designations include Hamlet Areas, which are small rural settlements providing limited services to the surrounding agricultural community, and which are expected to experience only minor infilling and development of vacant lands, as appropriate.

The County Road 22 Mixed Used Corridor is envisaged as a higher intensity mixed use corridor extending across the Maidstone and Belle River Urban Areas, which is anticipated to accommodate a combination of commercial, retail and residential uses



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through infilling, intensification and redevelopment, and the development of vacant and underutilized lands.

There are areas of extensive development along the shoreline, in some cases where natural hazards are present. In these areas, a reasonable compromise will be made between the extent of the hazard and the continued use and future development of the area (Section 5.4.1). The situation is particularly applicable to the Urban Areas, Hamlet Areas and Waterfront Residential Areas. The Zoning By-law may establish specific zones to address existing development locations within this area.

3.3.1 Special Planning Areas

Six (6) Special Planning Areas have been identified in the Town's OP, based on the desired growth management framework. It is generally intended that secondary plans may be prepared for these areas to comprehensively address future land use patterns for new development areas or to implement a specific planning initiative. If a Special Planning Area falls within the Shoreline Management Study Area, any future secondary planning for the area should consider the recommendations and updated mapping resulting from this Study. The Special Planning Areas include the following locations:

- Emeryville
- Patillo/Advance
- County Road 22 Corridor
- Wallace Woods
- Lakeshore West/Manning Road
- Lighthouse Cove

3.3.2 Official Plan Hazard Policies

It is a priority of the Town to ensure the sustainable use of resource assets, to protect and enhance significant natural features and functions, and to reduce the risk to public safety and property from hazards, such as flooding, unstable slopes and human-made hazards. Section 5.4.1 of the Town's OP outlines the intent of the Town to protect life and property by respecting natural and human-made hazards, which may represent constraints to development.

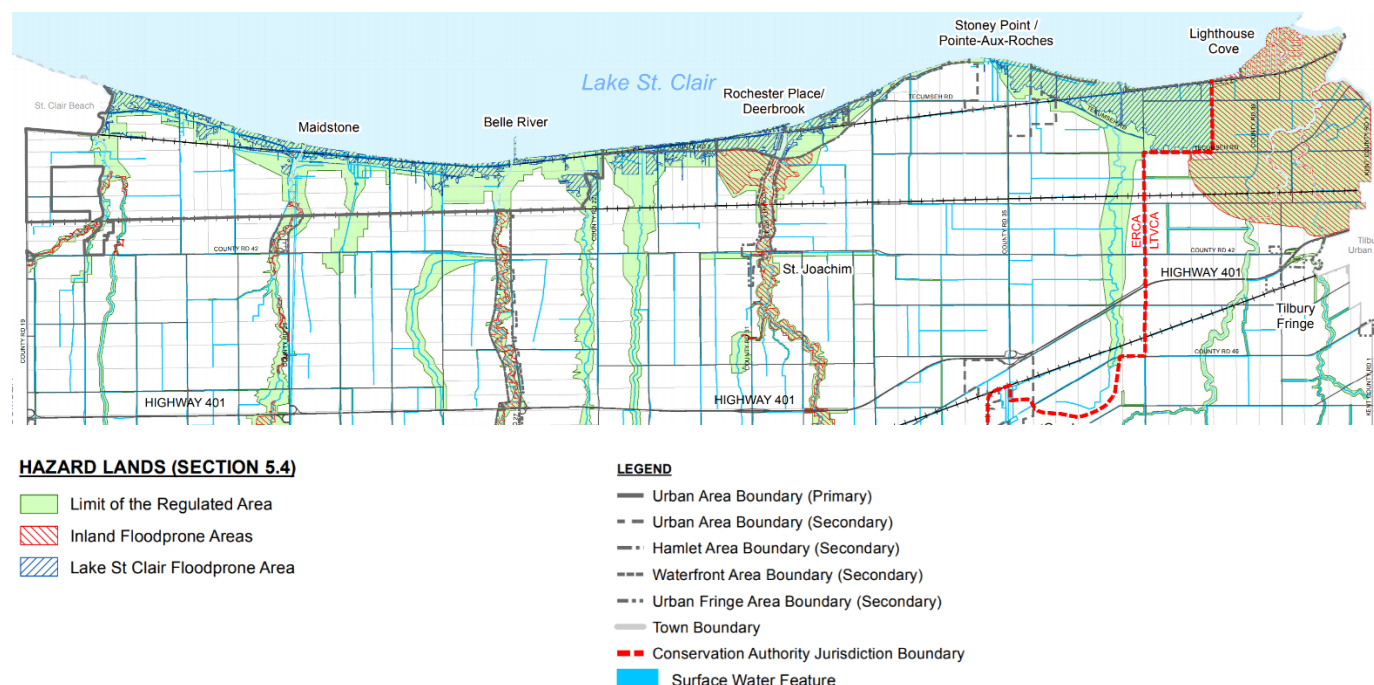
The policies regarding natural hazards will be applied when determining uses permitted on lands identified as Hazard Lands and illustrated as: the Limit of the Regulated Area; Lake St. Clair Floodprone Areas; and, Inland Floodplain Control Areas, as shown on Schedule "B.4" of the Town's OP. **Figure 2** shows the extent of the Town's shoreline outlining its Draft Natural Hazards and Floodprone Areas.



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Figure 3 Schedule “B.4” Natural Hazards and Floodprone Areas



Section 5.4.1.1 of the Town OP outlines the applicable policies for the Limit of the Regulated Area (LORA), which requires that appropriate arrangements be made with the appropriate conservation authority prior to permitting development. Within the LORA lands, policies for “Inland Floodprone Area” or “Lake St. Clair Floodprone Area” may also apply.

It should be noted that these areas are referred to differently between the OP Schedules and Text, which may cause confusion. The OP Schedules refer to “Inland Floodprone Areas” and “Lake St. Clair Floodprone Area”, while the text of the OP policies refer to “Inland *Floodplain Development Control Area*” and “Lake St. Clair *Floodplain Development Control Area*.” The current Official Plan Review process, along with this SMP provide the opportunity to revise these policies for consistency.

Inland Floodprone Area/Inland Floodplain Development Control Area policies (Section 5.4.1.2) require that development on these lands, other than lands in the floodway, may only be permitted if the existing or potential hazards can be overcome by accepted engineering techniques and resource management practices, such as those set out by Provincial technical manuals. Additionally, the Town must consider the costs and benefits in economic, social and ecological terms of any engineering works or resource management practices needed to overcome the impacts. Furthermore, any new

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development must meet minimum flood protection standards, and appropriate vehicular access routes are to be maintained. Lastly, as required by provincial policy, certain uses are prohibited in Hazard Lands which include: any uses involving hazardous substances or sewage; institutional uses (schools, nursing homes, etc.); emergency services or electrical substations.

Lake St. Clair Shoreline Floodprone Area/Floodplain Development Control Area policies, as outlined in Section 5.4.1.3 of the OP, note that buildings are required to be floodproofed to protect them from lake-related flooding. An appropriate setback from the defined shoreline of the Lake may also be required to protect the building from wave uprush and other water related hazards. Generally, the policies state that development should be directed outside of the furthest landward limit of the dynamic beach hazard limit, and the flood hazard limit and the erosion hazard limit. As in the inland floodprone areas, areas that would be rendered inaccessible to people/vehicles during a time of hazard events would not be permitted to be developed unless it has been demonstrated that the site has safe access. Any development in the dynamic beach hazard would also not be permitted. Additionally, as is the case in inland floodprone areas, certain uses are prohibited which including: any uses involving hazardous substances or sewage; institutional uses (schools, nursing homes, etc.); emergency services or electrical substations.

Despite these restrictions, development in the Lake St. Clair Shoreline Floodprone Area may be permitted in some circumstances. In consultation with the CA, and where the risks can be absorbed, managed or mitigated in accordance with the Town's standards, development may be permitted. The Town's standards include:

- Safely addressing the hazards, and ensuring that development is completed in accordance with floodproofing standards, protection works standards, and access standards;
- Existing hazards are not aggravated or new hazards are not created;
- No adverse environmental impacts will result, and no negative impacts on Natural Heritage Features will result;
- Vehicles and people have a way of safe ingress and egress during times of flooding, erosion or other emergencies; and,
- Development is carried out in accordance with established standards and procedures.

Existing development and land uses are also addressed in the policies of the OP dealing with the lands within the Lake St. Clair Shoreline Floodprone Area. The Town commits to undertaking studies in cases of severe water and erosion damage to the



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Town roads or other Town property (Section 5.4.1.3. e). These studies aim to compare the costs of erosion abatement with structure relocation, road closing or relocation, or the acquisition of new properties. Alternatives will be considered prior to any erosion abatement scheme or other course of action being taken. Repairs and minor additions may be permitted to existing non-conforming development, subject to applicable regulations (Section 5.4.1.3. f). Replacements to existing buildings or structures may be permitted provided it does not result in an increase in the original usable floor area or alter the original use or affect shoreline processes (Section 5.4.1.3. g).

There may be areas where the hazard needs to be addressed on a comprehensive basis, rather than an individual lot basis (Section 5.4.1.3. h). Therefore, a more comprehensive review of the particular hazard may need to be evaluated prior to replacing and building or structure. Nothing in the policies for the Lake St. Clair Shoreline Floodprone Area should be interpreted to prohibit the relocation of an existing building or structure presently located within the erosion hazard limit further from the hazard (e.g. the top of bank) even if it is still in the erosion hazard limit.

Other hazards may exist along the shoreline, such as unstable soils and steep slopes. In these areas, the Town, in consultation with the CA with jurisdiction, may require a geotechnical study or engineering analysis in order to determine the feasibility of proposed development (Section 5.4.1.4).

In accordance with the Zoning By-law, the applicable Conservation Authority has jurisdiction for hazard issues within the Limit of the Regulated Area (LORA). The permitting authority of a CA is outlined in Section 28 of the Conservation Authorities Act (CAA), R.S.O 1990, C.C.27, as amended. As the Town's shoreline covers two conservation authority boundaries, specific regulations of the CAA apply to Lakeshore's two watersheds.

3.4 Conservation Authorities Act

All lands within the Limit of the Regulated Area are regulated by the "Development, Interference with Wetlands and Alteration to Shoreline and Watercourses Regulations" under the Conservation Authorities Act. As such, the relevant Conservation Authority should be contacted when proposing development within or near the lands identified on Schedule "D.4" as the Limit of the Regulated Area, which comprises three principal hazards: riverine hazards, shoreline hazards and other hazards (i.e. ice jams).

3.4.1 Ontario Regulation 97/04 and 158/06, and 152/06

Ontario Regulation 97/04 under the Conservation Authorities Act (CAA) is more commonly known as the "Development, Interference with Wetlands and Alteration to Shoreline and Watercourses Regulations" which outlines general content of the



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Conservation Authorities' (CA) ability to regulate hazards under Section 28 of the CAA. Ontario Regulation 158/06 (Essex Region CA) and 152/06 (Lower Thames Valley CA) provide more context in the applicable conservation authorities within the study area. At any given location in the Town of Lakeshore, two of the CAA regulations apply to a specific geography: a. the general O.Reg 97/04; b. either O. Reg 158/06 or O. Reg 152/06, depending on the watershed that the site falls within.

It should be noted that there have been recent changes to the Conservation Authorities Act through both Bill 139 – Building Better Communities and Conserving Watersheds Act, and Bill 108 – More Homes, More Choice Act. Implications of these changes to this study will be explored through discussions with both LTVCA and ERCA through the study.

The general content and authority of Ontario Regulation 97/04 prohibits development in or on: hazard lands, wetlands, areas adjacent or close to the shoreline of Lake St. Clair, including the area from the furthest offshore extent of the authority's boundary to the furthest landward extent of the boundary, based on distances that are outlined in the regulation. These distances, and therefore the "regulated area", can change based on the presence of certain hazards that can exist along the shoreline (e.g. dynamic beaches). The Regulated Area under the CAA largely correspond to those hazards defined by the Technical Guidance documents used in implementing the policies of the PPS.

O. Reg 158/06 applies to lands within the watershed boundary of the Essex Region CA.

O. Reg 152/06 applies to lands which fall within the watershed boundary of the Lower Thames Valley CA.

While the CAA and the accompanying Regulations represent a regulatory and permit process separate from the land use planning process, they have an important relationship – the land use planning system, governed by the *Planning Act*, PPS, and implemented through local Official Plans and Zoning Bylaws, should adequately consider and plan for these hazard areas such that a Section 28 Permit can be granted at the time of building.

3.5 Canada-Ontario Agreement on Great Lakes Water Quality and Ecosystem Health

The Great Lakes, along with its inland waterways are seen as the foundation of Ontario's economic prosperity and well-being, as they supply water, support the Province's economy and provide healthy ecosystems for recreation and tourism. As such, the Province undertakes continued negotiations and partnership with the federal government under agreements such as the Canada-Ontario Great Lakes Agreement.



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Policy Summary and Considerations September 25, 2020

The agreement supports the ongoing restoration of the water quality and ecosystem health in designated areas of the Great Lakes. As outlined in the Preamble to the Provincial Policy Statement, there may be circumstances where planning authorities should consider agreements related to the protection or restoration of the *Great Lakes – St. Lawrence Basin*, such as those between Ontario and Canada.

This Shoreline Management Plan will have regard for the Canada-Ontario Great Lakes Agreement, and recommendations should ultimately contribute to the ultimate goal of supporting the ecosystems and water supply provided by Lake St. Clair.

4.0 Policy Summary and Considerations

There is strong provincial and municipal policy support and mandate to assess and delineate shoreline hazards and their impact on existing and future development. The recent changes in the PPS, including the requirement for municipalities to “prepare for the impacts of a changing climate” recognizes that climate change represents a significant threat to the viability of settlements within vulnerable areas. It will continue to present significant challenges to all communities, particularly in municipalities such as the Town of Lakeshore, where a significant portion of the population and developed area are particularly vulnerable to the impacts of a changing climate due to their location along the shoreline.

The mapping, technical assessment, modeling, and policy recommendations that result from this SMP must be coordinated and fully integrated with ongoing considerations for land use, development and future economic growth, recreational and cultural heritage assets, and municipal infrastructure systems. It must also be well integrated with the legislation and directives of the two Conservation Authorities having jurisdiction.

It is noted at the outset that, upon completion of the appropriate technical assessment and accompanying mapping, the SMP should make policy recommendations to achieve greater consistency and transparency within the Municipality’s existing Natural Hazard Policies, and may also make recommendations for changes to other land use policies and accompanying mapping. Depending on the results of the hazard analysis and mapping, there will be opportunities to provide more specific policy guidance with respect to new development along the shoreline, and direction for the treatment of existing developments.



Next Steps

September 25, 2020

5.0 Next Steps

Phase 2 of the SMP involves the completion of the following tasks:

- Completion of shoreline analysis, modeling, and mapping. These tasks will be completed based on the data that was collected during Phase 1 of the study, which included bathymetric surveys, oblique aerial photography, and the development of a shoreline protection database. The analysis will provide the scientific and technical rationale for the development of appropriate shoreline management alternatives and land use policies in coordination with project stakeholders:
 - Establish new 1:100 Year Flood Level
 - Evaluate Nearshore Wave Climate and Wave Uprush
 - Calculate Historical Shoreline Change Rates
 - Dynamic Beach Assessment
 - Generation of hazard setbacks to account for Climate Change
 - Produce 1:2,000 scale Hazard Mapping
- **Land Use Policy Best Practices Review.** Coastal municipalities throughout Ontario and beyond are dealing with similar challenges. In addition, there is some uncertainty surrounding the implementation of the new changes to PPS policies. We will conduct a policy review in similar jurisdictions and consult with municipal and provincial agencies to consider strategies and alternatives for updated municipal policies related to existing and future shoreline development.
- **Public and Stakeholder Engagement Round 2.** This will include a meeting with the Technical Advisory Committee to review the results of the technical analysis within Phase 2, to confirm direction for Phase 3, and to collectively review the Phase 2 public engagement message. A public engagement event will also be held to present the results of the technical analysis, but also to facilitate a community discussion on what the shoreline management approaches may look like, and what policy approaches may mean for the community. We recognize that the content and messaging surrounding this public engagement event will need to be carefully considered and reviewed by the project team prior to presenting information. This phase also includes an update to Council or the Flood Task Force Committee.



