

Municipality of Lakeshore

Regular Council Meeting Agenda



Tuesday, October 12, 2021, 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

1. ZBA-15-2021 – Greg and Lisa Cavers Surplus Farm Dwelling – 1729 Lakeshore Road 219

7

Recommendation:

Approve Zoning By-law Amendment Application ZBA-15-2021 (By-law 80-2021, Municipality of Lakeshore By-law 2-2012), to rezone a portion of the farm parcel, indicated as the “Retained Farmland” on the Key Map, Appendix A, located at 1729 Lakeshore Road 219, in the Municipality of Lakeshore, from “Agriculture (A) Zone” to a site-specific “Agriculture Zone Exception 109 (A-109)”, which prohibits a single detached dwelling and permits a minimum lot area of 18.8 hectares; and

Direct the Clerk to read By-law 80-2021 amending the Municipality’s Zoning By-law 2-2012, as presented in the October 12, 2021 Council report.

6. Public Presentations
7. Delegations

1. Delegation of Approval Authority for the Regional Community Safety and Well-being Plan

12

Recommendation:

Receive the report for information regarding the Delegation of Approval Authority for the Regional Community Safety and Well-Being Plan, as presented at the October 12, 2021; and

Authorize the Essex County Council to approve the Windsor Essex Regional Community Safety and Well-Being Plan and any subsequent reports on behalf of the Municipality of Lakeshore.

1. Leonardo Gil, Project Manager - Windsor Essex Regional Community Safety and Well-Being Plan and Mary Birch, County of Essex

Note: This session is scheduled for approximately 30 minutes.

2. Mobility Options Study

41

Recommendation:

Direct Administration to prepare a business case for implementation of an integrated regional Lakeshore transit/mobility system to include operating permissions, delivery options, feeder services, financial implications, funding sources and a plan for a launch date of 2024 with engagement of the private sector and other regional transit authorities, as further described in the October 12, 2021 Council report; and

Endorse the primary regional route outlined as Option 1a of the Lakeshore Mobility Options Study prepared by Stantec, October 2021.

1. Johann van Schaik and Graeme Masterton, Stantec

3. Funding for Denis St. Pierre Water Pollution Control Plant Expansion 168

Recommendation:

Approve external debt to be taken in the principal amount of \$45,281,427.72 for the Plant Expansion;

Update the Development Charge Study related to wastewater to reflect the costs according to the tender results; and,

Update the 2018 Wastewater User Rates Study as the capital and operating expenditures have considerably changed since the previous study, all as further described in the report presented at the October 12, 2021 Council meeting.

1. Gary Scanlon and Daryl Abbs, Watson and Associates

8. Completion of Unfinished Business

9. Consent Agenda

Recommendation:

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

1. September 16, 2021 Special Council Meeting Minutes 181
2. September 28, 2021 Regular Council Meeting Minutes 193
3. Ministry of Municipal Affairs and Housing - Expiry of Temporary Regulations Limiting Municipal Authority to Regulate Construction Noise 201
4. County of Essex - Affordable Housing Strategy and Review of Social Housing Cost Sharing Agreement 203

10. Reports for Information

Recommendation:

Receive the Reports for Information as listed on the agenda.

1. Girard Park Tree Planting Project 206
2. 2021 Tree Planting Pilot Program 208

11. Reports for Direction

1. **Removal of Holding Symbol ZBA-29-2021 and Site Plan Control Agreement SPC-2-2017 RE Glider Systems Inc.** 212

Recommendation:

Adopt By-law 89-2021 to remove the Holding Symbol (h2) for the subject property 4183 Richardson Side Road as shown on Appendix A – Key Map from General Employment Zone Exception 9 Holding Zone (M1-9)(h2) to General Employment Zone Exception 9 (M1-9);

Approve Site Plan Control Application SPC-2-2017 to approve plans and drawings showing a sewing area for the production of the rolling tarp system, additional truck bays, new office area, a warehouse, and a future eating establishment for the subject site 4183 Richardson Side Road as shown on Appendix A – Key Map, subject to the following condition:

- a. That the owner/development enter into a Site Plan Agreement with Lakeshore 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; and

The Clerk read By-law 81-2021 authorizing the Mayor and Clerk to execute the Site Plan Agreement, all as presented at the October 12, 2021 Council meeting.

2. **Brown Drain Enclosure** 218

Recommendation:

Award the tender for the Brown Drain Enclosure to Shepley Excavating & Road Maintenance Ltd. in the amount of \$128,386.38 excluding HST.

3. **Tender Award – 2021 Sidewalk Lifecycle Replacement Program** 221

Recommendation:

Award the tender for the 2021 Sidewalk Lifecycle Replacement Program to Matassa Incorporated in the amount of \$106,479.19 plus non-refundable HST, as presented at the October 12, 2021 Council meeting; and

Approve an over-expenditure of \$8,635.59 to be funded from the Trails reserve.

4. Tender Award - Belle River Dredging Project 224

Recommendation:

Award the tender for the Belle River Dredging Project to Jones Group Ltd. for a total cost of \$231,000.00 plus applicable HST, as presented at the October 12, 2021 Council meeting.

5. Write Off Uncollectible Property Taxes 227

Recommendation:

Authorize the write-off of \$647.77 of property taxes and late payment charges for roll numbers 720 000 07001, 720 000 07801, 720 000 09301 and 720 000 26600 for the years 2017, 2018, 2019, 2020, 2021, in accordance with section 354 of the *Municipal Act, 2001*, as presented at the October 12, 2021 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

Recommendation:

By-laws 80-2021, 81-2021, 82-2021, 89-2021 and 90-2021 be read and passed in open session on October 12, 2021.

1. By-law 80-2021, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-15-2021) 232

2. By-law 81-2021, Being a By-law to authorize the execution of a Site Plan Agreement with 2477747 Ontario Inc. (4183 Richardson Side Road – SPC-2-2017) 235

3. By-law 82-2021, Being a By-law to Confirm the Proceedings of the Council of the Municipality of Lakeshore for September 14 and September 16, 2021 243

- | | | |
|----|--|-----|
| 4. | By-law 89-2021, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-29-2021) | 244 |
| 5. | By-law 90-2021, Being a By-law to Confirm the Proceedings of the Council of the Municipality of Lakeshore for September 28, 2021 | 246 |

19. Adjournment

Recommendation:

Council adjourn its meeting at ____ PM.

Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Ian Search, Planner 1

Date: September 21, 2021

Subject: ZBA-15-2021 – Greg and Lisa Cavers Surplus Farm Dwelling – 1729 Lakeshore Road 219

Recommendation

Approve Zoning By-law Amendment Application ZBA-15-2021 (By-law 80-2021, Municipality of Lakeshore By-law 2-2012), to rezone a portion of the farm parcel, indicated as the “Retained Farmland” on the Key Map, Appendix A, located at 1729 Lakeshore Road 219, in the Municipality of Lakeshore, from “Agriculture (A) Zone” to a site-specific “Agriculture Zone Exception 109 (A-109)”, which prohibits a single detached dwelling and permits a minimum lot area of 18.8 hectares; and

Direct the Clerk to read By-law 80-2021 amending the Municipality’s Zoning By-law 2-2012, as presented in the October 12, 2021 Council report.