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References

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**TOWN OF LAKESHORE
SHORELINE MANAGEMENT PLAN**

Appendix A Consultation Plan
September 25, 2020

Appendix A Consultation Plan





Communication Plan

Town of Lakeshore

Shoreline Management Plan

This is a living document and needs to be updated as the project progresses.

Prepared for:

Town of Lakeshore

Prepared by:

Stantec Consulting Ltd.



SHORELINE MANAGEMENT PLAN; TOWN OF LAKESHORE

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Prepared by _____
(signature)

Nick Dyjach, CPT

Approved by _____
(signature)

Stephanie Bergman, MA, ENV SP

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BACKGROUND + CONTEXT

The northern extent of the Town of Lakeshore consists of the Lake St. Clair shoreline and includes both serviced, and unserved development areas. Each reach of the shoreline is subject to shoreline hazards (flooding and erosion). Currently, the Town of Lakeshore does not have a shoreline management plan for the reach of shoreline within the boundary of the municipality. The Essex Region Conservation Authority has been regulating development activities along the Lake St. Clair shoreline (through O. Reg. 158/06) since 1984 using flood line and erosion produced in 1976. The northern portion of the Town is also located within the Lower Thames Valley Watershed and is regulated under O. Reg. 152/06.

The Town of Lakeshore has retained Zuzek Incorporated ("Zuzek") and Stantec Consulting Ltd. ("Stantec") to prepare the Shoreline Management Plan (SMP) for the Town of Lakeshore. The SMP will have regard for

- **Prevention** of new development from locating within areas subject to loss of life and property damage from natural hazards;
- **Protection** of existing infrastructure and development from natural hazards through the application of structural and non-structural measures (including acquisition);
- **Emergency Response** to prepare for emergency situations through flood forecasting and warning systems and implement appropriate emergency response procedures such as evacuating areas and disaster relief.
- **Public Information** to increase awareness of challenges and risks associated with shoreline hazards;
- **Environmental Conservation** to ensure that no adverse environmental impacts result from actions; and
- **Monitoring** the implementation of the Shoreline Management Plan and the effectiveness of the recommendations.

Engagement for the project plan will consist of three main phases – an initial engagement with stakeholders and the public to make introductions; engagement with stakeholders and the public to review draft objectives; and to present the final recommended options and draft plans to stakeholders and the public prior to Council consideration. A project website will also be created where members of the public will be able to interact with project information throughout the study.

This Communications Plan will create a framework for how the public and stakeholders will be engaged throughout the study, highlights key objectives for the engagement, and communications strategies.

MISSION STATEMENT

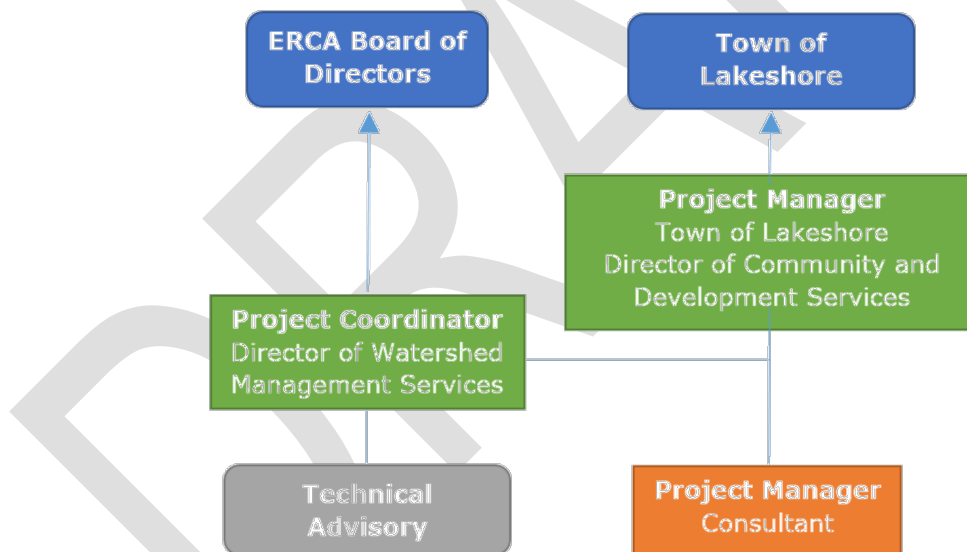
Stakeholder engagement will be open, inclusive, transparent, and dynamic. The project team, including Town of Lakeshore, Zuzek and Stantec staff, will strive to incorporate community priorities into the decision-making process, and articulating the . We acknowledge that achieving consensus is difficult and unlikely due to various stakeholders and interests, however the Communications Plan will provide the framework to encourage feedback that can be integrated into the planning process and communicated the benefits and trade-offs made throughout the project.

ENGAGEMENT FOCUS + GOALS

- To encourage community involvement in the project process through transparent and accessible engagement opportunities.
- To develop an understanding of the existing perceptions of issues and opportunities.
- To identify increase community awareness of challenges and risks associated with shoreline development.
- To document stakeholder input and validate involvement.
- To acknowledge, communicate, and educate stakeholders of the potential impacts of the study on land impediments and potential development barriers; and
- To craft recommendations that are reflective of stakeholder input and broadly supported.

COMMUNICATIONS APPROACH

The success of the Plan will require active input in buy-in from a range of key stakeholders, both internal and external to the project team. It is anticipated that a Technical Advisory Committee (TAC) will be convened and a Project Coordinator will be assigned to chair the TAC meetings and liaise with the ERCA Board of Directors.



Residents and property owners along within the study area, particularly along shoreline areas, will have significant interest in the development of the Plan and it is anticipated that the Plan will face significant interest by property owners due to the potential for perceived/real impacts to future development potential. Education will be a significant component of the communications plan for the study. The International Association of Public Participation recognizes a spectrum of community engagement activities with increasing levels of stakeholder authority in the decision making process:

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Inform – Provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities, and/or solutions.

Consult – Obtain public feedback on analysis, alternatives and/or decisions. For example, this may be done through use of comment forums, focus groups, surveys, or public discussions.

Involve – Work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. For example, design studios, workshops, and deliberative interviews may be used to directly influence decision-making.

Collaborate – Partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. This level of involvement may form a stakeholder advisory committee or mediation.

Empower – Place final decision-making in the hands of the public. This level allows the stakeholders to decide, through voting ballots or a delegated committee decision, for example.

This project team will endeavor to Inform and Consult stakeholders throughout the process to convey information to landowners, elicit community support, and solicit feedback. By the very nature of the project, the decisions of the shoreline management plan will be made by Council based on recommendations supported by scientific evidence and guided by regulatory policy.

KEY CONTACTS

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ROLE OF THE TECHNICAL ADVISORY COMMITTEE

The Technical Advisory Committee (TAC) represents the interests of the municipality, utility and transportation stakeholders, as well as the public as a whole with matters concerning public safety and emergency response, flood protection, environmental quality, conservation, among other aspects. The TAC

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will consist of subject matter experts, including key representatives from the Town of Lakeshore, the Essex Region Conservation Authority, Lower Thames Valley Conservation Authority, the Ministry of Natural Resources and Forestry/Ministry of the Environment, Conservation and Parks, VIA Rail, Lakeshore Community Emergency Management Coordinator, and the County of Essex Planning Division. TAC meetings will provide valuable input to the Project Team:

- to communicate local knowledge, guidance and expertise;
- to identify potential technical issues, constraints or impacts and confirm the work plan;
- to ensure that accurate technical information or resources are available or assembled; and
- to foster a positive working relationship between the Town, County, conservation authorities and external agencies.

ROLE OF THE PROJECT TEAM

The project team, including the consulting team and Town staff, will provide the overall guidance and accountability for the engagement process.

Town staff will be responsible for scheduling events, updating online content to the Town's website, distributing activity notifications, and providing oversight on activities and develop any key messaging, branding, or content deemed necessary.

The Town of Lakeshore Director of Community and Development Services, Tammie Ryall, will be the primary project spokesperson and the contact person in media releases pertaining to the project. Town Mayor, Tom Bain, should be quoted on media releases to lend political support and legitimacy to the project.

Stantec and Zuzek will develop materials for Public Information Centre (PIC) and may be asked to provide Town Council presentations, including presentations and poster board materials. Stantec will also design, deliver, and document the engagement activities. Stantec will be expected to provide event planning, communications, invitations, and logistics for PIC events, including:

- Draft and design invitations/notifications;
- Draft, design and produce poster boards; and
- Provide sharpies, sticky pads, name cards, etc.

ROLE OF THE COMMUNITY

Community engagement is critical as the SMP and recommended policy changes may affect landowners and the implications of any desired future development opportunities. Public engagement for this project is anticipated to be largely at the "Inform" and "Consult" level to convey information, educate the public of the outcomes and desired principles of shoreline management, and to obtain feedback at each phase of the project, while also allowing for some public and key stakeholder involvement in initial phase. Residents will be acknowledged as "local influencers" that will help identify constraints and areas of concern in their own community.

ENGAGEMENT EVENTS + COMMUNICATIONS

Project communications will take on a dynamic and multi-pronged approach that will support the overall goals and objectives outlined in the Engagement Strategy, as well as the phase-specific goals outlined in this plan. The overall strategic approach will leverage a variety of communication channels to provide information and receive feedback including the following.

- **Public Information Centres** will be held in open house format to allow residents and stakeholders to congregate in a relaxed setting, with multiple opportunities for information sharing with other residents, industry professionals, and councillors if available.
- The **Town of Lakeshore website (www.lakeshore.ca)** that will function as a repository for project related information, notices, timelines and final documents.
- The Town has implemented new public engagement online software. **PlaceSpeak** will administer engagement opportunities and document public input automatically, which will be used in reporting.
- **Directed notifications (letters of invitation)** will be distributed to stakeholders prior to key events as a tool to inform and remind of upcoming public engagement activities.
- Advertisements placed the **local newspaper(s)** may be used to inform the broader public.
- **Report to Council** with regular updates.
- **Communicate through Councillors**, businesses and local organizations to spread information as broadly as possible.
- Updates using **social media** to advertise key project updates and engagement opportunities will be promoted by Town of Lakeshore accounts holders.

As the project progresses, communication and engagement will be evaluated at each phase. Any suggestions to improve communications are accepted and may be incorporated as the project continues.

This section outlines in more detail what activities and platforms are planned. Activities are intended to meet those communication and engagement objectives and commitments outlined in our strategy. Each of the three Phases in the process will actively engage stakeholders and the community, present new information and solicit their feedback. Each phase will also summarize what we've heard and how we intend to use that information, which may then be available at city hall and uploaded to the Town's website and/or PlaceSpeak website to ensure a transparent engagement process, or provided to Council for their review, considerations.

PHASE 1: BACKGROUND REVIEW & CONSULTATION

ENGAGEMENT GOALS:

- Assembly of TAC and receive initial feedback from subject matter experts.
- General introductions to project team, subject matter experts and municipal staff.
- Introduction to the project framework, acquisition and review of available technical studies; and finalization of process.
- Seek advice from landowners and areas of concern.

ENGAGEMENT OBJECTIVES:

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- To officially commence the project and communications, providing introductions to project team and project purpose/timelines, and planning/project process.
- To establish engagement expectations and “rules of engagement”.
- To encourage project involvement and alternative avenues for providing feedback (e.g. website, survey, future events).
- To host a community Open House and individual meetings (or conference calls) where necessary with key stakeholders.
- To solicit feedback and perceptions of community (SWOT Analysis).
- To initiate an online presence to provide convenient access to information and a line of communication.
- To document all input received.

COMMUNICATION ACTIVITIES:

Technical Advisory Committee (TAC) – Meeting #1: A kick-off meeting will be held with the identified Technical Advisory Committee. Due to the preliminary nature of this meeting, we propose that the meeting may be held as a teleconference. The Scope of Services shall be provided to attendees prior to the meeting for review and comment. The objectives for the meeting will be to ensure key stakeholders are in agreement with the work program and objectives moving forward.

Project Initiation Notice: Notice to be sent to community landowners to officially commence study, provide a web address to the Town’s website and PlaceSpeak, contact information for key team members, and invitation to initial open house (PIC #1) meeting. Notice to be mailed in the form of a letter or postcard.

Public Information Centre (PIC) – Open House #1: an event will be held to introduce the project and project team and solicit community feedback including perceptions of existing community (facilities and land uses). Initial meetings will introduce the purpose of the Secondary Plan and Community Improvement Plan, identify local constraints and opportunities (SWOT Analysis) and an extract a vision for the long-term community sustainability. A PIC Summary will be created to recap feedback received.

Online Platform: An online presence is ideal for those who are unable to attend the PIC event. Using out-of-the-box online software, such as PlaceSpeak, polls or surveys may be used to solicit information. Available reports, information and project progress will be deposited online for review, maintaining transparent and convenient access to information. Links to access the content will be provided on notifications mailed to stakeholders and the Town’s website.

Presentation to the Town of Lakeshore Council: To facilitate buy-in from key stakeholders, we have included a presentation to the Town of Lakeshore Council at the conclusion of Phase 1 in order to ensure they are informed throughout the study. A representative from Zuzek Inc. and Stantec will be in attendance to present Phase 1 findings and answer questions from Council.

DELIVERABLES:

- TAC Scope of Services
- Online content (e.g. resources, graphics, text).
- Notification letter to residents/landowners.
- Open House feedback forms

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- PIC #1 summary report.
- Council presentation #1

PHASE 2: TECHNICAL ANALYSIS

ENGAGEMENT GOALS:

- Produce new 1:100 Year flood extents and draft Hazard Mapping for review
- Produce preliminary land use policy best practices for review
- Summarize and communicate technical review/findings
- Elicit technical feedback from subject matter experts and TAC
- Gauge response to preliminary technical evaluations and receive feedback to aid in final policy recommendation(s)
- Maintain a transparent project plan

ENGAGEMENT OBJECTIVES:

- To update TAC and stakeholders on the technical analysis and work completed to date.
- To present flood Hazard Mapping and inform landowners and stakeholders of initial results and potential impacts.
- To continue an online presence and provide updated information, timelines, and concepts and receive public input.
- To document all input received.

COMMUNICATION ACTIVITIES:

Technical Advisory Committee (TAC) – Meeting #2: A meeting will be held with the identified Technical Advisory Committee to review the 1:100 year flood mapping and hazard mapping. A discussion of overall impacts and issue/concerns will evaluate next steps, including information to be presented at PIC #2.

Public Notice: Notices to be sent to community landowners to advertise the second Open House to discuss and provide feedback on draft planning vision/objectives and conceptual options. Notice will also provide a link to the Town's website, engagement survey, and contact information for key team members. The Town's website and/or community engage platform will be updated to present new materials, technical information, draft vision and objectives, and conceptual design solutions.

Public Information Centre (PIC) – Open House #2: an event will be held to present what we heard at first open house, present conceptual design options, and solicit community feedback. A report will be created to summarize feedback received.

Presentation to the Town of Lakeshore Council: The results of Phase 2 technical analysis and policy recommendations will be presented to Town Council. Staff from Zuzek Inc. and Stantec Consulting Ltd. will be in attendance to answer questions.

DELIVERABLES:

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- Updated information for online/website platform
- Notification letter to residents/landowners.
- Open house feedback forms
- PIC #2 summary report.
- Council presentation #2

PHASE 3: SHORELINE MANAGEMENT PLAN

ENGAGEMENT GOALS:

- Develop and present Shoreline Management Concepts and draft SMP to TAC and stakeholders
- Develop and present recommended Zoning By-Law changes
- Gauge response to alternative flood mapping and receive feedback to aid in final recommendation(s).
- Maintain a transparent project plan

ENGAGEMENT OBJECTIVES:

- To update TAC with the draft SMP and regulatory/policy changes and finalize deliverables.
- To update stakeholders on the outcomes of the technical information of Phase 2 and the final revisions made to achieve the preferred mapping and policy recommendations.
- To continue an online presence and provide updated information, timelines, and concepts and receive public input.
- To document all input received and present to Council with the final draft deliverables and recommendations.

COMMUNICATION ACTIVITIES:

Technical Advisory Committee (TAC) – Meeting #3: Draft reports will be distributed to the Technical Advisory Committee prior to the meeting for review and comment, as well as final revisions needed prior to Council presentation.

Public Notice: Notice to be sent to stakeholders to advertise the third Open House to discuss and provide feedback on draft SMP. The Town's website and PlaceSpeak will be updated to present new draft materials and PIC #3 information.

Public Information Centre (PIC) – Open House #3: PIC #3 will be held to present the findings of phases 1 and 2, and the draft Shoreline Management Plan and Official Plan/Zoning Bylaw Amendments. This will be a crucial step in the process and will provide stakeholders with an opportunity to discuss the implementation of the Shoreline Management Plan through policy/development regulations. A report will be created to summarize feedback received. This report may be used to update Council with the feedback

Presentation to the Town of Lakeshore Council: The final draft SMP and OPA/ZBA policy recommendations will be presented to Town Council. Staff from Zuzek Inc. and Stantec Consulting Ltd. will be in attendance to answer questions.

Post-Engagement Objectives:

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DELIVERABLES:

- Updated information for online/website platform
- Notification letter to residents/landowners.
- Open house feedback forms
- PIC #3 summary report.
- Council presentation #3

PUBLIC INFORMATION CENTRES (OPEN HOUSE) RESPONSIBILITIES

Project Team Tasks	Consultant Team	Town of Lakeshore
1. Book Venue		√
2. Catering		√
3. Arrange for Road Signage, if needed		√
4. Update PlaceSpeak project page	√	√
5. Update Town Website		√
6. Draft Notification/Invite	√	
7. Mailout Notification/Invite		√
8. Draft Social Media Advertisements		√
9. Contact Key Stakeholders	√	
10. Contact Businesses	√	
11. Contact Councillor		√
12. Sign-In Sheets and Misc. Materials	√	
13. Feedback Forms/Comment Cards	√	
14. Illustrations/Poster Boards/Presentation	√	
15. Additional Information Packages		√
16. Engagement Summary of Events	√	

PIC RULES OF ENGAGEMENT

The outcomes of the project at hand are unknown, however have the ability to generate emotional reactions from landowners and the general public. Therefore, the tone of communication will be positive, informative, and will use plain language with an emphasis on envisioning long-term solutions for the Town of Lakeshore as a whole. The communication plan and public engagement approach consists of three components:

- **Informing stakeholders and the public** about the project and its progress.
- **Engaging stakeholders and the public** at various points into help discuss and advise landowners of findings and next steps.
- **Educating stakeholders and the public** about potential outcomes of the project such as development impacts, additional regulations, or barriers to development.

Generally, the following “**PIC Rules of Engagement**” will be communicated to the project team and stakeholders where multiple opinions may be expressed:

1. Be hard on issues, but easy on people.
2. Be present – avoid using phones or being distracted.
3. Actively listen – fully engage in the conversation and do not ignore anyone.
4. Be constructive, solution-oriented and seek mutually beneficial ideas.
5. Respect everyone’s time.
6. Provide the opportunity for everyone to speak.
7. Be courteous and do not speak over someone - have one conversation at a time.

PIC DOCUMENTATION

After each round of PIC events in each phase, a PIC Summary will be created to document the process and feedback received. The summary will include the time, location and number of attendees at the public events (feedback and response), the results of the completed evaluation forms (how to improve the next phase of engagement), and correspondence received (e.g. phone calls, letters, emails). The consultation summary will be used to inform the Project Team and to update Council on what was heard and how the Project Team had responded or resolved issues. The Engagement Summary is an important tool to monitor and ensure that community input is reflected in the project process.

FAQS, ENGAGEMENT RISKS, AND KEY MESSAGING

This communication plan identifies opportunities for landowners and the general public to participate in the process and to receive information that may be highly technical or challenge the status quo. General or specific concerns may arise that will need to be strategically communicated.

Consultation Fatigue - There is a danger of asking residents similar questions to those they have already been asked and therefore appearing to ignore previous feedback that was received in previous consultations.

Response: Shoreline management and floodplain mapping is a popular topic and may seem to be constantly discussed and in politics and elsewhere. Wherever possible, PIC events will be targeted at specific phase of the project and will be used to deliver targeted messages to solicit specific feedback in such a manner that is not too generic or overlap with previous phases.

Stakeholder Apathy - There is concern that the public might not understand how the shoreline management plan directly applies to them or their landholdings and view the process as a “waste of taxpayer money”.

Response: One of the key components of this Communication Plan will be to educate the public on how the shoreline management will be used as a tool to better understand the existing conditions as well as

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mitigate any future conflicts. To ensure that the new plan reflects public and stakeholder expectations, the engagement strategy considers perspectives from all that are affected by the change. An educational component including messaging will inform the public why the shoreline management plan is necessary, such as explaining the rationale behind the flood modelling and how the intent is to protect public and private infrastructure as well as health and safety.

The policy is fine the way it is (no change is needed) - Another common misconception is that “if it ain’t broke, don’t fix it”.

Response: Preparing the SMP is intended to be a preventative and not a reactive approach to flooding and climate change. The SMP aims to foresee potential issues before larger, more costly, issues arise. Instituting a transparent and educational communication plan aids in mitigating this concern. All aspects need be discussed and inform a balanced conversation to identify the efforts the Town is striving for instead of focusing on only the negative aspects. For instance, increased separation/development buffers are aimed at protecting infrastructure/investment and not reducing development capability.

Mistrust in government/consultants – this concern stems from personal and negative experiences that would have pushed on landowners to lose confidence in their government officials or industry professionals.

Response: This concern is the most challenging issue to overcome in order to gain community buy-in. Existing mistrust may have stemmed from previous experiences or projects that had not gone too well or had poor engagement plans that “forced” the community to change that were ill-received. Gaining acceptance will be a long-term investment. This project will provide multiple opportunities to be involved as well as reporting on how feedback is used to move the project forward, which improves community ownership of the process and builds trust.

I want to build – There are many landowners that may be frustrated because the perception is that the SMP limits their permission to construct homes/buildings and is targeted toward them personally.

Response: The SMP will be derived from evidence-based scientific methodologies and will provide a set of recommendations that will help the community as a whole. Specific individual landowners or areas are not earmarked for development or non-development. The SMP reviews the entire shoreline and represents an overall scientific representation, based on existing conditions and evidence based assumptions. The SMP itself will not regulate or infringe development rights. The outcome of the SMP will become part of the overall planning framework that is implemented through policy of the Official Plan and/or the regulations of the Zoning By-law.


SCHEDULE

**TOWN OF LAKESHORE
SHORELINE MANAGEMENT PLAN**

Appendix B Phase 1 “What We Heard” Report
September 25, 2020

Appendix B Phase 1 “What We Heard” Report





What We Heard

Public Information Centre (PIC) #1

Town of Lakeshore Shoreline Management Plan

Prepared for Town of Lakeshore
Prepared by Stantec

January 3, 2019

1614 13887



600 – 171 Queens Avenue, London ON N6A 5J7

Town of Lakeshore

Shoreline Management Plan

What We Heard Report

Public Information Centre 1 – November 28, 2019

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Background

The northern extent of the Town of Lakeshore consists of the Lake St. Clair shoreline and includes both serviced and unserviced development areas. Each reach of the shoreline is subject to shoreline flooding and erosion hazards.

The Essex Region Conservation Authority has been regulating development activities along the Lake St. Clair shoreline (through O. Reg. 158/06) since 1984 using flood line and erosion produced in 1976. Ongoing changes to shorelines, climate change, and continued development pressure requires the Town to update land use policies and strategies that are supported by shoreline management technical studies.

The engagement component for the project will consist of three main phases – an initial engagement with stakeholders to make introductions and identify opportunities/constraints; engagement with stakeholders and the public to review technical findings and draft policies and; and finally to present the final recommended Shoreline Management Plan (SMP) document.

Objectives

Understanding how the community interacts with shoreline areas and how they are impacted by shoreline flooding and erosion is vital to the success of the SMP. The community will be faced with issues that cross property, jurisdictional, and legislative boundaries, so we must collaborate to develop more resilient and sustainable solutions. The principles that will guide stakeholder and community engagement through the study include:

- To encourage community involvement in the planning process through transparent and accessible engagement opportunities.
- To understanding how the community perceives existing and future shoreline issues.
- To educate stakeholders on the existing and future risks and challenges, and the benefits/tradeoffs of shoreline management alternatives.
- To undertake a balanced evaluation of alternatives that reflects the priorities of all stakeholders (residents, visitors, the Town, the environment, and Indigenous communities).
- To provide clear and transparent documentation of the planning and decision-making process.

TOWN OF LAKESHORE
Shoreline Management Plan
Public Consultation Event

Lakeshore

WHAT'S HAPPENING?
The Town of Lakeshore is embarking on a new project to investigate Lake St. Clair shoreline flooding and erosion hazards. Lake St. Clair water levels are at an all-time high, and extreme weather events are anticipated to increase in severity. The Town of Lakeshore feels that this is an opportune time to begin discussions with stakeholders to create a long-term management plan in order to address existing and future risks to public health and property and to conform with applicable Provincial policy direction. The Shoreline Management Plan will include technical analysis of erosion and flooding hazards associated with the Lake St. Clair shoreline and the identification of land use policies to better protect the shoreline areas from the cumulative impacts of development.

HAVE YOUR SAY!
Date: Thursday November 28th
Time: 4:30pm to 7:30pm
Venue: Atlas Tube Centre,
447 Renaud Rd, Belle River

Project Study Area

CAN'T MAKE THE CONSULTATION EVENT? JOIN THE CONVERSATION ONLINE!
Lakeshore is now on PlaceSpeak, an online location-based engagement platform.
This platform will be used to communicate with residents and gain their feedback on a continuous basis throughout the project. We hope that you find this new avenue for interaction to be both informative and easy to use. We encourage you to sign up for free on www.lakeshore.ca/PlacSpeak, provide feedback, and influence the initiatives that directly affect you and your community!

WWW.LAKESHORE.CA/PLACESPEAK

419 Notre Dame Street, Belle River, ON NOR 1A0
519.728.2700 Toll Free: 1-877-249-3367

What We Did

1. Project Initiation Notice Mailout

An **Advertisement** was created and sent to community landowners to officially commence the study, provide a web address to the Town's website and new engagement software (www.lakeshore.ca/placespeak), provide contact information for key team members, and provide the event details to attend the initial Public Information Centre #1 meeting.

2. Webpage Advertising

The Town of Lakeshore's official webpage was also used to provide project status updates, Public Information Session notice details and promote the PlaceSpeak engagement platform.

3. Social Media Advertising

Several social media accounts were also used to advertise the Public Information Session. The Town of Lakeshore's social media (e.g. Twitter, Facebook) account was actively posting updates to promote the Town's new PlaceSpeak engagement platform.



4. Public Information Session:

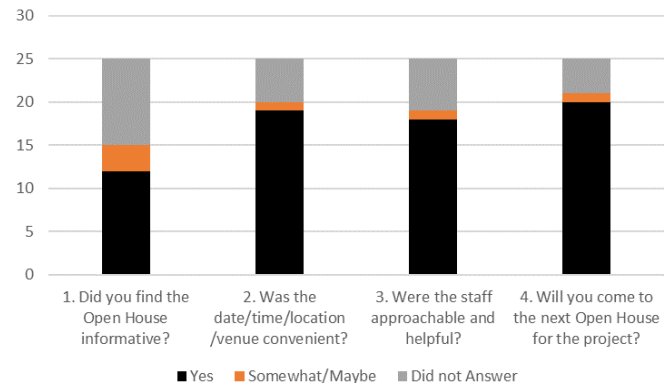
A **public event** was held on November 28, 2019 (4:30 - 7:30 PM) at the Atlas Tube Centre to introduce the project, project team and solicit community feedback. The intent of the initial meeting was to introduce the purpose of the Shoreline Management Plan, and identify local constraints and opportunities. In attendance, there were Town planning and engineering staff, consultants from Stantec and Zuzek Inc., and several members of Council. The Lower Thames Valley and Essex Region Conservation Authorities were also in attendance providing information to residents. There was an attendance of approximately 21 people. With the significant number of experts on-site, each person had the ability to speak with the right person and receive ample information.

What We Heard

Residents and landowners that were able to attend the event generally had a similar interest regarding shoreline protection for their property that backed onto Lake St. Clair. Residents identified the need to repair or improve their (break) walls and hoped that this study would propose to construct more significant upgrades to protect their private property. Residents were informed that the overall approach to Shoreline Management Plan will be to look at the shoreline holistically and introduce policy direction for the Town. The project will look beyond the lot-by-lot approach to develop a more cohesive plan for the shoreline areas.

Feedback

Participants that attended the Public Information Session were provided handouts that asked them to fill out and rate the experience, as well as additional survey questions. There were 25 completed feedback forms returned. The results of their rated experience were positive and illustrate the residents' overall satisfaction with the event and interest to attend another in the future.



PlaceSpeak.com

PlaceSpeak.com has been adopted by the Town of Lakeshore to be used as an online engagement tool to deliver project information and solicit poll/survey information. This is particularly useful for reaching out to residents/stakeholders that are unable to attend the public information meeting, or for those who had attended but were not able to submit feedback. Both a poll and survey were published online and made available for several weeks before and after the Information Session. The following portrays the amount of activity and results thus far.

PlaceSpeak Metrics

Website Traffic (as of January 2, 2020):

- Live for 41 days
- 158 Unique Views
- 15 Completed Polls
- 11 Completed Surveys

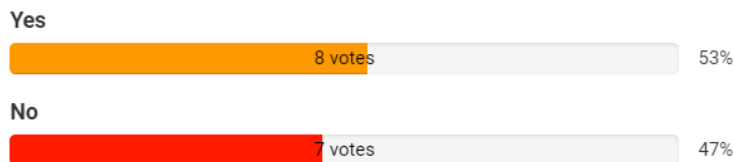
Participants

- 93 unique Followers have connected onto PlaceSpeak.
- 83% of the Followers identify as residents of Lakeshore

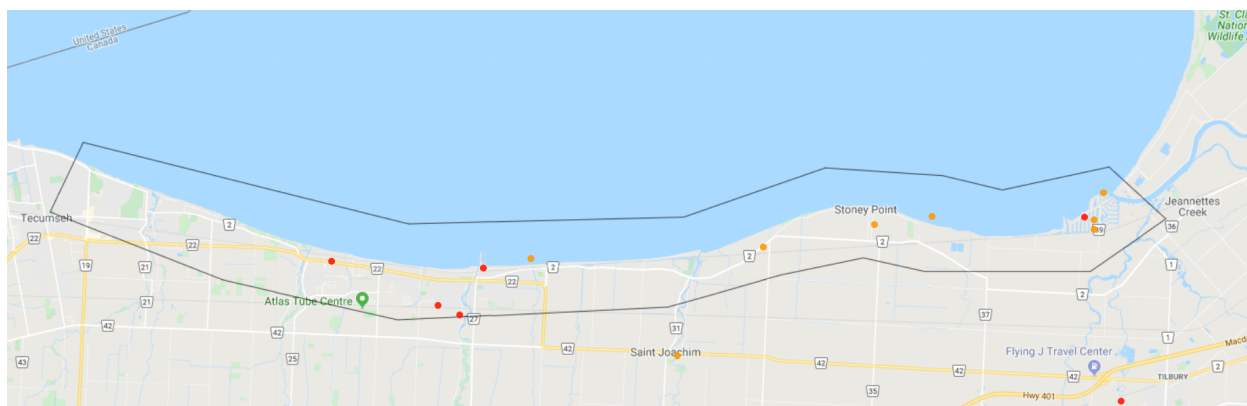
Poll Results

- 15 unique participants submitted poll data:

In the last 5 years, has your home or business been impacted by shoreline flooding?