Background

The subject property is currently a 20.32 hectare (50.21 acre) parcel of farmland located west of County Road 27, south of Highway 401, and is located at the southwest corner of S. Middle Road and Lakeshore Road 219, in the Community of Maidstone, known municipally as 1729 Lakeshore Road 219 (See Appendix ‘1’).

The subject property is designated ‘Agricultural’ in the Municipality of Lakeshore Official Plan and is zoned Agriculture Zone (A) in the Lakeshore Zoning By-law. The subject property is not part of any hazard lands, significant valley lands, woodlands or wetlands. It is located within the Essex Region Conservation Authority (ERCA) Limit of Regulated Area. No comments had been received from ERCA at the time of writing this report.

Recently, provisional consent (File: B/18/2021) was granted to sever a surplus dwelling lot from the farm parcel. In order to meet conditions of the provisional consent, the applicants have submitted an application to rezone the surplus dwelling lot to recognize the non-farm use and to rezone the remnant (retained) farmland to prohibit single detached dwellings. As a result of the surplus lot creation, the severed lot is automatically recognized for its non-farm residential use, as long as it is under 4 hectares or 9.88 acres. As the surplus farm lot is under 4 ha, there is no need to rezone the severed lot.

The Zoning By-law Amendment will also need to recognize the lot area of the retained farmland. A land survey revealed that the retained farmland will have a lot area of 18.8 hectares following the surplus dwelling lot severance, whereas the Zoning By-law requires a minimum lot area of 19 hectares for a parcel serving an agricultural use.

Surplus Dwelling Lot (On Plan 12R-28731)	Lot Area – 1.33 ha (3.296 ac.) Existing Use – single detached dwelling Proposed Use – same Access – existing driveway access from Lakeshore Road 219 Services – municipal water and private septic
Neighbouring Land Uses	North, South, East & West – agricultural lands
Official Plan	'Agricultural'
Zoning By-law	Agriculture Zone (A)

Comments

Provincial Policy Statement

The PPS (2.3.4.1(c)(2)) permits “a residence surplus to a farming operation as a result of farm consolidation,” to be severed, “provided that the planning authority ensures that new residential dwellings are prohibited on any vacant remnant parcel of farmland created by the severance.”

Note: It was a condition of the consent application which created the surplus dwelling lot, that a zoning by-law amendment application be submitted to the Municipality for the retained lands, following the surplus lot creation to ensure that new residential dwellings are prohibited on any vacant remnant parcel of farmland created by the severance. In addition, the Municipality of Lakeshore Official Plan (Section 6.2.3 b) ii requires that the non-farm parcel will be zoned to recognize the non-farm residential use and will not accommodate a livestock operation. By severing off the surplus lot, from the farm lot, the Zoning By-law automatically recognizes the surplus lot's non-farm use (as a result of the lot's smaller size). Therefore the proposal is consistent with the PPS.

County of Essex Official Plan and Lakeshore Official Plan and Zoning By-law

The proposal conforms to the land use and consent policies of the Agricultural designations of both the County and Lakeshore Official Plans. In order to satisfy a condition of the provisional consent to sever a surplus dwelling from the farm parcel, the “Retained Farmland” will be re-zoned from “A, Agriculture” to a site-specific “A-109 Agriculture zone” which shall prohibit a single detached dwelling. The Zoning By-law Amendment will also recognize the lot area of the retained farmland as 18.8 hectares given that the Zoning By-law requires a minimum lot area of 19 hectares for a parcel serving an agricultural use.

Conclusion

Based on the foregoing, it is recommended that Council approve ZBA-15-2021 (Bylaw 80-2021) as per the Recommendation section of the report, as it is consistent with the Provincial Policy Statement and conforms to the County and Lakeshore Official Plans.

Others Consulted

Notice was given to agencies and the general public as required under the provisions of the *Planning Act* and Regulations. As of the writing of this report, no comments were received from the public and no concerns were expressed from any agencies.

Financial Impacts

There are no budget impacts resulting from the recommendation.

Attachments

Appendix 1 Key Map – Cavers

Appendix 2 Plan of Survey – Cavers

Report Approval Details

Document Title:	ZBA-15-2021 - Greg and Lisa Cavers.docx
Attachments:	- Appendix 1 Key Map - Cavers.pdf - Appendix 2 Plan of Survey - Cavers.pdf
Final Approval Date:	Oct 4, 2021

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

Aaron Hair

Tammie Ryall

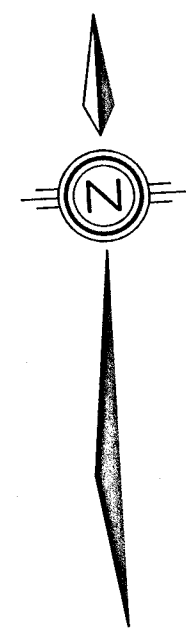
Jessica Gaspard

Kristen Newman

Truper McBride

Appendix 1 Key Map – 1729 Lakeshore Road 219





SOUTH MIDDLE ROAD

P. I. N. 75024 - 0002

PARTS SCHEDULE

PART	LOT	CON/PLAN	P.I.N.	AREA (Ac.)
1	PART OF LOT 24	CONCESSION 2	ALL OF 75021-0215	46.463
2				3.296

I REQUIRE THIS PLAN TO BE DEPOSITED UNDER THE LAND TITLES ACT.

DATE AUGUST 30, 2021

ANDREW S. MANTHA
REGISTRAR FOR THE LAND TITLES
DIVISION OF ESSEX (12)

PLAN 12R-28731
RECEIVED AND DEPOSITED

DATE 2021-08-30

REPRESENTATIVE FOR LAND
REGISTRAR FOR THE LAND TITLES
DIVISION OF ESSEX (12)

PLAN OF SURVEY
OF
PART OF LOT 24,
CONCESSION 2
GEOGRAPHIC TOWNSHIP OF MAIDSTONE
NOW IN THE
TOWN OF LAKESHORE
COUNTY OF ESSEX, ONTARIO
VERHAEGEN LAND SURVEYORS

SCALE : 1"=100'

LEGEND AND NOTES

BEARINGS ARE UTM GRID DERIVED FROM OBSERVED REFERENCE POINTS "A" AND "B" BY REAL TIME NETWORK OBSERVATIONS AND REFERRED TO UTM ZONE 17 (81' WEST LONGITUDE) NAD 83 (CSRS) (2010.0).