The majority of participants (53%) responded “Yes”, that they have experienced and were impacted by shoreline flooding. Not surprisingly, poll participants that were impacted by flooding tended to be located nearest to Lake St. Clair. They also tended to be located in Stoney Point or Lighthouse Cove.



Survey Results

A total of 14 surveys were completed, 3 surveys were retrieved at the Public Information Centre and another 11 were filled out online using PlaceSpeak. The survey consisted of 13 open-ended questions that generally sought feedback from residents on what they perceived to be the greatest constraints, issues, concerns or challenges with managing rising lake levels, as well as identifying any opportunities they could see being implemented. The following is a summary of the received responses and comments.

Question: What is the greatest challenge facing shoreline communities in the short/long term?

“Erosion of the shoreline.”

“High water levels.”

“Drainage.”

“Older homes and cottages face flooding risks due to elevated water levels.”

“Water level fluctuation – high winds – erosion”

“Cleanliness”

Question: What is the greatest challenge the municipality is facing with respect to the Lake St. Clair shoreline in the short/long term?

"Climate change."

"Flooding and erosion of shoreline."

"Investments."

"Preserving municipal properties servicing all residents (Marinas, beaches, parks, parkettes, roads)."

"Loss of sand at west beach, flooding of the Lakeview Park"

Question: With respect to flooding and erosion hazards, what are the most vulnerable areas in Lakeshore?

- *"Couture Beach and the west side of Lighthouse Cove (Melody Dr)."*
- *"Caille Ave, Lakeshore Road, all the lakefront homes."*
- *"Puce and Emeryville."*
- *"Lighthouse Cove."*
- *"Little River."*
- *"Waterfront homes and parks, low lands - places with no breakwalls."*
- *"All land on the shoreline and canal systems in Lakeshore."*

Question: What are your priorities when evaluating long term solutions to the coastal hazards in Lakeshore?

Participants were asked to rank 6 priorities when evaluating coastal shoreline recommendations. With 6 points for the highest priority and 1 point for lowest priority, the following ranked priorities were determined from highest to lowest.

Priority	Ranked Points
Implementing mitigation projects to prevent flooding.	47 Points
Ensuring safe access for emergency responders.	46 Points
Protection of private property and municipal infrastructure.	42 Points
Conservation of wildlife habitat and aquatic species.	35 Points
Annual monitoring to measure effectiveness.	31 Points
The total cost to implement recommendations.	30 Points

Question: Are there other priorities or aspects that this project should be considering?

Only few participants responded to this question. The key points taken away from their responses (below) is the desire for a review of zoning and development policies and standards in proximity to shorelines, the need for an Emergency Plan or "Residents Action Plan", and that shoreline management should include discussions and partnerships with adjacent communities including the City of Windsor.

- *"The Municipality has the ability to amend current building standards for waterfront homes to ensure new constructions meets flood proofing criteria. Halting all waterfront development is a short sighted and a fiscally irresponsible approach."*
- *"Implementation of evacuation plan in the event of flooding"*

- “Urge Windsor to work with you.”

Question: What do you think could have aided or protected your home or business from flooding?

Maintenance & Operation of Drainage Channels:

“Clean drainage flow.”

“Lower water levels, better drainage.”

Emergency Preparedness Plans:

“Sand bagging was the only option and it worked.”

“Having pumps operational.”

Improved or Enhanced Breakwalls:

“Adding more rocks to our breakwall or to have the rocks moved from out of the water into a wider wall of stone.”

Question: Are there any final comments?

“Waterfront living comes with inherent risks. Caveat Emptor [buyer beware] principles need to be applied when issuing building permits. Homeowners could be required to review documents listing the risks associated with waterfront living and sign off on these risks . It is not the Municipalities responsibility to foresee and prevent every potential risk such as flooding.”

“Spending money on docks and recreational issues should come after flooding and erosion issues are handled.”

“Will the water go back down? Isn't it a cycle of high water and then low water years? “

Next Steps

A second PIC is scheduled for Phase 2, in the summer of 2020, once a technical review is completed and draft options and policies can be shared. The information and input from Phase I will be:

- Used to inform and shape recommendations for land use policies and potentially make recommendations for infrastructure improvements, where needed.
- Results from Phase 1 and Phase 2 public engagement will be used to the draft Shoreline Management Plan, which will be presented to Council in the fall of 2020.

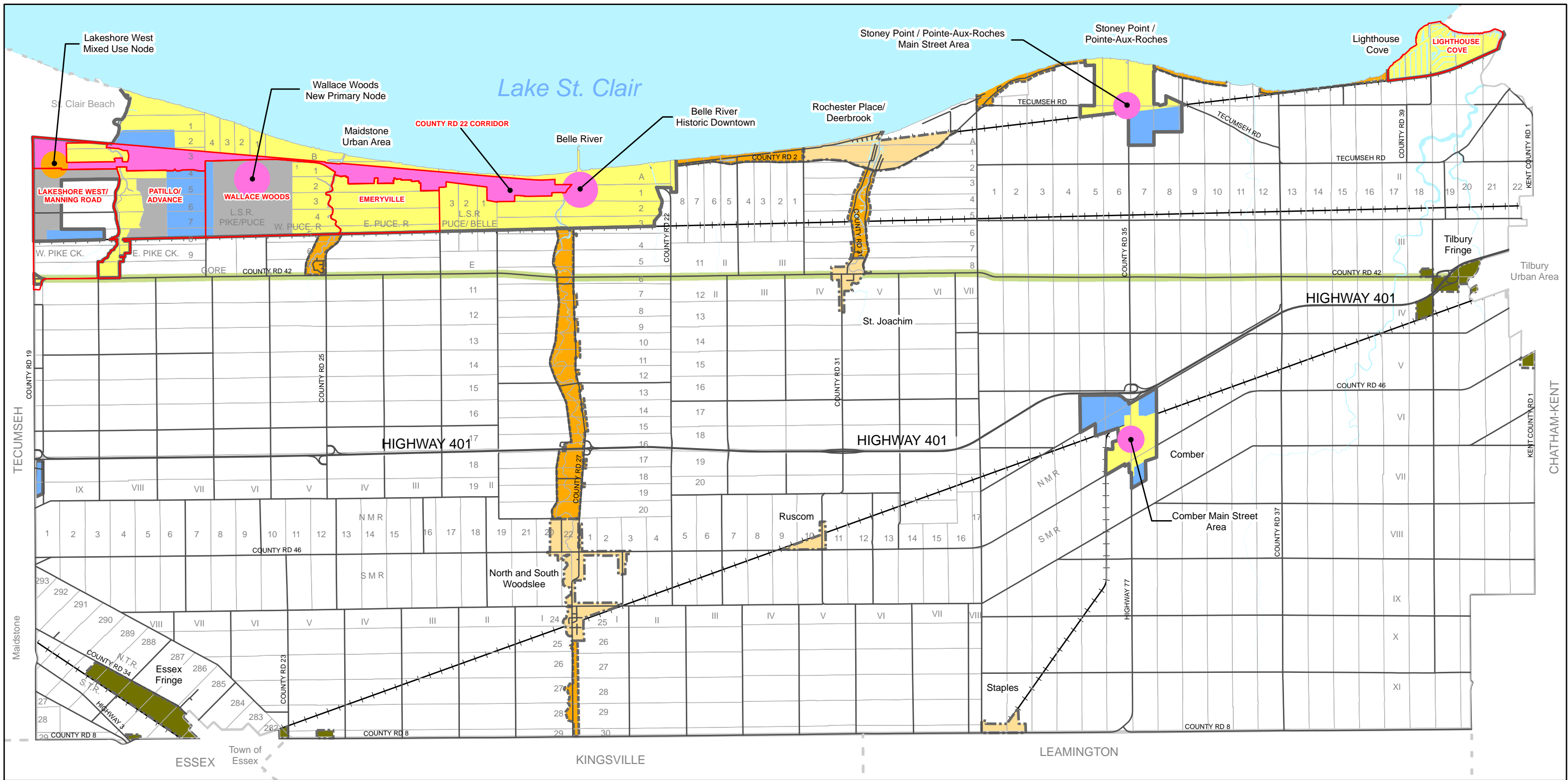


**TOWN OF LAKESHORE
SHORELINE MANAGEMENT PLAN**

Appendix C Official Plan Schedules
September 25, 2020

Appendix C Official Plan Schedules





COMMUNITY STRUCTURE POLICY AREAS (SECTION 3.3)

- Primary Node*
- Secondary Node*
- Mixed Use Node*
- Agricultural Area
- Urban Reserve Area
- Urban Area
- Employment Area
- Hamlet Area
- Waterfront Area
- Urban Fringe Area

SPECIAL PLANNING AREAS (SECTION 3.4)

- Special Planning Area
- County Road 22 Mixed Use Corridor*
- County Road 42 Regional Corridor*

LEGEND

- Urban Area Boundary
- Hamlet Area Boundary
- Waterfront Area Boundary
- Urban Fringe Area Boundary
- Town Boundary

* The Nodes and Corridors are conceptually illustrated and are not intended to define the geographical extent of the Nodes and Corridors. The geographic extent is defined by the Land Use Designations identified on Schedule "C".



0 2.5 5 km

Interpretation Note: This Schedule will be read and interpreted in conjunction with the Official Plan in its entirety.

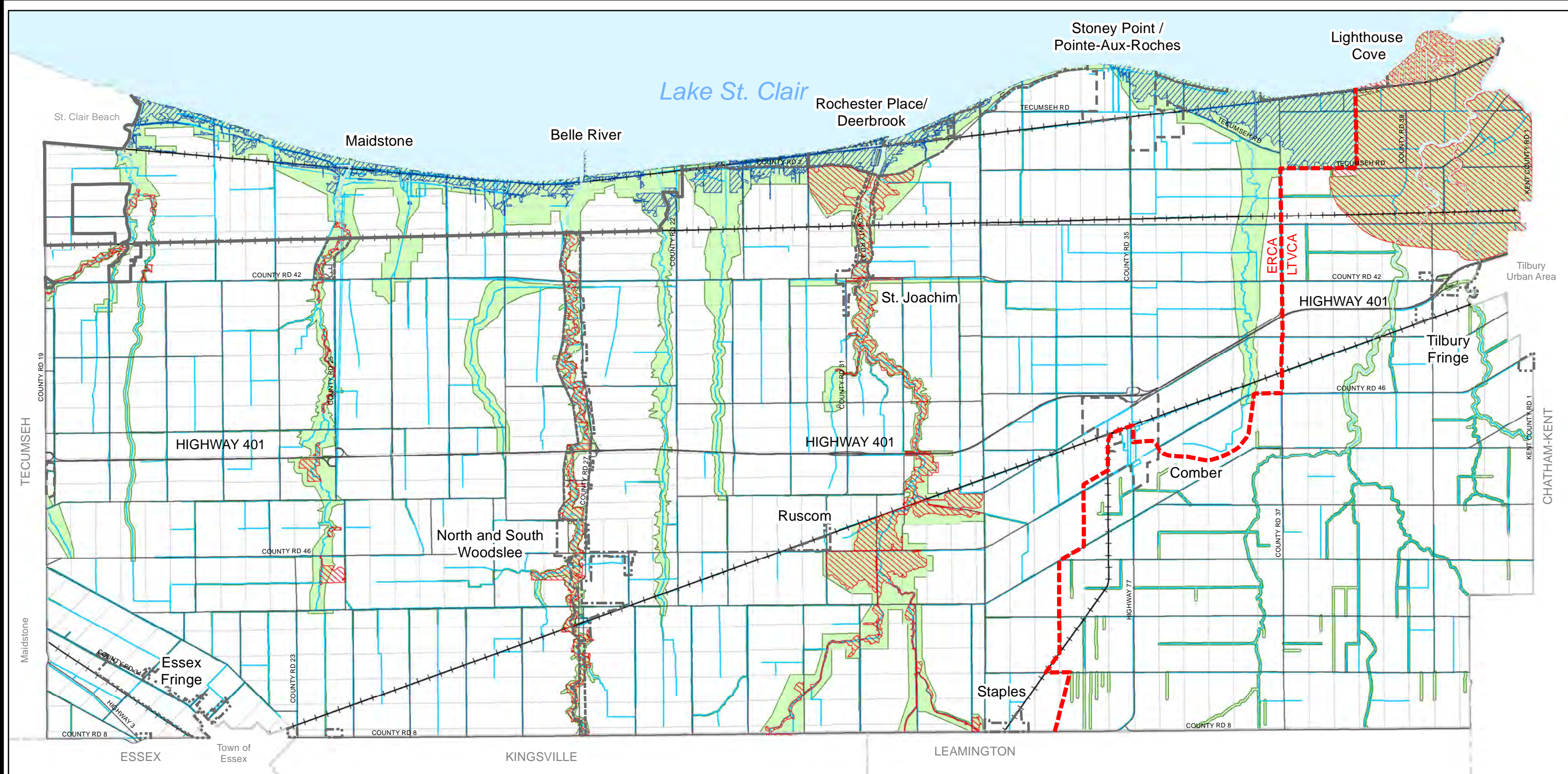
Schedule "A" illustrates the community structure policy areas as discussed in Section 3.0 of the Official Plan. For specific Land Use Designations, refer to Schedule "C".

Town of Lakeshore OFFICIAL PLAN



SCHEDULE "A" COMMUNITY STRUCTURE





HAZARD LANDS (SECTION 5.4)

- Limit of the Regulated Area
- Inland Floodprone Areas
- Lake St Clair Floodprone Area

LEGEND

- Urban Area Boundary (Primary)
- Urban Area Boundary (Secondary)
- Hamlet Area Boundary (Secondary)
- Waterfront Area Boundary (Secondary)
- Urban Fringe Area Boundary (Secondary)
- Town Boundary
- Conservation Authority Jurisdiction Boundary
- Surface Water Feature



0 2.5 5 km

Interpretation Note: This Schedule will be read and interpreted in conjunction with the Official Plan in its entirety.

Town of Lakeshore
OFFICIAL PLAN



SCHEDULE "B.4"
NATURAL HAZARDS
AND FLOODPRONE AREAS
DRAFT



Memo

To:	Tammie Ryall, Kim Darroch Town of Lakeshore	From:	Stephanie Bergman Stantec
File:	Town of Lakeshore Shoreline Management Plan	Date:	September 25, 2020

Reference: Shoreline Management Council Update

INTRODUCTION AND OVERVIEW

Stantec Consulting and Zuzek Inc. have been retained to prepare a Shoreline Management Plan (SMP) to investigate shoreline flooding and erosion hazards along the Lake St. Clair shoreline within the limits of the Town.

The project is being led by the Town of Lakeshore Planning and Community Development, along with a Technical Advisory group that consists of representatives from the Town of Lakeshore staff, Essex Region Conservation Authority (ERCA), Lower Thames Valley Conservation Authority (LTVCA), and the County of Essex.

The project team has now completed Phase 1 of the study, which included the following:

- Field investigations and surveys (bathymetric surveys along the shoreline, and oblique aerial drone photography/shoreline protection database). Data collected is being used to inform technical analysis being conducted during Phase 2.
- Preparation of the Phase 1 Summary Report (attached) which documents the existing land use planning policy framework for natural hazards.
- Phase 1 Public Consultation (see the attached What We Heard report):
 - A Public Information Centre (PIC) was held on November 28, 2020;
 - A presentation to the Flood Task Force November 12, 2020; and
 - Online survey through the PlaceSpeak platform.