DISTANCES ON THIS PLAN ARE GROUND AND CAN BE CONVERTED TO GRID BY MULTIPLYING BY THE COMBINED SCALE FACTOR OF 0.99982800

LEGEND

■	DENOTES SURVEY MONUMENT FOUND	
□	DENOTES SURVEY MONUMENT SET	
SIB	DENOTES STANDARD IRON BAR	
IB	DENOTES SHORT STANDARD IRON BAR	
IB	DENOTES IRON BAR	
PB	DENOTES PLASTIC BAR	
WT	DENOTES WITNESS	
M	DENOTES MEASURED	
JB	DENOTES J.D. BARNES LIMITED	S DENOTES SET
ORP	DENOTES OBSERVED REFERENCE POINT	(OU) DENOTES ORIGIN UNKNOWN
(1744)	DENOTES VERHAEGEN STUBBERFIELD HARTLEY BREWER BEZAIRE INC., O.L.S.	
(1201)	DENOTES R.A. CLARKE, O.L.S.	
(KVL)	DENOTES KOESTER & VERHAEGEN LTD., O.L.S.	
(P)	DENOTES PLAN 12R-3693	(P1) DENOTES PLAN 12R-1373
(P2)	DENOTES PLAN 12R-28239	

ALL SET SIB AND PB MONUMENTS WERE USED DUE TO LACK OF OVERBURDEN AND/OR PROXIMITY OF UNDERGROUND UTILITIES IN ACCORDANCE WITH SECTION 11 (4) OF OREG. 525/91.

INTEGRATION DATA

COORDINATES ARE DERIVED FROM GRID OBSERVATIONS USING THE CAN-NET NETWORK SERVICE AND ARE REFERRED TO UTM ZONE 17 (81' WEST LONGITUDE) NAD83 (CSRS) (2010.0).		
COORDINATE VALUES ARE TO AN URBAN ACCURACY IN ACCORDANCE WITH SECTION 14(2) OREG. 216/10		
POINT ID	NORTHING	EASTING
ORP-A	N15334056.22	E1168681.92
ORP-B	N15333953.22	E1170361.93
COORDINATES CANNOT, IN THEMSELVES, BE USED TO RE-ESTABLISH CORNERS OR BOUNDARIES SHOWN ON THIS PLAN.		

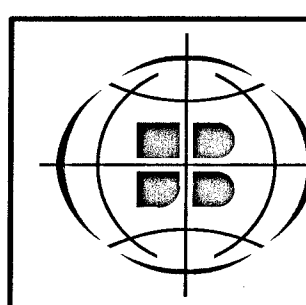
FOR BEARING COMPARISON, A ROTATION OF 01° 00' 20" CLOCKWISE WAS APPLIED TO (P) TO CONVERT TO GRID BEARINGS.
FOR BEARING COMPARISON, A ROTATION OF 01° 08' 20" CLOCKWISE WAS APPLIED TO (P1) TO CONVERT TO GRID BEARINGS.

SURVEYOR'S CERTIFICATE

I CERTIFY THAT:
1. THIS SURVEY AND PLAN ARE CORRECT AND IN ACCORDANCE WITH THE SURVEYS ACT, THE SURVEYORS ACT, THE LAND TITLES ACT AND THE REGULATIONS MADE UNDER THEM.
2. THIS SURVEY WAS COMPLETED ON THE 29th DAY OF JUNE, 2021

DATE AUGUST 12, 2021

ANDREW S. MANTHA, O.L.S.



VERHAEGEN
LAND SURVEYORS
A Division of
J. D. Barnes Limited

944 OTTAWA STREET, WINDSOR, ON, N8X 2E1
T: (519) 258-1772 F: (519) 258-1791 www.jdbarnes.com

DRAWN BY: NMG CHECKED BY: ASM REFERENCE NO.: 20-47-581-01

E=MAIDSTONE-2-24 CAD Date: August 30, 2021 12:27 PM
CAD File: 20-47-581-01.dwg

Municipality of Lakeshore – Report to Council

Strategic & Legal Affairs



To: Mayor & Members of Council

From: Kristen Newman, Corporate Leader – Strategic & Legal Affairs

Date: October 6, 2021

Subject: Delegation of Approval Authority for the Regional Community Safety and Well-being Plan

Recommendation

Receive the report for information regarding the Delegation of Approval Authority for the Regional Community Safety and Well-Being Plan, as presented at the October 12, 2021; and

Authorize the Essex County Council to approve the Windsor Essex Regional Community Safety and Well-Being Plan and any subsequent reports on behalf of the Municipality of Lakeshore.

Background

In 2019, the Province of Ontario amended the *Police Services Act* to mandate every municipality to prepare and adopt a Community Safety and Well-Being Plan. After discussions amongst the regional Chief Administrative Officers proposing a regional CSWB Plan, Report S198/2019 and CAO-2019-11 was brought to City of Windsor (City) and Essex County (County) Councils respectively, requesting authorization to engage the County of Essex and its municipalities to develop a Regional Community Safety and Well-Being Plan (RCSWB).

The City and County Councils authorized a project team comprised of staff from the City and County administrations to “bring the regional Community Safety and Well-Being Plan to City Council and Essex County Council in sufficient time to be considered prior to the Provincial government’s deadline of January 1, 2021.” The Province established this deadline prior to the COVID-19 pandemic. Due to the pandemic, the project was paused on March 18, 2020, with core team members redeployed to manage COVID-related emergencies within their respective organizations.

During this pause, the Province passed the *Coronavirus (COVID-19) Support and Protection Act, 2020*, which granted an extension to the CSWB deadline past January 1, 2021, to an undetermined date. At the meeting of City Council on May 4, 2020, correspondence from the Office of the Solicitor General was received informing Council

of the change in the deadline and that it would be working with the Association of Municipalities of Ontario (AMO) and the City of Toronto to determine a new submission date. The correspondence was noted and filed.

The RCSWB project officially resumed on June 1, 2020. A project update was provided to City and County Councils describing key actions taken during the project pause, including the completion and submission of letters to AMO and Ontario Municipal Social Services Association (OMSSA) advocating for an amended deadline of January 1, 2022. Elected officials from a number of municipalities across Ontario were also advocating for the January 2022 deadline.

In November 2020, City and County Councils received a further project update, which included revised timelines and methodologies due to the pandemic.

On December 24, 2020, the Ministry of the Solicitor General issued correspondence to Ontario municipalities indicating that the new CSWB Plan submission deadline is July 1, 2021.

On February 1, 2021, City Council directed Administration to forward a letter to the Solicitor General advising that whereas the new CSWB submission deadline of July 1, 2021 significantly constrains the ability to engage in fulsome and meaningful community consultation, the City of Windsor will prepare an interim report for submission by July 1, 2021, along with a final report by December 31, 2021. City Council further requested that the Solicitor General review the imposed deadline. Essex County Council likewise adopted a similar resolution.

On June 25, 2021, a letter and attachment package consisting of the interim report, as well as City and County Council Decision letters, was submitted to the Ministry of the Solicitor General.

In June 2021, all lower-tier municipalities of the County of Essex received a project update presentation. Each municipal council was provided with an opportunity to offer input on local and regional priorities and reviewed the results of public consultations conducted within each municipality.

Comments

Over the course of the project, the project team conducted over 100 hours of consultation through 91 formal community, sector and municipal engagements with approximately 1,075 participants. These engagements included residents, elected officials, municipal CAOs, police service boards, community committees, community organizations, sector leaders and priority population groups. In conjunction with 840 online and print survey respondents, a total of 1,915 community members contributed to the identification, contextualization and prioritization of the Plan's areas of focus.

Through a process of prioritization that considered a review of local data, survey results, and qualitative engagements, the following four regional areas of focus were solidified:

Good Governance and Data, Engaged and Safe Communities, Mental Health and Substance Use Supports and Financial Security and Economic Equity. Goals, initiatives, activities and metrics were established for each area of focus. In total, 8 goals, 17 initiatives and 48 activities were established as part of the Plan.

As directed by Essex County Council, in connection with all lower-tier municipal councils, the regional Plan contains community priorities for each municipality that includes a review of local data, an analysis of public consultation data, and an identification of local priority risk and protective factors. For the full list of goals, initiatives and activities, and each community profile, please review Appendix A.

In alignment with the joint City-County approach taken to identify regional priorities and strategies and the 2019 City and County Council directives, it is recommended that the County of Essex be authorized to approve the final written report and any subsequent reports. In discussion with staff from the Ministry of the Solicitor General, the delegation of authority for planning and implementation of CSWB plans to an upper-tier municipality is in line with approval approaches undertaken by other Ontario municipalities engaging in joint plans.

In acknowledgement of the logistical challenges of a multi-council approval process, ministry staff have indicated that the delegation of approval authority to the County or upper tier would be sufficient if key stipulations are satisfied. Those stipulations are:

- a) all lower tier municipalities were involved in the planning process,
- b) the delegation of authority is provided by council resolution, and
- c) the Plan is published and available at all partnering municipalities.

Currently, the project team is in a position to meet all stipulations and further, intends to make the regional plan available through each area municipality and other locations as appropriate.

As the Plan focuses on regional initiatives that are primarily at the prevention and social development areas of intervention, many approaches align with the duties and responsibilities of the County of Essex and the City of Windsor in its role as the Service System Manager for Housing Services, Ontario Works and Children's Services. Furthermore, this coincides neatly with the southwest region role of the Ontario Provincial Police as a police services provider for many municipalities in the County.

Risk Analysis

There is a risk associated with not achieving the December 2021 deadline stated to the Ministry of the Solicitor General. In order to mitigate that risk, the primary components of the Plan - its goals, initiatives, activities and community profiles - are being presented to Council in advance of the submission of the final written report that will constitute the Plan itself.

Others Consulted

Regional Chief Administrative Officers

Jelena Payne, Health and Human Services Commissioner, City of Windsor

Mary Birch, Director of Council and Community Services/Clerk, County of Essex

Leonardo Gil, Project Manager, City of Windsor

Financial Impacts

The development of the Regional Community Safety and Well-Being Plan and staff, including the Project Manager and StrategyCorp, Inc., have been funded through contributions of \$200,000 each from the City of Windsor and County of Essex.

The development of Community Safety and Well-Being Plans was provincially mandated. Pending formal adoption of the plans and further direction from the Province, there is an expectation that plans may require review on a yet-to-be determined cycle. Further, implementation of aspects of the RCSWBP will require sufficient resources and may incur additional costs, which will be brought before City, County and lower tier councils at the appropriate time.

Attachments

A - PowerPoint Presentation regarding the draft Regional Community Safety & Well-being Plan

Report Approval Details

Document Title:	CommunitySafetyandWell-BeingPlan-DelegationofApproval.docx
Attachments:	- A-WERCSWB- Municipality of Lakeshore Presentation.pdf
Final Approval Date:	Oct 7, 2021

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

Kristen Newman

Jessica Gaspard

Truper McBride

Windsor-Essex Regional Community Safety and Well-Being Plan

Municipality of Lakeshore Presentation

Presentation Date: Tuesday, October 12th, 2021

Presented By: **Leonardo Gil**, Project Manager
City of Windsor



In partnership with

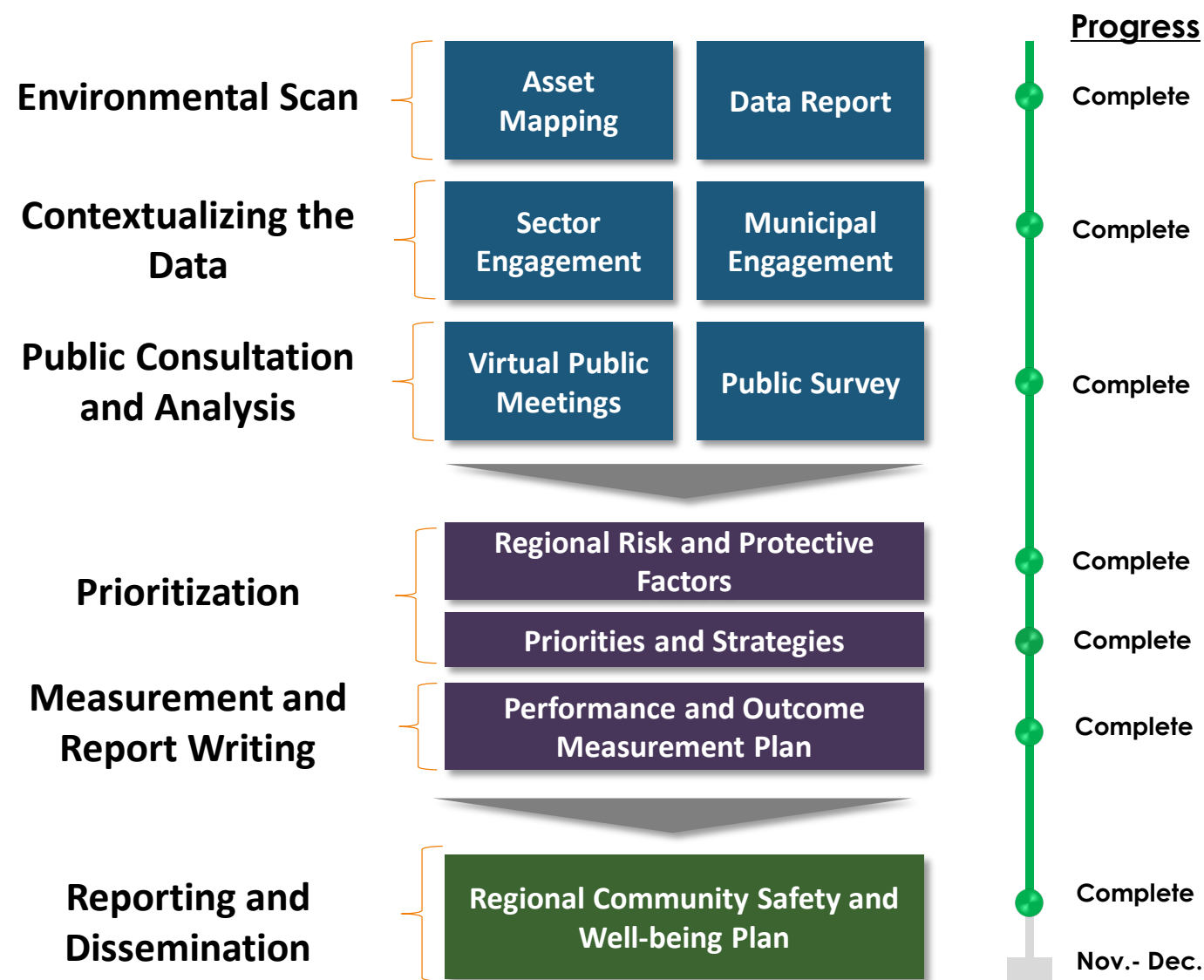


Overview

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Project Recap: Steps Taken So Far