PROJECT UPDATE

The Project Team is currently completing Phase 2 of the Study, which includes the following:

- Development of the 1:100 Year Flood Level and Shoreline Hazard mapping, which includes consideration for wave uprush, erosion, and other shoreline hazards;
- Consideration for the impacts of Climate Change on Shoreline Hazards, and the development of preliminary Shoreline Management approaches and options;
- Meeting with the Technical Advisory Committee to review technical analysis, updated hazard mapping, and preliminary Shoreline Management Approaches;

Reference: Shoreline Management Council Update

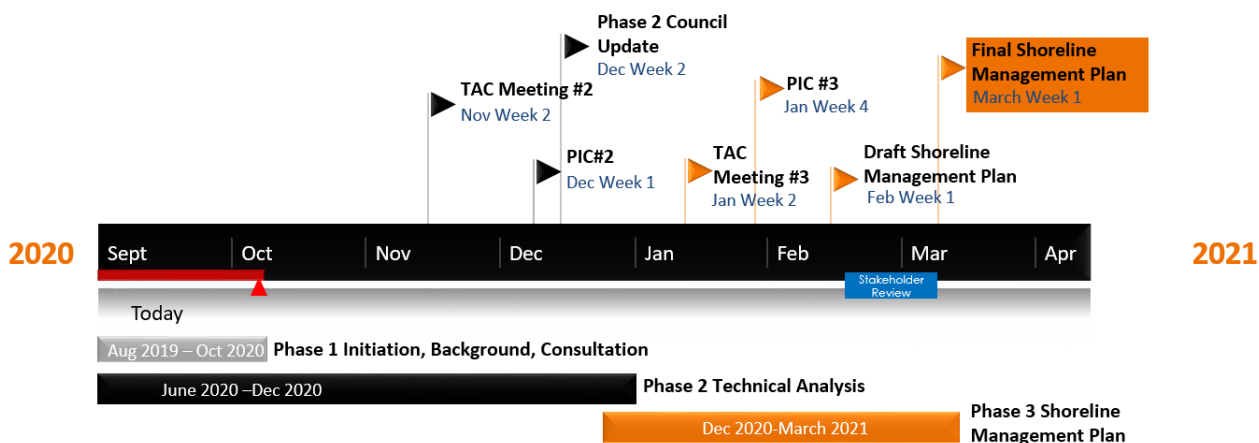
- Public Information Centre #2 (virtual pending public health recommendations). The goal of Public Information Centre #2 will be to provide an overview of the updated shoreline hazard mapping, to share information with the community on the potential impacts of a changing climate on the Lakeshore shoreline, and to work with the community on the preliminary shoreline management approaches and options; and
- Preparation of a Phase 2 Summary Report and Council Update.

Phase 3 of the study includes the preparation of the draft and final Shoreline Management Plan. Ultimately, the goal of the Plan will be to provide updated Hazard Mapping, which will inform an Amendment to the Town's Official Plan land use planning policies, and potentially the Zoning Bylaw, as well as a long term management plan for development and maintenance of shoreline infrastructure. The Plan will be considering a number of approaches and options, including community-scale shoreline improvements, land use planning policies and approaches, and potential funding mechanisms to improve the Town's resilience to shoreline flooding hazards and events.

PROJECT SCHEDULE

Project milestones are identified below, and summarized in the following table:

Task/Milestone	Date
Technical Advisory Committee Meeting #2	November 2020
PIC#2	December, 2020
Phase 2 Council Update	December 2021
Technical Advisory Committee Meeting #3	January 2021
PIC #3	January 2021
Draft Shoreline Management Plan and Council Update	February, 2021
Final Shoreline Management Plan	March 2021



September 25, 2020

Tammie Ryall, Kim Darroch

Page 3 of 3

Reference: Shoreline Management Council Update

Stantec Consulting Ltd.

Stephanie L. Bergman MA
Planner

Phone: 519-675-6614

stephanie.bergman@stantec.com

Attachment: Attachment

c. C.C.



Town of Lakeshore Service
Delivery

Presentation of Final Report

October 6, 2020



Agenda

- Introduction
- Objectives of the Review
- Key Findings
- Potential Courses of Action
- Questions

Objectives of the Review

- A review of municipal services;
- Assessing current service delivery models;
- Identification of opportunities including the enhancement in the efficiency and effectiveness of service delivery, reductions in operating costs, and potential revenue generation.

Scope of Work

1. Current state assessment
2. Comparative analysis
3. Process mapping of various administrative processes
4. Identification of potential opportunities for enhancing efficiencies, reducing operating costs and increasing non-taxation revenues

Key Findings

- From an overall perspective, the majority of the Town's municipal services are either mandatory in nature (i.e. required by legislation) or essential.
- Generally, the Town's financial indicators compare favorably to the selected municipalities included in our comparative analysis.
- While the Town's complement of services and financial performance appear to be consistent with similarly sized municipalities, there are areas where the Town may need to make investments in the short and long-term.

Key Findings

- Our review has identified a number of issues that constrain operating efficiencies and increase the amount of time required by staff to complete processes.
- One area that the Town may want to focus on in the short term is the development of key performance indicators ('KPIs') as an analytical tool to assist in its decision making processes.
- As part of the upcoming organizational review, the Town may want to examine the concepts of strategic versus operational management and review of roles and responsibilities across the organization to ensure they align with current roles and responsibilities and demonstrate balance

Potential Courses of Action

- Operating efficiencies
- Service level adjustments
- Alternate service delivery
- Revenue generation



kpmg.ca



The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavour to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

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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: September 11, 2020
Subject: Service Delivery Review

Recommendation

This report is for information only.

Background

The Service Delivery Review (SDR) commenced on January 15, 2020. KPMG and the SDR Project Team established the project plan including objectives, deliverables, methodologies and timelines.

The second phase of the project included obtaining information concerning the Town's operations, staffing and financial performance in order to identify the types of services delivered, the level of resources and method of funding. An inventory of all services and programs provided by the Town were reviewed and 12 processes were mapped using KPMG's modeling and benchmarking six comparable municipalities to the Town listed below:

1. Innisfil
2. Leamington
3. St. Thomas
4. Stratford
5. Tecumseh
6. Woodstock

KPMG presented an interim report to Council April 7, 2020 summarizing their findings from this work to-date. As discussed during the April 7th 2020 presentation to Council, finding strong comparators for Lakeshore is difficult as the large geography and growing urban centres are not common amongst Ontario municipalities.

Comments

The results of the Community Survey helped to inform the SDR. The Service Delivery Review Project Team worked with KPMG to develop the Service Delivery Review Final Report which contains the completed service profiles and identifies the opportunities for the Town to improve its delivery of municipal services.

Key Themes

Based on the results from the Town's municipal service profiles, 81% of the Town's municipal services are either mandatory in nature (required by legislation) or essential. The balance of the Town's services (19%) fall into the traditional category. It is important to note, the Town does not have any discretionary services which limits Council's ability to reduce the overall municipal levy.

The Town of Lakeshore's financial indicators compares favourably in the comparative analysis.

Some of the Town's processes such as work order management, various financial transaction services and the Council agenda are primarily paper based as opposed to electronic format.

The Town utilizes several software programs across multiple departments. Increased automation and the elimination of manual processes and greater integration of information would increase efficiencies.

Administration will consider KPMG's final report along with the findings from the Corporate Service and Organizational Review to develop implementation plans to execute the specific recommendations for resourcing and staffing levels including the financial considerations required for 2021 through 2036. This would provide Council the opportunity to achieve the efficient and effective delivery of municipal services in our growing municipality.

It is important to note that the Service Delivery Review aligns with Council's Strategic Priority for organizational excellence.

Overall, approximately 18 high level opportunities were identified to improve the delivery of municipal services in the form of financial benefits and capacity benefits. Many of these opportunities will be further reviewed through the Corporate and Organizational Review.

Opportunities for consideration

1. Explore the potential for a continuous improvement pilot project

Administrative Response: The Town does not currently have resourcing support and implement a fully structured continuous improvement process however management does review operational processes as well as conduct lessons learned exercises after the completion of a project. Further training with managers would be required to implement programs such as Lean Six Sigma. Continuous improvement initiatives will be considered further through the Corporate and Organizational Review

2. Develop and monitor key performance indicators (KPI) across the organization.

Administrative Response: Each division manager in 2021 will be tasked with at least two KPI for their division to be approved by SMT after review by their Director. KPI's will be used each year during performance review with staff and guiding future investment into the municipal corporation.

3. Explore the potential of financial service delivery to external agencies, boards and committees

Administrative Response: Administration agrees that developing a fee for service with external agencies and will be considered as part of a future budget.

4. Ensure the integration of corporate communications with respect to corporate activities

Administrative Response: Pending Organizational Review - The Communications Division currently has a staff of one and as a result communications work is supplemented by individual departments. Enhancing levels of service in corporate communications will be reviewed in depth through the Corporate and Organizational Review.

5. Explore the potential of development collection capacity with Public Works

Administrative Response: Pending Organizational Review – The Town will be completing a business case analysis over the next 3 to 4 years prior to the renewal of the current Ontario Clean Water Agency (OCWA) service delivery contract to consider the development of a blended service delivery model similar to other municipalities of comparable size where sanitary sewer collection systems are maintained by internal staff while wastewater treatment remains external by third party. This shift could potentially realize additional benefits of operational capacity and enhanced level of services.

Opportunities in progress or already complete

1. Review of the Town's overall approach to user fees (Scheduled for 2021)

Administrative Response – Administration has included in the 2021 budget, cost to bring in a subject matter expert to review user fees in building, planning and recreation.

2. Centralize grant programs pursuits and applications

Administrative Response – Complete - Grant programs and pursuits are already centrally managed.

3. Operational approach to special events and festivals

Administrative Response: Underway - Corporate and Organizational Review will take an in depth look at the special events and festivals management process.

4. Review and refresh the Town's procurement policy

Administrative Response - Underway – Administration has been working on a new procurement bylaw for Council's consideration. With the implementation of bids and tenders, procurement opportunities will reach a broader market and are now being administered electronically.

5. Facility rationalization

Administrative Response – Complete – The Strategic Facilities Plan was approved by Council in 2017.

6. Conduct a Fire Services Review

Administrative Response – Underway – the Corporate and Organizational Review will provide an indepth review of Fire Services and Administration included funds in the 2021 budget for an update to the Fire Services Master Plan.

7. Use of third party service providers – Engineering Services

Administrative Response – Underway – the Draft 2021 Budget will be recommending increased resourcing for Engineering Services

8. The Town's approach to economic development

Administrative Response: Underway - Council has funded a new Economic Development Officer position that is currently being recruited. Once this resource has been hired, they will begin developing a new Economic Development Strategy for Lakeshore based on Council's vision and goals for the municipality. The Corporate and Organizational Review will provide further instruction on the placement of economic development within the corporation.

9. Explore the potential of redeveloping the Town's approach to solid waste management.

Administrative Response: Underway – The Town's garbage contract is up for review this year. While a change in level of service over the short term may be difficult, Administration is exploring a shift to modernize solid waste management services in the three to four year horizon. Potential for additional solid waste reduction will be explored over a gradual multi-year period.

10. Operational approach to advertising/sponsorship programs

Administrative Response: As discussed previously with Council, Administration agrees a formalized approach to advertising and sponsorship is needed. Staff continue exploring this opportunity in 2021. This may be addressed through the user fee review in the recreation area.

11. Explore the increased use of technology across the organization

Administrative Response: Underway - Administration is in the process of upgrading City View that will streamline operations in Buildings, Planning, and EIS. A new Enterprise Resource Planning and Human Resource Management System is also being recommended for Council consideration at the Oct 6th meeting. An IT Master Plan is being developed within the Corporate and Organizational Review project and will be provided to Council in early 2021 for consideration. Administration is exploring further permitting options available under the Town's currently records management software. Administration has completed phase 1 of implementation of the electronic agenda software and anticipates implementation of phase 2 in 2022.

12. Explore the development of a delegation of authority bylaw

Administrative Response: In addition to the delegations that will be proposed in the new Procurement By-law, Administration has presented and Council has approved a number of new delegations, including those related to real estate, permitting and miscellaneous others over the past few years. Administration anticipates bringing a consolidated by-law to assist Council in operating at a strategic / board of directors level of governance and assist the municipal corporation in operating more efficiently and effectively for citizens and stakeholders. The draft bylaw is anticipated to be presented in 2021.

13. Review the Town's current approach to issues management/customer service

Administrative Response: Pending Organizational Review - Citizen Service and issues management are both items being reviewed in depth through the Organizational and Corporate Review. Recommendations for implementation will be brought to Council in early 2021.

Administration has also reviewed the sample prioritization template and will explore opportunities to implement.

Financial Indicators and Benchmarking

The analysis in KPMG's report indicates that the Town does not appear to be facing a significant affordability constraint with taxation levels consistent with or lower than its comparator municipalities. The Town's financial position is also consistent with other comparator municipalities however it may be less favourable if debt servicing costs on existing debt are excessively high.

Financial Impacts

There are no immediate financial impacts as a result of the completion of this report.

Report Approval Details

Document Title:	Service Delivery Review.docx
Attachments:	
Final Approval Date:	Oct 1, 2020

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

Rosanna Pellerito

Kristen Newman

The Corporation of the Town of Lakeshore

Minutes of the Regular Council Meeting

Tuesday, September 22, 2020, 5:30 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: Chief Administrative Officer, Truper McBride, Director of Community & Development Services, Tammie Ryall, Director of Engineering & Infrastructure Service, Nelson Cavacas, Director of Finance, Rosanna Pellerito, Director of Legislative & Legal Services, Kristen Newman, Manager of Communications & Strategic Initiatives, Rita Chappell, Manager of Building Services, Morris Harding, Manager of Development Services, Kim Darroch, Manager of Legislative Services, Brianna Coughlin, Manager of Recreation & Leisure, Frank Jeney, Manager of Water/Wastewater Services, Albert Dionne, Planner II, Aaron Hair

1. Call to Order

Mayor Bain called the meeting to order at 5:30 PM in Council Chambers. All other members of Council participated in the meeting through video conferencing technology from remote locations.

2. Closed Session

320-09-2020

Moved By Councillor Santarossa

Seconded By Councillor McKinlay

Council move into closed session in Council Chambers at 5:30 PM in accordance with:

- a. Paragraph 239(2)(f) of the *Municipal Act, 2001* to discuss advice that is subject to solicitor-client privilege, including communications necessary for that purpose, relating to a proposed grant program.

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

Opposed (1): Councillor Wilder

Carried

3. Return to Open Session

Council returned to open session at 5:39 PM and recessed until 6:00 PM.

4. Moment of Reflection

5. Disclosures of Pecuniary Interest

6. Recognitions

a. Long-Standing Service Recognitions

Mayor Bain recognized firefighters who achieved over 20 years in fire services and members of Administration who achieved over 20 years of service with the Town of Lakeshore.

14. Announcements by Mayor

Mayor Bain advised that September 25th is Franco-Ontarian Day.

7. Public Meetings

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

321-09-2020

Moved By Councillor Janisse

Seconded By Councillor Wilder

Authorize the reduction of taxes under S. 357 of the Municipal Act, totaling \$9,462.65 for adjustments affecting the 2019 and 2020 taxation year, as outlined in the report from Finance Services presented at the September 22, 2020 Council meeting.

Carried Unanimously

8. Public Presentations

a. Stantec - Presentation of Waterfront Master Plan

Chris Jennings and Eric Schertzer of Stantec provided a PowerPoint presentation as overview of the Waterfront Master Plan and the proposed capital improvements.

- a. Waterfront Master Plan – Lakeview Park, Marina, West Beach

322-09-2020

Moved By Councillor Santarossa

Seconded By Councillor Kerr

Adopt the Waterfront Master Plan for Lakeview Park, the Belle River Marina and the West Beach (Attachment 1), as the basis for upgrading and renewing this Regional Park over the next 6-8 years.