91 Virtual Engagements
103.4 hours of Engagement
Over 1,900 stakeholders and residents informed
the Plan



Regional Priorities and Opportunities: Overview

Priority Categories <i>"We want to have..."</i>	"Good Governance & Data"	"Engaged & Safe Communities"	"Mental Health & Substance-Use Supports"	"Financial Security & Economic Equity"
Opportunities <i>"To reach our priorities we need..."</i>	<ul style="list-style-type: none"> • Reduced barriers amongst providers • Representation and inclusion in CSWB governance • Improved data (Inclusion, Cross sector and segmented analysis) • Continual community engagement 	<ul style="list-style-type: none"> • Access to affordable housing to keep people living and working in their communities, and supportive and transitional housing for those without. • More opportunities for community engagement and participation through community spaces and programs, particularly for youth. • Infrastructure that promotes active transportation and community safety. • Improved relationships between communities and police/local institutions. 	<ul style="list-style-type: none"> • Increased awareness and destigmatization of existing supports and resources to improve prevention, early intervention and treatment. • Improved system navigation for those accessing services, particularly to support diverse needs and sensitivities of vulnerable populations. • Improved emergency response to those in crisis. 	<ul style="list-style-type: none"> • Accessible employment skills training that matches local employment opportunities for those entering and transitioning in the work force. • Aligning and leveraging existing supports and services for those facing poverty or financial insecurity as well as understanding and addressing service gaps. • Targeted support for systemically marginalized demographic groups and locations.

WE RCSWB Goals, Initiatives and Activities

Goals & Initiatives - Overview

Goals	Initiatives	Framework
Good Governance & Data		
1. Improve collaboration between CSWB partners for better data and service outcomes.	1.1. Establish a permanent table of CSWB partner organizations to institutionalize cross-sectoral collaboration to address systemic and specific service delivery opportunities.	All
	1.2. Develop a Data “Consortium” of partner organizations to support ongoing CSWB planning and service delivery.	
2. Improve representation and inclusion of priority populations in collaborative decision-making processes for CSWB initiatives.	2.1. Increase representation of priority populations and those with lived experience at RCSWB leadership table and partner advisory/leadership tables.	
	2.2. Include consultations with priority communities early in planning stages of CSWB activities.	
Engaged & Safe Communities		
3. Increase access to safe and affordable housing.	3.1. Increase awareness and utilization of existing housing supports and programs.	Prevention
	3.2. Review and assess planning and growth-related policies to promote a larger and more diverse housing supply.	
	3.3. Increase provincial and federal advocacy to support more affordable housing through streamlined approval processes and capital and operating investment in housing projects.	
4. Promote safe, healthy, and connected neighborhoods and communities.	4.1. Increase access to organized programming in communities.	Social Development
	4.2. Promote community-led projects and initiatives– including neighbourhood building initiatives to help increase feelings of safety, strengthen social capital with neighbours and promote ongoing, sustainable engagement within communities.	
	4.3. Increase access to safe community spaces.	
Mental Health & Substance-Use Supports		
5. Increase frequency of preventative care and early interventions to reduce overall service need and crisis intervention.	5.1. Promote de-stigmatization of mental health and addiction issues and raise awareness of existing supports to promote early intervention and overall wellbeing.	Prevention
	5.2. Leverage and support mental health service sector around harmonized communications and intergovernmental advocacy to increase and improve available mental health supports.	
6. Safe and effective emergency response to those in crisis.	6.1. Expand and strengthen programs that leverage crisis response teams that include both police and mental health workers (e.g. COAST, Youth Crisis Response Team (YCRT), Mobile Crisis Rapid Response Team etc.).	Crisis Response
	6.2. Improve community trust in the emergency services and improve community outcomes, especially for priority populations by building stronger relationships between service providers (e.g. Community workers and police) and communities.	
Financial Security & Economic Equity		
7. Identify existing gaps in the social safety net for those facing income insecurity and poverty with a lens of equity and inclusion for priority populations.	7.1. Conduct a social policy review of support services available to residents of Windsor-Essex, including federal, provincial, and local initiatives to determine where there are gaps in services or supports.	Risk Intervention
8. Promote local employment and increase participation in local education and training.	8.1. Expand or develop new grant and bursary programs to promote local institutional partnership, internship, and apprenticeship opportunities for targeted geographies and priority populations to keep people in their neighborhoods.	Prevention
	8.2. Leverage, expand or develop targeted economic development and workforce strategies in priority neighbourhoods.	

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Good Governance & Data: Activities, Metrics & Milestones

Goal #1

Improve collaboration between CSWB partners for better data and service outcomes.

Initiatives	Implementation	
	Activities	Metrics & Milestones
1.1. Establish a permanent table of CSWB partner organizations to institutionalize cross-sectoral collaboration to address systemic and specific service delivery opportunities.	<ul style="list-style-type: none"> Establish a Memorandum of Understanding and Terms of Reference with System Leadership Table partners (RSLT) around collective action on identified CSWB priorities and initiatives. Leverage or establish Action Tables for key goals and initiatives in the RCSWB plan, that includes RSLT members, municipal representation, Community Service Providers, and representation from priority and PLE populations. <ul style="list-style-type: none"> Process for leveraging existing tables or forming Action Tables to be formalized through the Terms of Reference for the RSLT Proposed Governance structure for these tables is described on Slide 10 Establish a process for RSLT and Community Service Providers to identify and develop Action Tables for collaboration with local governments on specific service delivery opportunities across local services on an ongoing basis. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> Signed Terms of Reference Quarterly meeting schedule for RSLT is set Develop yearly progress update approach that includes <ul style="list-style-type: none"> equity results Cross-sector collaboration results Action Tables are established, and Chairs appointed <p>Medium Term:</p> <ul style="list-style-type: none"> Service providers have an established avenue to raise service delivery improvement opportunities with RSLT for Action Table consideration.

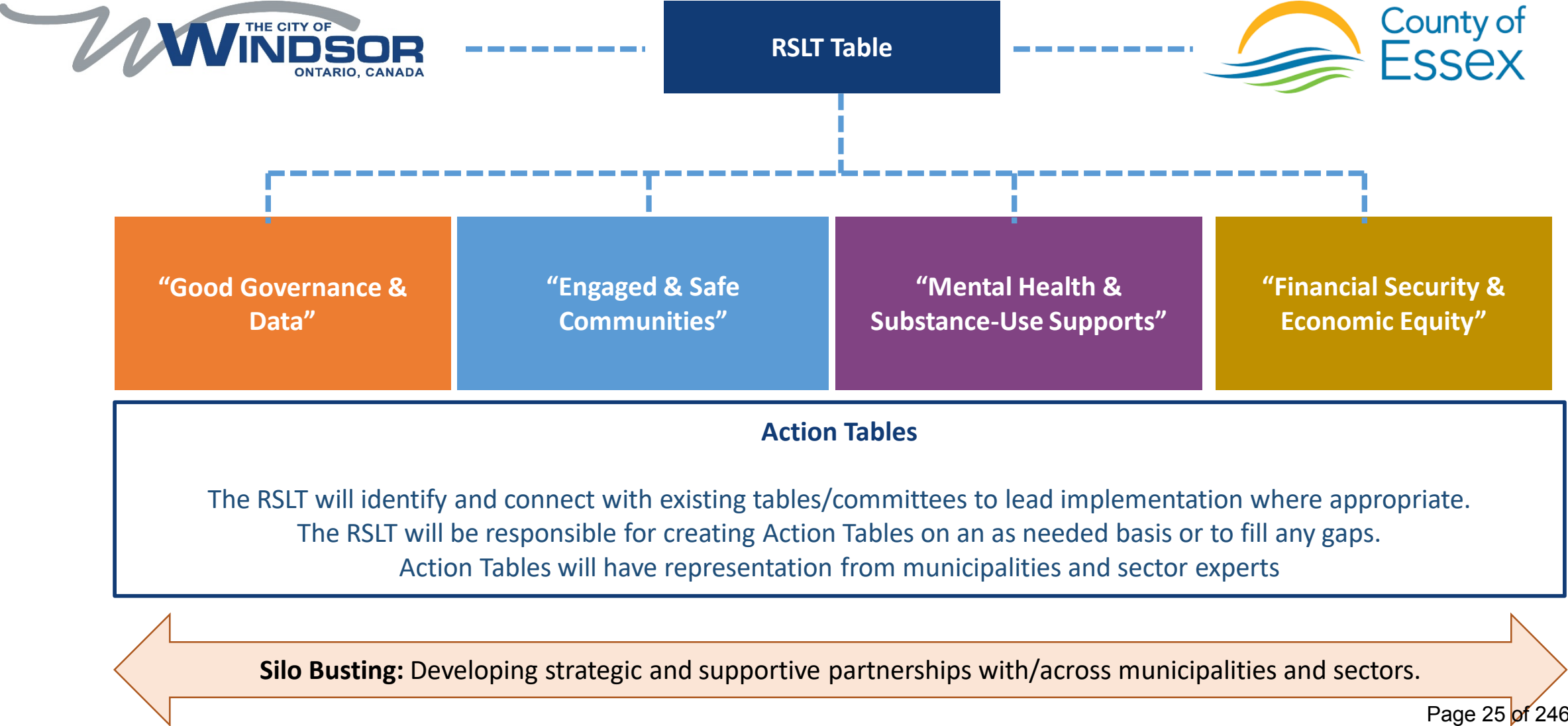
Good Governance & Data: Activities, Metrics & Milestones cont.

Goal #1

Improve collaboration between CSWB partners for better data and service outcomes.

Initiatives	Implementation	
	Activities	Metrics & Milestones
1.2. Develop a Data “Consortium” of partner organizations to support ongoing CSWB planning and service delivery.	<ul style="list-style-type: none"> Establish MOUs and data sharing agreements between existing Data Table to formalize ongoing relationships, and the development of the Consortium. Begin the development of a data repository and develop a dashboard of key social determinants of health metrics across the region to measure progress against core CSWB goals. <ul style="list-style-type: none"> Establish an inventory of data systems currently utilized in the region to better understand and leverage existing opportunities in the region. Begin looking at how regional data can be leveraged to measure success toward broader CSWB goals. Establish a Regional Data Governance Framework outlining protocols and best practice for data collection, sharing, and storage that is inclusive of priority populations. <ul style="list-style-type: none"> Identify opportunities to coordinate and standardize data collection efforts across organizations and municipalities. Promote and adapt the Social Determinants of Health (SDH) as a common measurement framework among partner organizations. <i>Pilot the creation of Data support teams to help local organizations and municipalities in improving upon data practices.</i> 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> Signed MOU and Data Sharing Agreements. Key baseline metrics for social determinants of health across the region are established based on existing data availability. <p>Medium Term:</p> <ul style="list-style-type: none"> Completed Data Support Team Pilot Yearly progress report on achievements of data support teams Inclusion of SDH in core Regional documents (budget, strategic report, council decision documents) <p>Long Term:</p> <ul style="list-style-type: none"> Long-term understanding of trends of SDH across the region

Initiative 1.1 - Proposed Governance Summary



Good Governance & Data: Activities, Metrics & Milestones cont.

Goal #2

Improve representation and inclusion of priority populations in collaborative decision-making processes for CSWB initiatives.

Initiatives	Implementation	
	Activities	Metrics & Milestones
2.1. Increase representation of priority populations and those with lived experience at RCSWB leadership table and partner advisory/leadership tables.	<ul style="list-style-type: none"> • Ensure RSLT Terms of Reference include priority and PLE population requirements for RSLT and all Action Tables. • Communicate and advertise opportunities to engage representative levels in a culturally appropriate manner. • Provide resources to value and support priority population's ability to participate meaningfully in implementation processes (e.g. honourariums, communities of practices). • Coordinate shared educational opportunities for both governance and community representatives to improve reciprocal understanding (e.g. municipal landscape and needs/concerns of marginalized communities). • Reaffirm commitment to diversity, equity and inclusion among partners at the systems leadership table. 	Immediate to Short Term: <ul style="list-style-type: none"> • Diversity and Inclusion standards are set for RSLT, Action Tables, and any organization charged with advancing RSLTs CSWB goals through MOUs. • CSWB Partners adopt RSLT diversity and inclusion principles. Medium Term: <ul style="list-style-type: none"> • Increased diversity in RSLT.
2.2. Include consultations with priority communities early in planning stages of CSWB activities.	<ul style="list-style-type: none"> • Work with ESNs to establish and implement CSWB consultation approaches and practices that meaningfully include priority populations across municipal and sector projects. • Identify best practices and learnings from priority population consultations and apply them to the implementation of CSWB initiatives, and share them with other municipal and sectoral projects. • Work with ESNs to establish process and outcome measurement strategies to assess efficacy of engagement approaches. 	Short Term: <ul style="list-style-type: none"> • Consultation Practices Framework is developed that leverages best practices. • RSLT and Partner Organization commit to implementing practices through signed MOU Medium Term: <ul style="list-style-type: none"> • Increased engagement in municipal and sectoral engagement from priority and PLE populations.

Engaged and Safe Communities: Activities, Metrics & Milestones

Goal #3

Increase access to safe and affordable housing.