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

Opposed (1): Councillor Wilder

Carried

9. Delegations

- a. **Site Plan Control Application (File: SPC-15-2017), Essex County Feed Lots Ltd**

323-09-2020

Moved By Councillor McKinlay

Seconded By Deputy Mayor Bailey

1. Approve Site Plan Control Application SPC-15-2017 to permit a change in use to allow for the operation of a new Cannabis Production Facility, located at 9400 County Road 42, subject to the following condition:
 - a. that the Owner/Developer enter into a Site Plan Agreement with the Town to provide for the installation, construction, and maintenance of driveways, parking areas, lighting, landscaping, grading, drainage, and any necessary service connections, easements and other items.
2. The Mayor and Clerk be authorized by By-law # 70-2020 to execute the Site Plan Agreement.
3. Adopt By-law 71-2020 (ZBA-13-2020) to remove the Holding Symbol (h2) from 9400 County Road 42, from "Agriculture Zone Exception 27 – (h2)(A-27)" "Holding Zone", to "Agriculture Zone Exception 27 – (A-27)" Zone.

Carried Unanimously

- a. Delegation - Essex County Feed Lots Ltd, Applicant
Frank Frabotta and Karl Strong, representing applicant Essex County Feed Lots Ltd, were present electronically and spoke in favour of the recommendation.

10. Completion of Unfinished Business

11. Consent Agenda

- a. **August 11, 2020 Regular Council Meeting Minutes**
- b. **September 1, 2020 Regular Council Meeting Minutes**
- c. **Petition - Mill Street Improvements**
- d. **Premier of Ontario - Long Term Care Improvements**
- e. **Municipality of Tweed - Cannabis Production**
- f. **Town of Amherstburg - Support for Increased Provincial funding GECDSB**
- g. **Town of Essex - Formal Apology from Canadian Government to African Canadians for Slavery**
- h. **Town of LaSalle - News Media**
- i. **Township of Wollaston - Request Changes to Municipal Elections Act**
- j. **Municipality of Huron East - Support of Resolution Elimination of Internet Overage Charges**
- k. **Township of Enniskillen - Support of Resolution Elimination of Internet Charges**

324-09-2020

Moved By Councillor Walstedt

Seconded By Councillor Wilder

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

Carried Unanimously

325-09-2020

Moved By Councillor Wilder

Seconded By Councillor Kerr

Support the resolution of the Town of LaSalle regarding News Media.

Carried Unanimously

326-09-2020

Moved By Councillor Wilder

Seconded By Councillor McKinlay

Support the resolution of the Township of Wollaston regarding a Request for Changes to the Municipal Elections Act.

Carried Unanimously

327-09-2020

Moved By Councillor Kerr

Seconded By Councillor McKinlay

Invite Elise Harding-Davis, African Canadian Heritage Consultant, to provide a presentation to the Town of Lakeshore Council regarding a Formal Apology from Canadian Government to African Canadians for Slavery.

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

Opposed (1): Councillor Walstedt

Carried

12. Reports for Information

- a. Committee of Adjustment Meeting Minutes – August 26, 2020**
- b. Quarterly Building Activity Report – As of June 30, 2020**
- c. Second Driveway Access on Corner Lots**
- d. 2020 Q2 Variance Report**
- e. Business Relaunch Program**
- f. Council Assignments Monthly Tracking Report - September 2020**

328-09-2020

Moved By Deputy Mayor Bailey

Seconded By Councillor Santarossa

Receive the Reports for Information as listed on the agenda.

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

Opposed (1): Councillor Wilder

Carried

13. Reports for Direction

a. Self-Contained Breathing Apparatus (SCBA) – Life Cycle Replacement

329-09-2020

Moved By Councillor Wilder

Seconded By Councillor Santarossa

Approve the lifecycle replacement purchase of the MSA G1 SCBA for \$486,800 plus HST to be funded from the Fire Vehicles and Equipment Reserve; and

Direct Administration to award the purchase to AJ Stone Company through the cooperative purchasing program initiated by the Township of Wilmot, under section 3.12 of the Purchasing By-Law, as presented at the October 6, 2020 Council meeting.

Carried Unanimously

b. County Wide Active Transportation System (CWATS) - 2021 Proposed Submissions

330-09-2020

Moved By Deputy Mayor Bailey

Seconded By Councillor Kerr

1. Approve the feasibility study for construction of a bike lane/trail link along the Pike Creek bridge at Lake-11 Old Tecumseh Trail (along County Road 2) west of East Pike Road, for submission to the County Wide Active Transportation (CWATS) Committee for consideration in 2021.

2. Support in principle the recommendation that the update to the CWATS Master Plan include the proposed pathway trail along County Road 31 from County Road 2 to County Road 42 and E. Ruscom Road from County Road 2 to the County Road 42, for the consideration of being approved by the CWATS Committee as a facility segment under the update to the CWATS Master Plan.
3. Support the recommendation that concrete sidewalks be approved by the CWATS Committee to include into the update to the CWATS Master Plan, as presented in the September 22, 2020 Council report.

Carried Unanimously

331-09-2020

Moved By Councillor Janisse

Seconded By Deputy Mayor Bailey

Direct Administration to provide a session for Council to review the CWATS projects and review future projects to be added or removed from the CWATS program.

Carried Unanimously

c. Additional Council Meetings for Planning Matters

332-09-2020

Moved By Councillor Wilder

Seconded By Councillor Santarossa

Direct Administration to schedule Special Council Meetings for matters under the *Planning Act* on October 20, November 17 and December 15, 2020.

Carried Unanimously

d. Corporate Culture and Values

333-09-2020

Moved By Councillor Kerr

Seconded By Councillor Santarossa

Council reaffirm its commitment to become an employer of choice in Ontario; and,

Direct Administration to include funding in future budgets to develop a Corporate Culture Excellence Strategy and return to Council in January

2021 with an outline of the work plan, as presented at the September 22nd 2020 Council meeting.

In Favour (6): Mayor Bain, Deputy Mayor Bailey, Councillor Santarossa, Councillor Kerr, Councillor Walstedt, and Councillor McKinlay

Opposed (2): Councillor Wilder, and Councillor Janisse

Carried

15. Reports from County Council Representatives

Deputy Mayor Bailey provided a verbal report relating to several County of Essex projects.

16. Report from Closed Session

17. Notices of Motion

18. Question Period

334-09-2020

Moved By Councillor McKinlay

Seconded By Deputy Mayor Bailey

Direct Administration to send a letter to the Province of Ontario to request signalizing the intersection at Highway 77 and County Road 46; and

Further, that the County of Essex be requested to send a letter in support of the request for a signalized intersection.

Carried Unanimously

19. Non-Agenda Business

20. Consideration of By-laws

- a. **By-law 61-2020, Being a By-law to Licence and Regulate Vehicles for Hire**
- b. **By-law 70-2020, Being a By-law to authorize the execution of a Site Plan Agreement with Essex County Feed Lots Ltd (9400 County Road 42 – SPC-15-2020)**
- c. **By-law 71-2020, Being a By-law to amend By-law 2-2012, Zoning By-law for the Town of Lakeshore (ZBA-13-2020)**
- d. **By-law 79-2020, Being a By-law to Confirm Proceedings of Council for August 11th and September 1st, 2020**

335-09-2020

Moved By Councillor Santarossa

Seconded By Councillor McKinlay

By-laws 61-2020, 70-2020, 71-2020 and 79-2020 be read and passed in open session on September 22, 2020.

Carried Unanimously

21. Adjournment

336-09-2020

Moved By Councillor McKinlay

Seconded By Councillor Walstedt

Council adjourn its meeting at 9:23 PM.

Carried Unanimously

Tom Bain
Mayor

Kristen Newman
Clerk

**Ministry of
Municipal Affairs
and Housing**

Office of the Minister

777 Bay Street, 17th Floor
Toronto ON M7A 2J3
Tel.: 416 585-7000

**Ministère des
Affaires municipales
et du Logement**

Bureau du ministre

777, rue Bay, 17^e étage
Toronto ON M7A 2J3
Tél. : 416 585-7000



234-2020-4019

September 18, 2020

RE: Parkland Dedication, Development Charges and the Community Benefits
Charges Authority

Dear Head of Council,

As you know, our government introduced the Housing Supply Action Plan last year with the goal of increasing the supply of housing across Ontario. As part of this effort, our Government introduced the community benefits charge (CBC) authority along with changes to the *Development Charges Act* and parkland dedication under the *Planning Act*.

Over the past year, the Ministry of Municipal Affairs and Housing consulted for over 300 days with municipalities, the development industry and the public on the implementation of the framework, including several aspects of the legislation and a regulatory approach. I value the input of our municipal partners.

I am writing to inform you that on September 18th, our government proclaimed the remaining amendments that were made to the *Development Charges Act* and the *Planning Act* by Bill 108, the *More Homes, More Choice Act*, and, Bill 197, the *COVID-19 Economic Recovery Act*. In addition, we have made a new regulation under the *Planning Act* and technical changes to regulations under the *Planning Act*, *Development Charges Act* and *Building Code Act* in order to finalize the framework for development charges, community benefits and parkland.

As of September 18, 2020, municipalities will have two years to transition to the new regimes. This will enable both the municipalities and builders to adjust to these changes in light of the pressures of COVID-19.

We listened to the feedback received during consultations, and that is why we are proposing to prescribe a percentage of 4% for the CBC authority that will be applied to land values to determine the maximum CBC for any particular residential development. The CBC could be used by local governments to fund capital costs of services that are needed due to higher density development and are not being recovered through other tools.

These amendments will enable growth to pay for growth, while also providing greater predictability of development costs in order to increase the supply of housing so that it is more attainable for Ontarians.

I thank you for your continued collaboration throughout the implementation of this new and enhanced framework.

Sincerely,



Steve Clark
Minister of Municipal Affairs and Housing

c: Chief Administrative Officers
Chief Planners
Municipal Treasurers
Kate Manson-Smith, Deputy Minister, Municipal Affairs and Housing
Alex Beduz, Chief of Staff to Minister Clark, Municipal Affairs and Housing
Jonathan Lebi, Assistant Deputy Minister, Local Government and Planning Policy Division
Caspar Hall, Director, Municipal Finance Policy Branch



DISTRICT OF PARRY SOUND

56 ONTARIO STREET
PO BOX 533
BURK'S FALLS, ON
POA 1C0

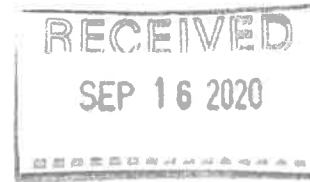
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Website: www.armourtownship.ca



September 09, 2020

Town of Lakeshore
419 Notre Dame Street
Belle River, ON
N0R 1A0

Re: Support Resolution

At its meeting held on September 08, 2020, the Township of Armour passed Resolution #14 approving the support in all Canadians paying a fair and similar price for their internet connections, including the elimination of data usage caps and overage fees.

A copy of Council's Resolution #14 dated Septemeber, 08 2020 is attached for your consideration.

Sincerely,

Danika Hammond
Administrative Assistant



CORPORATION OF THE TOWNSHIP OF ARMOUR

RESOLUTION

Date: September 8, 2020

Motion # 14.

That the Council of the Township of Armour supports the Town of Lakeshore in urging the Government of Canada to immediately work with internet connection providers to ensure that all Canadians are paying a fair and similar price for their internet connections, including the elimination of data usage caps and overage fees.

Moved by:

Blakelock, Rod	<input type="checkbox"/>
Brandt, Jerry	<input checked="" type="checkbox"/>
MacPhail, Bob	<input type="checkbox"/>
Ward, Rod	<input type="checkbox"/>
Whitwell, Wendy	<input type="checkbox"/>

Seconded by:

Blakelock, Rod	<input type="checkbox"/>
Brandt, Jerry	<input type="checkbox"/>
MacPhail, Bob	<input type="checkbox"/>
Ward, Rod	<input checked="" type="checkbox"/>
Whitwell, Wendy	<input type="checkbox"/>

Carried / Defeated

Declaration of Pecuniary Interest by:

Recorded vote requested by:

Recorded Vote:

Blakelock, Rod
Brandt, Jerry
MacPhail, Bob
Ward, Rod
Whitwell, Wendy

For	Opposed
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>
<input type="checkbox"/>	<input type="checkbox"/>

PO Box 488
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Rainy River, ON
P0W 1L0



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Clerk Phone: (807) 852-3978
Fax: (807) 852-3553
Email: rainyriver@tbaytel.net
Website: www.rainyriver.ca

Town of Rainy River

RESOLUTION

MOVED BY Larry Armstrong DATE: **September 14, 2020**

SECONDED BY Marty Kregar RESOLUTION: **20-017**

“That the Town Council of The Corporation of the Town of Rainy River hereby supports the Town of Lakeshore in their resolution to urge the Government of Canada to immediately work with internet connection providers to ensure that all Canadians are paying a fair and similar price for their internet connections including the elimination of data usage caps and overage fees.”

ABSTAIN _____
AYES _____
NAYES _____

CARRIED ✓
DEFEATED _____

L. ARMSTRONG _____
D. EWALD _____
B. HELGESON _____
A. HARTNELL _____
N. IVALL _____
M. KREGAR _____
P. WHITE _____

D. Ewald
MAYOR OR ACTING MAYOR



The Corporation of the Town of Lakeshore

Report to Council

Legislative & Legal Services

Legislative Services



To: Mayor & Members of Council

From: Kristen Newman, Director of Legislative & Legal Services

Date: August 24, 2020

Subject: Lakeshore-Tecumseh Inter-Municipal Committee

Recommendation

Adopt the draft *Lakeshore-Tecumseh Inter-Municipal Committee Terms of Reference*, attached as Appendix “A” to the report of the Director of Legislative & Legal Services presented at the September 1, 2020 Council meeting;

Appoint _____ and _____ to the Lakeshore-Tecumseh Inter-Municipal Committee; and,

Direct the Clerk to notify the Tecumseh Town Council.

Background

On December 3, 2019 the 2 Councils held a joint Council meeting. At that meeting, the 2 Councils unanimously passed the following recommendation:

Direct Administration to develop Terms of Reference for a joint Inter-municipal Relations Committee.

Comments

Representatives from Tecumseh and Lakeshore’s Administration met to discuss the terms of reference and the logistics associated with such meetings. The draft terms of reference are attached as Appendix “A” to this report. Highlights of the terms of reference include:

- Composition: 2 members from each of Lakeshore and Tecumseh Councils
- Chairs: A Chair and Vice-Chair will be selected from each municipality. The host municipality’s Chair will be responsible for chairing the meeting.

- Meetings: 2 meetings will be scheduled per year and will alternate locations. Additional meetings may be called by one of the Chairs.
- Notice of meetings: Meetings will be given in accordance with each Town's Procedure By-law.
- Conduct of meetings: Meetings will be held in open but may be closed in accordance with section 239 of the *Municipal Act, 2001*.
- Quorum: Quorum shall be a simple majority of the membership of the Committee.
- Voting: Simple majority required to pass a resolution.

Administration recommends that Council adopt the draft Terms of Reference for the Committee and advise Tecumseh Administration accordingly. Tecumseh's Council is anticipated to be considering the adoption of the Terms of Reference on Tuesday, October 13, 2020.

Administration anticipates that the first meeting of the Committee will occur during the first week of November.

Others Consulted

Town of Tecumseh's Director of Corporate Services/Clerk

Financial Impacts

Costs associated with the conduct of the meetings will be funded through the Town's operational budget for Council meetings.

Attachment(s): Appendix "A" – Inter-Municipal Committee Terms of Reference

Report Approval Details

Document Title:	Lakeshore-Tecumseh Inter-Municipal Committee.docx
Attachments:	- Inter-Municipal Committee Terms of Reference.docx
Final Approval Date:	Sep 24, 2020

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

Rosanna Pellerito

Truper McBride



Town of Lakeshore / Town of Tecumseh

Inter-Municipal Committee

Terms of Reference

1. Purpose

The purpose of the Town of Lakeshore / Town of Tecumseh ("Inter-Municipal Committee") Committee is to facilitate dialogue between the municipal councils of The Corporation of the Town of Tecumseh ("Tecumseh") and The Corporation of the Town of Lakeshore ("Lakeshore") in order to maintain a productive relationship between the two municipalities by encouraging the ongoing sharing of information between elected officials and municipal staff and to provide a forum in which to review and comment on a range of topics of mutual interest.

2. Objectives

The objectives of the Inter-Municipal Committee include:

- 2.1. Establishing relationships for the purpose of identifying and implementing mutual goals;
- 2.2. Understanding each other's strategic interests;
- 2.3. Maintaining positive inter-municipal relations;
- 2.4. Develop recommendations regarding projects and initiatives impacting Town boundary areas;
- 2.5. Representing joint municipal interests to the Provincial government; and
- 2.6. Creating plans, processes and programs that benefit residents of both Towns.

3. Scope

The Inter-Municipal Committee will consider matters of mutual interest to the Towns.

4. Constraints

Decisions of the Inter-Municipal Committee shall be advisory in nature and take the form of recommendations to one or both of the municipal councils of Tecumseh and Lakeshore.

5. Committee Membership

5.1. Number and Eligibility of Members

Two Council members shall be appointed by Lakeshore and two Council members shall be appointed by Tecumseh.

5.2. Term of Members

A member's term is the same as the term of the Council that appointed the member.

6. Term of the Committee

6.1. The term of the Inter-Municipal Committee shall be the term of the Council establishing the Committee.

7. Chair

7.1. At the first meeting of the Inter-Municipal Committee, a Chair shall be selected from each municipality by vote of the committee membership. The other member from each municipality shall be that municipality's Vice-Chair.

7.2. The meeting shall be chaired by the host municipality's Chair. In the absence of the Chair, the Vice-Chair of the municipality hosting the meeting shall assume the role of the Chair.

8. Meetings

8.1. Location

Meetings shall alternate between municipalities and be hosted by the municipality in which the meeting will occur.

8.2. Administrative Support

The Clerk of the municipality hosting the Inter-Municipal Committee meeting shall be the Clerk of the meeting. The Chief Administrative Officer or a delegate shall attend the meeting and other members of the municipal administrations may attend.

8.3. Agenda

The Clerk of the host municipality shall be responsible for production of the agenda in collaboration with the Clerk from the other municipality. The Agenda will be approved by the Chief Administrative Officers of the Towns..

Business of the committee shall be conducted in the following order, unless otherwise resolved by the Inter-Municipal Committee:

1. Roll Call
2. Call to Order
3. Declaration(s) of Pecuniary Interest
4. Delegations
5. Communications
6. Reports
7. Unfinished Business
8. New Business
9. Next meeting
10. Adjournment

8.4. Procedure

The Inter-Municipal Committee shall act in accordance with the host municipality's Procedure By-law.

8.5. Scheduling Meetings

The Inter-Municipal Committee shall meet two (2) times annually at the call of the Chair. Additional meetings may be called at the request of either Chair.

8.6. Meeting Notice

Notice of a meeting shall be given in accordance with each of the Town's Procedure By-laws.

8.7. Conduct of Meetings

Meetings will be open to the public to attend. Meetings may be closed to the public pursuant to section 9 of the *Municipal Act, 2001*.

8.8. Quorum

Quorum shall be a simple majority of the membership of the entire Inter-Municipal Committee.

8.9. Voting

A motion requires a simple majority to succeed. A tied vote shall result in a loss.

The Corporation of the Town of Lakeshore

Report to Council

Finance Services



To: Mayor & Members of Council

From: Rosanna Pellerito, Director of Finance

Date: September 8, 2020

Subject: Enterprise Resource Planning and Human Resource Management System Implementation

Recommendation

1. Approve the purchase implementation and year one licensing costs of an Enterprise Resource Planning System (ERP) and Human Resource Management system (HRM) for \$972,905 plus HST, to be funded from the Software Reserve and the Municipal Efficiency grant; and
2. Direct Administration to enter into a 5 year agreement with a 5 year option to renew to supply and implement the new ERP and HRM system with the vendor Unit 4; and
3. Approve the establishment of a contract position for the duration of the implementation of both the ERP system and the HRM system to serve as the Project Manager on this project acting on behalf of the Corporation, at a cost of \$300,000 to be funded from the Software Reserve fund, as described in the report presented at the October 6, 2020 Council meeting.

Background

The Town of Lakeshore's current financial system (Vailtech) was implemented in 1993. Vailtech is a basic accounting system with added modules for cash handling, payroll, tax/water billings. The ERP system will be replacing all the modules with the exception of Tax and Water Billings. These modules will be integrate with the new ERP system allowing for better efficiencies and visibility of our citizen services.

The Town does not currently have an HRM system to help manage and store employee records. Employee records are currently paper copies and also stored in either word documents or excel spreadsheets.

While the current system has served the Town well, it is twenty-seven years old and is beyond its technological lifespan. Vailtech does not have the ability to be upgraded or converted to a modern cloud based system to allow for workflow efficiencies, citizen engagement, electronic billings and payments and provide real-time data. The current system relies heavily on manual data entry that creates inefficient processes with an inherent and increased risk of human error. It does not provide for approval workflows and employee collaboration. Daily tasks are also time consuming to complete and very labour intensive.

Given the age of the current system, Administration prepared an RFP for an ERP/HRM system which was issued in June of 2020 and closed on July 10, 2020. The RFP was structured to provide a solution for the Town that would not only modernize the current accounting/billing/property tax system (ERP), but provide for an HRM system, improved workflow efficiencies, single entry data processing, integrated customer accounts and a citizen engagement portal to allow for electronic billing and electronic payments as well as the ability to access customer information on-line. The RFP was structured in such a way that a proponent could submit a proposal for an ERP system, an HRM system or a combined solution for both functions.

Four proponents submitted a proposal. Three proponents submitted a combined solution and one proponent submitted a proposal for an HRM solution only.

The evaluations of each proponent were undertaken in four stages. The first stage was a 'pass or fail' stage based on the initial requirements of the RFP. Any proponent that passed this stage moved on to stage two. Stage two was a review of the detailed proposals and a scoring of 0, 1, or 2 was given to each of the various functions required in the RFP. Only those proponents that met a minimum score in this stage, moved on to stage three. Only three proponents moved on to stage three. Stage three required the proponent to provide a demonstration of their proposal. The final stage was an evaluation of the pricing of the three proponents. The scores of each stage were then added according to the evaluation matrix in the RFP. The successful proponent, Unit4, was the proponent with the highest score, and the proponent being recommended to Council.

Comments

The objectives of this project were to provide for a mechanism to improve efficiencies for Administration within the organization, to improve workflow and improve data collection processes and to allow for greater functionality that is not possible with the current system.

The proposed system will allow managers real-time access to financial data, vendor information, project status, and budget variances seamlessly. It will also allow for integration and more effective communication between the presently separate systems the Town currently uses. The proposed system is capable of integrating all the current standalone systems used by the Town to create a unified asset database as well as the

ability to allow for a customer/property database containing information in one central location.

The proposed system also provides efficiencies by automating the many manual processes that are required of the current system. Electronic forms, comprehensive electronic approvals to speed up processes times and reduced paper usage lowering the environmental footprint are all added features of this system.

Features of the system include:

- an integrated comprehensive solution based on Microsoft technology;
- a web-based employee self-service portal for all employee related needs; and
- a customer portal to assist with electronic billings and electronic payments.

The proposed solution meets the current technology standards provided by Microsoft and has the ability for virtual upgrades effortlessly with little disruption to the Municipality.

Based on the needs of the Town and the requirements included in the RFP, Unit4 has provided the preferred solution for the Town.

Others Consulted

References provided by the proponents were contracted for further information regarding the services provided by each proponent.

Financial Impacts

As part of the 2020 Budget, Council approved a budget of \$650,000 for an ERP and HRM system that would include the purchase, implementation, project management and year one licensing costs. The implementation of these systems will be phased over multiple years. Annual licensing costs from Year 2 to Year 4 will be \$128,750 per annum. This cost will be included in future budgets.

In 2019 the Town was provided \$620,201 from the Provincial Government as a one-time grant to *“identify more modern, efficient ways of operating in critical and complex work”*. This one-time grant is to support small and rural municipalities’ efforts to become more efficient. This project is an ideal candidate for this grant.

Given the magnitude of this project, significant staff resourcing will be required to work with the vendor for implementation. The request for a dedicated full time contract position to serve as Project Manager is also being requested for the duration of the implementation, which is expected to be for a 2 year period.

A summary of the cost of this project and the recommended funding sources is detailed below:

ERP/HRMS System Implementation Project	
Software and Implementation Costs	\$ 972,905
Non-Refundable HST	17,123
Total Software Cost	990,028
Project Contingency	80,172
Project Manager	300,000
Total Project Costs	\$ 1,370,200
Funding	
2020 Budget - Software Reserve	\$ 650,000
2021 Budget Request - Software Reserve	\$ 100,000
Efficiency Grant	620,200
Total Funding	\$ 1,370,200

Conclusion

The Town does not currently have an ERP or HRM system. The current accounting system and manual processes/forms that are in use are not efficient for our staff and does not provide the Town the ability to provide modern day interactions with customers/ratepayers. The RFP allowed proponents to combine these modules to create an overall solution for the Town, resulting in economic and administrative efficiency. Unit4 scored the highest through the RFP process, provided an overall solution that was effective, based on the latest technology, and is capable of upgrades to maintain best practices and take advantage of technological advancement over time.

Report Approval Details

Document Title:	Enterprise Resource Planning and Human Resource Management System Implementation.docx
Attachments:	
Final Approval Date:	Sep 29, 2020

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

Kristen Newman

Truper McBride

The Corporation of the Town of Lakeshore

Report to Council

Legislative & Legal Services

Human Resources



To: Mayor & Members of Council

From: Lisa Granger, Manager of Human Resources

Date: September 30, 2020

Subject: Tender Award for Consultant for a Corporate and Organizational Review

Recommendation

Award the contract for a Corporate and Organization Review to Optimus SBR in the amount of \$101,600 plus non-refundable HST to be funded in part from the Modernization Grant funding and in part from the 2020 Budget; and,

Direct the Mayor and Clerk to execute the formal contract, as further described in the report presented at the October 6, 2020 Council meeting.

Background

The Town of Lakeshore has experienced significant growth in terms of development over the past couple of decades. The Town is expected to continue to grow. In the past 5 to 10 years, the Town has grown from a small town to a mid-size Town. As development continues to increase in the municipality, the Town will grow from a mid- size Town to a large Town or small city. As a result, the demand for services has increased on the Town and the organization is struggling to keep up with the demand with the current organizational structure, current staffing model and modernizing technology.

In consideration of the significant growth pattern the Town has been and will continue to experience, it is best practice to conduct an organizational review every 5 to 10 years or sooner if the recommendations of the previous organizational review have expired or have been exhausted. The last organizational review for the Town of Lakeshore was completed in 2015 and all the recommendations have been exhausted.

This best practice is reflected in the Town's 2019-2022 Strategic Plan. One of the guiding themes in the Strategic Plan is Organizational Excellence. The Plan contemplates the Town making

... strategic internal investments to enhance customer service, service delivery, and resourcing to address the growing expectations brought about by recent population growth. The Town will provide enhanced focus on improving internal and external communication by leveraging new technologies and creative public engagement to support transparent and inclusive decision making.

Under section 5.1 of the Strategic Plan, the strategic direction is to align service delivery with community expectations and the progress indicator for alignment is undertaking an organizational review to align levels of service with staffing requirements 2020.

Administration has completed a Request for Proposals process for a consultant to complete a corporate and organizational review ("Review").

Comments

Administration undertook a competitive procurement process through a RFP for consultant to conduct the Review. The proposal submission period was open for 4 weeks and closed on September 18, 2020. The Scope of Work for the project is attached as Appendix "A" to this report.

There were 20 plan takers for the RFP. Of the 20 plan takers, 8 submitted a proposal and all of the 8 were compliant proposals. The 8 proposals were evaluated by the Evaluation Committee in a 2 stage process where proposals were evaluated based on:

- The work plan;
- The project team, experience and qualifications and references;
- Interview; and,
- Financial proposal.

As a result of the evaluation, Optimus SBR achieved the highest score and as such it is recommended that the Town award Optimus SBR the tender.

Financial Impacts

Council approved \$200,000 in the 2020 budget for a Service Delivery Review and Organizational Review. In addition, the Town was successful at receiving \$120,000 in grant funding as part of the Municipal Modernization grant program. The cost of the Service Delivery review including the IPSOS survey will be approximately \$85,478 including HST. The Organizational Review will be \$103,388 including HST. The total cost for both the service delivery review and the org. review is expected to be \$188,866. With the grant funding, the Town will be contributing \$68,866. Any unspent budgeted dollars will be transferred back to the plans and studies reserve for future projects.

Below is a summary of the project funding;

Service Delivery Review/ Organizational Review Project	
Service Delivery Review	\$61,056
IPSOS Survey	24,422
Organizational Review	103,388
Total Project Cost	\$188,866

Project Funding	
Modernization Grant	\$120,000
2020 Budget	68,866
Total Funding	\$188,866

There may be financial implications arising from the Review itself. These implications will be identified during the course of the review and presented to Council for consideration in early 2021.

Report Approval Details

Document Title:	Tender Award for a Consultant for the Organizational Review.docx
Attachments:	- AppendixA-ScopeofWork.pdf
Final Approval Date:	Oct 1, 2020

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

Kristen Newman

Rosanna Pellerito

Truper McBride

Attachment "A" - Scope of Work

Town of Lakeshore

Request for Proposal: Corporate Service & Organizational Review

Closing Date: September 18, 2020

3.12 Term of Contract

The term of the Formal Contract will be from the date of execution of the Formal Contract to and including November 30, 2020. By submitting a Bid, the Proponent agrees to perform the Work within this term.

4.0 Terms of Reference

Project or Program Requirements

4.1 Introduction

The Town of Lakeshore is a lower tier municipality in southwestern Ontario. The Town has a population of approximately 38,000 and is one of the fastest growing municipalities in the region. The Town is one of the largest municipalities in Essex County by size with a mix of urban and rural areas. The Town wishes to undertake a comprehensive service review and organizational structure review including evaluation of workloads and resources to best position the organization for current and future success and to meet the service level expectations of elected and non-elected officials, residents, the business community, and visitors. The Town is currently undergoing a high level service delivery review. The results of that review will serve as a base for a more comprehensive service review in conjunction with an organizational structure review.

Currently, the Town has 381 active regular employees, including:

- 110 full time employees (34 non-union and 76 union employees);
- 271 part time employees (approximately 150 non-union and 28 union employees and 93 volunteer firefighters).
- Additionally, the number increases by about 40 - 45 student positions during the summer.

4.2 Scope of Work

The Town of Lakeshore is seeking an experienced and qualified consultant with an interdisciplinary team to lead a comprehensive corporate service and organizational review to be completed no later than December 31, 2020. The review is intended to provide Lakeshore Administration the following:

- A plan for service delivery improvements and workflow management;
- An organizational plan to restructure the administration to improve the delivery of service over a 15 year horizon;
- An assessment of current human capital resources and recommendations on realigning roles, as may be required, with our existing talent;
- An assessment of human capital resource needs to improve service delivery over a 15 year horizon;
- An assessment of current IT infrastructure, gap analysis, and IT Master Plan to support efficient effective service delivery across and within the organization; and,

- Maintain an iterative project management plan throughout the course of the project for use with the Town's Project Steering Committee.