Initiatives	Implementation	
	Activities	Metrics & Milestones
3.1. Increase awareness and utilization of existing housing supports and programs.	<ul style="list-style-type: none"> • Work with Housing Services to review existing communications channels between service providers and those in need of supports and identify opportunities to improve outreach and engagement especially within the County. • Leverage, enhance or develop a communications plan that aligns with the <i>Home Together: Windsor Essex Housing and Homelessness Master Plan</i> to promote awareness of existing supports and programs, that is targeted at reaching those in need of affordable housing, or those at risk of losing their housing. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> • Communications Plan Developed
3.2. Review and assess planning and growth-related policies to promote a larger and more diverse housing supply.	<ul style="list-style-type: none"> • Support Housing Services in establishing meetings with municipalities to identify and evaluate the impacts of existing planning policy and zoning regulations that affect housing supply, including the review of emerging best practices and new housing options (i.e. additional dwelling units, short term rental policy, etc.) • Leverage pilot projects for best practices in attainable housing (e.g. policy, etc.) among interested municipal partners within existing legislation and regulatory frameworks. • Liaise with private, not for profit and public partners to review best practices and identify incentives to accelerate and increase the number of new housing projects (e.g. pre-zoning key sites, design work, servicing and study assistance). 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> • List of possible pilot projects is identified • Report published on existing local policies and regulations with examples of emerging best practices from comparable regions. • Develop list of local incentives to increase and accelerate planning applications for new housing projects <p>Medium Term:</p> <ul style="list-style-type: none"> • Inter-municipal participation in attainable housing policy pilots <p>Long Term:</p> <ul style="list-style-type: none"> • Evaluate the effectiveness of pilot projects for consideration and adoption across the region.
3.3. Increase provincial and federal advocacy to support more affordable housing through streamlined approval processes and capital investment in housing projects.	<ul style="list-style-type: none"> • Leverage, expand or develop a strategic advocacy plan with a broad coalition of municipal and sectoral support that identifies key intergovernmental investment priorities to increase access to affordable housing across the region. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> • List of affordable housing projects requiring funding <p>Medium Term:</p> <ul style="list-style-type: none"> • Letters to provincial and federal housing Ministers • Advocacy Plan supported by data <p>Long Term:</p> <ul style="list-style-type: none"> • Projects Funded

Engaged and Safe Communities: Activities, Metrics & Milestones cont.

Goal #4

Promote safe, healthy, and connected neighborhoods and communities.

Initiatives	Implementation	
	Activities	Metrics & Milestones
4.1. Increase access to organized programming in communities.	<ul style="list-style-type: none"> Work with partners to expand or establish an inventory of organized programming available in communities across the region. Identify geographic and population gaps in access to programming and identify opportunities to fill programming gaps through consultation with target communities and local service providers. Identify funding opportunities and constraints and develop harmonized funding strategies to promote barrier-free organized programming. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> List of community and private spaces available for additional recreation and programming activities <p>Medium Term:</p> <ul style="list-style-type: none"> Amount of additional programming and recreation space created
4.2. Promote community-led projects and initiatives – including neighbourhood building initiatives to help increase feelings of safety, strengthen social capital with neighbours and promote ongoing, sustainable engagement within communities.	<ul style="list-style-type: none"> Identify opportunities to collaborate with community leaders across the region to showcase and support local community projects. Pilot a CSWB Walks Program based on Neighbourhood CPTED model for City and County. Work with partners to develop and pilot a Regional Crime Prevention Council (or committee) focused on leveraging expertise and sharing best practices as an interdisciplinary consultative body for priority communities and neighbourhoods. 	<p>Medium Term:</p> <ul style="list-style-type: none"> 1 completed CSWB Walk in one neighbourhood or community in each W-E municipality (8 total)
4.3. Increase access to safe indoor and outdoor community spaces.	<ul style="list-style-type: none"> Work with partners to identify communities with limited or no access to community spaces or unsafe community spaces. Prioritize community needs and work with identified communities, local groups and organizations, and industry partners to develop individual action and investment plans to create safe public spaces for those communities. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> Establish or determine a common definition of community spaces List of community spaces with opportunity for safety improvements <p>Medium Term:</p> <ul style="list-style-type: none"> Identify and cost investments for each community space safety enhancement (including identifying existing funding lines) <p>Long Term:</p> <ul style="list-style-type: none"> Progress report on safety investments

Mental Health & Substance-Use Supports: Activities, Metrics & Milestones

Goal #5

Increase frequency of preventative care and early interventions to reduce overall service need and crisis intervention.

Initiatives	Implementation	
	Activities	Metrics & Milestones
5.1. Promote de-stigmatization of mental health and addiction issues and raise awareness of existing supports to promote early intervention and overall wellbeing.	<ul style="list-style-type: none"> Leverage, enhance or develop a regional wide campaign to raise mental health awareness and about local available resources and initiatives. <ul style="list-style-type: none"> Including ensuring resident information pathways are harmonized among service providers to provide residents with as many resources as possible (e.g. RCSWB Asset Map). 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> Social media engagement metrics Increased uptake of existing early intervention mental health supports (local hotlines etc.) <p>Medium Term:</p> <ul style="list-style-type: none"> More uptake of early intervention resources as opposed to crisis response ones.
5.2. Leverage and support the mental health service sector around harmonized communications and intergovernmental advocacy to increase and improve available mental health supports.	<ul style="list-style-type: none"> Identify key sectoral priorities for the region to improve access and increase available mental health and addictions resources across the region (e.g. single point entry or warm transfers between service providers) Leverage, expand or develop a strategic communications and advocacy plan based on key Sector priorities to facilitate harmonized sectoral advocacy for regional mental health resources that can be amplified by the Municipality. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> Sectoral priorities clearly defined. <p>Medium Term:</p> <ul style="list-style-type: none"> Specific, tangible provincial or federal funding ask developed and actioned via resolutions, meetings, letters and other advocacy tactics. <p>Long Term:</p> <ul style="list-style-type: none"> Increased Provincial and Federal funding for mental health and addictions resources in the community.

Mental Health & Substance-Use Supports: Activities, Metrics & Milestones cont.

Goal #6

Safe and effective emergency response to those in crisis.

Initiatives	Implementation	
	Activities	Metrics & Milestones
6.1. Expand programs that leverage crisis response teams that include both police and mental health workers (e.g. COAST, Youth Crisis Response Team (YCRT), Mobile Crisis Rapid Response Team etc.).	<ul style="list-style-type: none"> • Develop a report for City and County Councils and the community on the success of existing co-response strategies. • Leverage, enhance or develop an advocacy strategy with a coalition of support (e.g. Police Services, WECOSS, Situation Table, Housing and Homelessness Help Hub H4 etc.) to collectively advocate for sustainable funding and expanded services for police co-response teams and strategies that divert MHA crisis issues to subject matter experts. • Review opportunities to invest and harmonize funding across sectors for expanded co-response strategies. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> • Report to Council(s) on the success of existing co-response strategies <p>Medium Term:</p> <ul style="list-style-type: none"> • Increased number of co-response teams in the region <p>Long Term:</p> <ul style="list-style-type: none"> • Fewer police interactions for those in crisis and facing mental health and substance use issues.
6.2. Improve community trust in the emergency services and improve community outcomes, especially for priority populations by building stronger relationships between service providers (e.g. Community workers and police) and communities.	<ul style="list-style-type: none"> • Leverage partnerships with existing community networks and priority populations to create opportunities for ongoing dialogue and feedback from community members. • Identify opportunities to establish community-emergency responder partnerships. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> • Lines of communication between priority populations and emergency services are established and more collaborative. <p>Long Term:</p> <ul style="list-style-type: none"> • Quicker intervention for those in crisis and those in emergency situations.