Part 1: Service Review

The Work shall include an Evidence-based service review of the organization which shall include, at a minimum:

- a) Specific recommendations and options for processes to achieve desired service levels. The recommendations shall include consideration of the following:
 - i. a view to potential costs and foreseeable benefits for the organization in terms of legislative compliance, health and safety, efficient administration, public access, customer service, and effective coordination of municipal operations, where applicable;
 - ii. trends in municipal service delivery;
 - iii. a consideration of alternative service delivery methods where applicable;
 - iv. reference to comparable organizations of a similar size and nature;
 - v. clarifying roles and responsibility of management and staff;
 - vi. encouraging strong communications and coordination between organizational units;
 - vii. recommended technological solutions to assist in the provision of services;
 - viii. a comprehensive change management plan to implement recommended options, and the potential impacts of options and recommendations;
 - ix. Detailed recommendations regarding service delivery and the respective human capital requirements are requested for:
 - a. Water billing
 - b. Purchasing and procurement approvals;
 - c. Risk management;
 - d. Contract management;
 - e. Fire prevention;
 - f. Fire suppression;
 - g. Engineering (includes current engineering services and operations divisions);
 - h. Operations Work Order Processing and Execution of Work
 - i. Development application approvals (including ways to improve the use of the Technical Advisory Committee in the approvals process)
 - j. Policy Development
 - k. Communications
 - l. Emergency Response Management
 - m. Project Management
 - n. Special Events

o. Corporate Properties/Facility management

Part 2: Staffing & Resourcing

1. Review of current services, current and future service levels and associated workloads, resources and accountabilities;
2. Review of current service levels and comparisons with other relevant municipal comparators;
3. Stakeholder consultation, including engagement with Council, senior management and other staff,
4. A review of the following reports/documents:
 - - i. Town organization chart (current at the publication of the RFP **attached as Appendix “A”**);
 - ii. 2019-2022 Town of Lakeshore Strategic Plan (**attached as Appendix “B”**);
 - iii. 2020 Service Delivery Review (to be provided to the Consultant upon the commencement of the Work);
 - iv. Prior Organizational Review reports (confidential to be provided to the Consultant upon the commencement of the Work).
5. Preparation of a draft plan no less than 45 days prior to the termination of the Formal Contract to present to the Contract Administrator describing the plan to implement and maintain the recommended improvements to achieve the desired level of service. The plan shall include:
 - b) Specific recommendations for organizational structure, resourcing and staffing levels to be implemented for 2021 through 2036, including financial impact, to achieve the efficient and effective delivery of municipal services. The recommendations shall include consideration of the following:
 - i. a view to potential costs and foreseeable benefits for the organization in terms of legislative compliance, health and safety, efficient administration, public access, customer service, and effective coordination of municipal operations, where applicable;
 - ii. trends in municipal organizational structure and staffing;
 - iii. providing opportunities for succession and the growth and development of employees.
 - iv. reference to comparable organizations of a similar size and nature;
 - v. clarifying roles and responsibility of management and staff;
 - vi. encouraging strong communications and coordination between organizational units;
 - vii. alternative staffing methods; and,
 - viii. a comprehensive change management plan to implement recommended options, and the potential impacts of options and recommendations.

Value Add/Innovation Additional Information: The Proponent may include information regarding the added value that the Proponent's Team can bring to the Work and include information describing any innovative approaches that it would incorporate into the Work. While not required, this information will form part of the evaluation for the RFP.

4.3 Roles and Responsibilities

By the Proponent:

1. Conduct review and develop assessments and requested plans;
2. Maintain an iterative project management plan for use with the Town's Project Steering Committee (including milestones, stakeholder list, task schedule, communications plan, critical success factors, scope, budget and change management plan)
3. Prepare written draft report for presentation to Town's Project Steering Team.
4. Provide final written report for presentation to Town's Senior Management Team.
5. Present the final written report to Council.
6. Provide written and oral updates to the Contract Administrator.

By the Town:

1. Provide project steering team and assign project manager.
2. Provide information upon Consultant request.
3. Assist with the coordination of the review in accordance with the methodology.

4.4 Experience and Qualifications

The successful proponent should have knowledge of the following:

- a. Municipal government and operations;
- b. Knowledge of best practices in public sector organizational process development, review and design, including but not limited to human resources and information technology.;
- c. Project Management

The successful proponent should have experience in the following areas:

- d. Experience designing municipal processes and developing strategies and recommendations for implementing organizational restructuring;
- e. Developing master plans;
- f. Ability to provide services in a timely and effective manner;
- g. Experience drafting written reports for presentation to organization leaders and municipal councils, including reports which will form part of the public record; and,
- h. Experience presenting to organization leaders and municipal councils.

5.0 Proposal Submission Instructions

5.1 Mandatory Information

The Corporation of the Town of Lakeshore

Report to Council

Engineering & Infrastructure Services

Public Works



To: Mayor & Members of Council

From: Nelson Cavacas, C.E.T.
Director of Engineering & Infrastructure Services

Date: September 11, 2020

Subject: Tender Award - County Road 31 Sidewalk and Drain Enclosure

Recommendations

Award the County Road 31 Drain Enclosure & Sidewalk tender to D'Amore Construction (2000) Ltd. In the amount of \$253,486 with adjusted scope of work to extend the sidewalk approximately 535m; and,

The additional funding in the amount of \$107,947 be funded from the Trails New reserve, as presented at the October 6, 2020 Council meeting.

Background

The Request for Tender was publicly advertised on the Bids & Tenders website on Friday, July 3rd, 2020. Nine (9) bids were received prior to closing at noon on Friday, July 24th, 2020:

Tenderer	Price (excluding HST)	Price (including net HST)
D'Amore Construction (2000) Ltd.	\$285,486.00	\$290,510.55
Rudak Excavating Inc.	\$324,400.00	\$330,109.44
H. E. Construction Inc.	\$330,167.34	\$335,978.28
Leo Mailloux Construction	\$356,480.50	\$362,754.55
Murray Mills Excavating & Trucking	\$364,296.12	\$370,707.73
Quinlan Inc.	\$401,393.00	\$408,457.51
Matassa Incorporated	\$412,851.50	\$420,117.68
Nevan Construction Inc.	\$439,940.00	\$447,682.94

All bids were reviewed and found to be complete except for one bid which was disqualified in accordance with the Town procurement policy because the signed acknowledgement of addenda was not included with their bid package.

Comments

The Town received a petition in November of 2016 from residents on County Road 31 requesting for a sidewalk to be constructed from the Geralyn Tellier-Perdu Memorial Park entrance (St. Joachim) south approximately 600 m in length. The petition followed the Town's sidewalk petition policy EN-365 and determined to meet warrant criteria and approved by Council. The new sidewalk will provide service to the frontage of approximately 24 properties.

The project consists of removals, excavation, road side drain enclosure and restoration to facilitate the construction of a new 1.5m wide concrete sidewalk commencing at the entrance to the Geralyn Tellier-Perdu Memorial Park entrance and extending south to #1350 County Road 31 municipal address.

The sidewalk project had been deferred for a few years because of cost associated with having to complete a roadside drain enclosure along the vacant property immediately south of the park entrance. This property was severed into five lots and the road side drain was enclosed along the frontage of these new residential lots. However, there still remains approximately 400m of the 600m sidewalk extension of property frontages requiring drainage improvements to facilitate the construction of the sidewalk along CR31. For this reason the project cost remains high by comparison to typical sidewalk construction and half of the project cost is attributed to the drain enclosure, boulevard grading and drainage works.

The project tender contains a contingency allowance in the amount of \$8,000 and a number of provisional items (approximate value - \$40,000) which can be removed, all or in part from the scope of construction which in turn will allow the Town to adjust the scope of work defined in the tender documents.

A provisional item was included to consider the shortening of the sidewalk length by approximately 65m at the last south end property so the sidewalk would terminate at the first driveway of #1350 CR31 property. This last dwelling has a large frontage of approximately 85m along with three driveways of which the north two driveways lead to the residential dwelling. As such, stopping the sidewalk at the first driveway of #1350 CR31 property would achieve the goal of providing access to this last property on the east side of CR31 that was part of the original sidewalk petition. The deletion of this provisional work associated with shortening the length of sidewalk by approximately 65m would result in a cost avoidance of \$32,000.

The lowest tender of the eight qualified bids received submitted D'Amore Construction is 21.7% below the average of eight bids received. D'Amore Construction has an extensive history of successfully completing projects similar to the County Road 31 Drain Enclosure & Sidewalk Construction and as such, is qualified to complete this project.

Others Consulted

The Town consulted with the County of Essex to obtain comments and approval of scope of work to complete the sidewalk construction within the CR31 corridor.

Financial Impacts

Council approved \$150,000 for this sidewalk project in the 2020 Capital Budget which is being funded from the Trails – New reserve.

The following table provides the project financial breakdown of costs and funding for this project.

County Rd 21 Sidewalk and Drain Enclosure	
Tender Price	\$ 285,486
Provisional Items Removed	(32,000)
Net Tender Award	253,486
add: Non Refundable HST	4,461
Total Tender Award	\$ 257,947
2020 Approved Budget	\$ 150,000
Additional Funding Required	107,947
Total Project Funding	\$ 257,947

The project cost with the adjusted scope to complete the sidewalk construction of 535m in length to the first driveway of #1350 CR31 property is \$257,947. To complete the project with the adjusted scope length requires an additional \$107,947 of additional funding as detailed in the table above which is being recommended to be funded from the Trails – New reserve.

Attachment(s): none

Report Approval Details

Document Title:	Tender Award - County Road 31 Sidewalk and Drain Enclosure.docx
Attachments:	
Final Approval Date:	Oct 1, 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

Report to Council

Engineering & Infrastructure Services

Public Works



To: Mayor & Members of Council

From: Jeff Wilson
Manager of Public Works Operations

Date: September 14, 2020

Subject: Winter Control Contract Two Year Extension

Recommendation

Approve the renewal extension of the Winter Control Contract that was publicly procured and in accordance with the provisions set out in the Town's Purchasing Bylaw for an additional 2 year term at the current service pricing with the Landscape Effects Group, as described in the report presented at the October 6, 2020 Council meeting.

Background

The current Winter Control Contract consisted of a three year (3) term that will end on October 31, 2020. Although the current contract does not include the provision for renewal, the Town Procurement Policy and Purchasing By-Law does stipulate the option for renewal where the Department Head may consider an extension for no more than the term of the original contract providing that all of the following apply:

- a) the service provider's performance has satisfied the contract requirements; and
- b) the Department Head and the Purchasing Coordinator agree that the exercise of the option is in the best interest of the Town; and
- c) funds are included within Town Council approved budget; and
- d) a valid business case has been completed.

The two (2) year contract extension would continue the Winter Control services for the period an additional two years ending October 31, 2022 and then be publicly procured for the subsequent years beyond 2022.

Comments

The Winter Control service contract is divided into five (5) separate service areas as described below:

1. Section "A" – Sidewalks in Business Sections.
2. Section "B" – Municipal Properties.
3. Section "C" – Private Roads.
4. Section "D" – additional Sidewalks/ Trails/ Bridges.
5. Section "E" – Trails and Pathways in Parks.

Similarly with the addition of the two (2) year renewal of the existing contract, it will continue to include services for all snow removal and salting per snow event for all schedules listed.

Administration contacted the current contractor prior to the consideration of extending the contract to confirm pricing and determine if there would be budget impacts for the winter control season for the two year contract renewal. Landscape Effects Group have formally confirmed agreement to maintain the current prices for the additional two (2) year term extension; therefore, no budget adjustments are required for the various budget areas.

The tendered amount for each section is the total cost per snow event to provide winter control services for all the areas included within that schedule.

Based on the performance of Landscape Effects Group during the scope of the previous 6 years which has comprised of the last two consecutive 3 year term contracts for winter control services, Administration is satisfied with the performance of Landscape Effects Group.

Further, Administration is confident that extending the current contract at the same prices with no increase to budget is the optimum way of proceeding while maintaining our current level of service and not having to retrain another contractor. With the current state of the pandemic will heightened operational awareness from residents being home and expectations for service level consistency.

As such, it is recommended that the Winter Control service contract be renewed with Landscape Effects Group for an additional two (2) year term as detailed above for the for the 5 separate service areas.

Financial Impacts

The total contract cost per snow event is \$19,500 (including Net HST) which remains consistent with the prices included in the 2017 Winter Control contract that were publicly tendered. The 2020/2021 budgets include the amounts for the various winter control service areas included in the winter control contract.

There was a variance increase between the 2014 to 2017 contract when it was last publicly procured which translated to an average increase of 26% not including the added park trails that were subsequently included.

Attachment(s): none

Report Approval Details

Document Title:	Winter Control Contract Extension.docx
Attachments:	
Final Approval Date:	Oct 1, 2020

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

Rosanna Pellerito

Kristen Newman

Truper McBride

**CORPORATION OF THE TOWN OF LAKESHORE
BY-LAW 066 - 2020**

**BEING A BY-LAW FOR THE GAGNIER DRAIN
(TREMBLAY ENCLOSURE REPLACEMENT)
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.

**GAGNIER DRAIN
(TREMBLAY ENCLOSURE REPLACEMENT)
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

AND WHEREAS, the estimate cost of repairing and improving the drainage works is \$63,900.00.

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

1. The considered report dated June 16th, 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 \$63,900.00 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 Gagnier Drain (Tremblay Enclosure Replacement).

First Reading: August 11th, 2020
Second Reading: August 11th, 2020
Provisionally adopted this 11th day of August, 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

**CORPORATION OF THE TOWN OF LAKESHORE
BY-LAW 067 - 2020**

**BEING A BY-LAW FOR THE BRIDGE OVER THE ALEXANDER 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 ALEXANDER DRAIN
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

AND WHEREAS, the estimate cost of repairing and improving the drainage works is \$110,458.00.

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

1. The considered report dated April 22nd, 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 \$110,458.00 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 Bridge over the Alexander Drain.

First Reading: August 11th, 2020
Second Reading: August 11th, 2020
Provisionally adopted this 11th day of August, 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

**CORPORATION OF THE TOWN OF LAKESHORE
BY-LAW 072 - 2020**

**BEING A BY-LAW FOR THE 10TH CONCESSION DRAIN (BANK REPAIR)
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.

**10TH CONCESSION DRAIN (BANK REPAIR)
IN THE TOWN OF LAKESHORE - IN THE COUNTY OF ESSEX.**

AND WHEREAS, the estimate cost of repairing and improving the drainage works is \$185,200.00.

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

1. The considered report dated Jul 14th, 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 \$185,200.00 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 10th Concession Drain (Bank Repair)

First Reading: October 6th, 2020
Second Reading: October 6th, 2020
Provisionally adopted this 6th day of October, 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

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

BY-LAW NUMBER 084-2020

AND WHEREAS the council has, upon their application, lent the owners the total sum of \$23,000.00 to be repaid with interest by means of rates hereinafter imposed;

First Reading 2020-Oct-06
yyyy/mm/dd

Second Reading 2020-Oct-06
yyyy/mm/dd

Provisionally adopted this 06 day of October, 2020

Name of Head of Council

Signature

Name of Clerk

Signature

Third Reading 2020-Oct-06

Enacted this 06 day of October, 2020

Name of Head of Council

Signature

Corporate Seal

KRISTEN NEWMAN
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.

Corporate Seal

Name of Clerk

Signature

TILE DRAINAGE DEBENTURE

Tile Drainage Act, R.S.O. 1990, c. T.8, subs. 2(1)

\$23,000.00

No. 2020-04

The Corporation of the _____ Town _____ of _____ LAKESHORE _____ hereby promises to pay to the Minister of Finance, the principal sum of \$23,000.00 of lawful money of Canada, together with interest thereon at the rate of 6 per cent per annum in ten equal instalments of \$3,124.96 on the 1st day of November, 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 November, 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

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. 2020-04 in the principal amount of \$23,000.00
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.

November 01, 2020

Date

ROSANNA PELLERITO

Name of Treasurer

Signature of Treasurer

Corporate Seal

The Corporation of the Town of Lakeshore

By-law 88-2020

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 September 22nd 2020 session 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 October 6th, 2020.

**Mayor
Tom Bain**

**Kristen Newman
Clerk**

/cl