Financial Security & Economic Equity: Activities, Metrics & Milestones

Goal #7

Identify existing gaps in the social safety net for those facing income insecurity and poverty with a lens of equity and inclusion for priority populations.

Initiatives	Implementation	
	Activities	Metrics & Milestones
7.1. Conduct a social policy review of support services available to residents of Windsor-Essex, including federal, provincial, and local initiatives to determine where there are gaps in services or supports.	<ul style="list-style-type: none">• In consultation with partners develop an RFP for the social policy review<ul style="list-style-type: none">• Develop an inventory of available support services and conduct a gaps analysis.• Identify opportunities for collective action to fill identified gaps.• Select and work collaboratively with successful vendor to complete the review.• Leverage report finding and the work already completed by local strategies and organizations by advocating for additional resources and funding at intergovernmental and non-profit levels.	<p>Immediate to Short Term:</p> <ul style="list-style-type: none">• Approved RFP <p>Medium Term:</p> <ul style="list-style-type: none">• Completed Review• Opportunities prioritized and action plans developed

Financial Security & Economic Equity: Activities, Metrics & Milestones cont.

Goal #8

Promote local employment and increase participation in local education and training.

Initiatives	Implementation	
	Activities	Metrics & Milestones
8. 1. Expand or develop new grant and bursary programs to promote local institutional partnership, internship, and apprenticeship opportunities for targeted geographies and priority populations to keep people in their neighborhoods.	<ul style="list-style-type: none"> • Develop an inventory of existing grant and bursary opportunities. • Identify barriers to accessing those opportunities, with a focus on access for priority populations and across local geographies. • Identify opportunities to expand access and develop an equitable approach to grant and bursary programs for targeted geographies and priority populations. • Review opportunities to establish or harmonize funding streams to support local institutional partnership, internship and apprenticeship 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> • Develop an inventory and access report for existing programs <p>Medium Term:</p> <ul style="list-style-type: none"> • More local recipients of grants and bursaries <p>Long Term:</p> <ul style="list-style-type: none"> • Higher participation by priority populations and targeted geography in grant and bursary programs.
8.2. Leverage, expand or develop targeted economic development and workforce strategies in priority neighbourhoods.	<ul style="list-style-type: none"> • Identify and prioritize communities and neighbourhoods with acute economic development needs, with a focus on addressing the development support needs of priority populations. • Work with partners to promote existing employment and training opportunities in priority communities or neighbourhoods. • Leverage, expand or develop individual action and investment plans for identified communities. These plans will utilize or build upon existing local economic development strategies and promote investment from both public and private partners in consultation with community residents. <ul style="list-style-type: none"> • Action plans may include such supports as investments in arts and culture, revitalization efforts etc. • Use opportunities identified in Community Action Plans to promote the development of social procurement policies to ensure municipal spending maximized local benefits. 	<p>Immediate to Short Term:</p> <ul style="list-style-type: none"> • Target communities identified and prioritized • Opportunities identified and Action Plans developed <p>Medium Term:</p> <ul style="list-style-type: none"> • Piloted social procurement policies among municipal partners

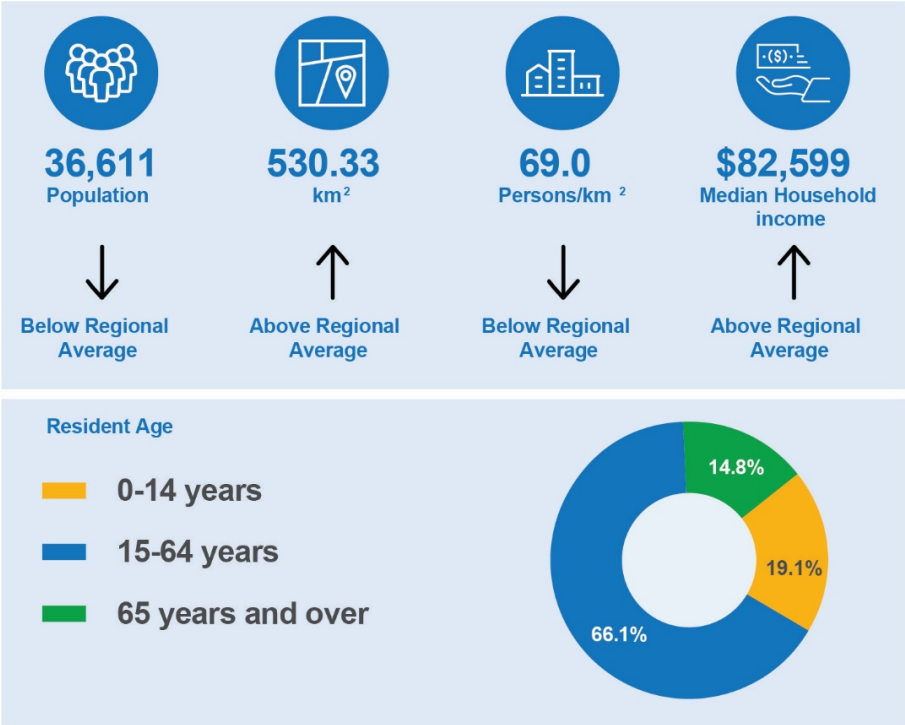


Municipality of Lakeshore

Community Profile

- The Municipality of Lakeshore celebrates the unique communities within its boundaries and covers the largest geographic area in the County.
- According to Statistics Canada, the Municipality has consistently been lower than the national average in terms of total crime, violent crime and property crime. In 2019, Lakeshore’s crime severity index score (31.32) was 63% lower than the national average (79.77).
- Between 2015-2019, the Municipality has seen year over year increases in violent crime (4.1%), property crime (13.7%) and traffic crime (7.6%). While those rates were higher than the regional average, the Municipality also scored in the top 20% of the least marginalized communities in Ontario across the four Ontario Marginalization (ON-Marg) indices in 2016.
- As of 2016, the Municipality had higher educational attainment than peers in the region. Its median household income was well above the regional average, and low income and child poverty rates were some of the lowest in the region and were decreasing.
- Across the core housing measures in 2016, the Municipality performed well, and it had some of the highest rates of home ownership in the region.

Lakeshore Demographic Data



Ethnic origin population (statscan, 2016)	
North American Aboriginal	4.8%
Other North American	37.3%
European	77.3%
Caribbean	0.5%
Latin, Central, and South America	0.8%
African	0.6%
Asian	6.4%
Oceania	0.1%

Ethnic origin refers to the ethnic or cultural origins of the person's ancestors. Given that a person may report more than one ethnic origin, ethnic origin is typically analyzed by considering each response separately. Persons who report more than one ethnic origin are included in the response category for each of the origins they reported and the counts for specific ethnic origins reflect the number of responses provided. - Statistics Canada

Consultation Summary

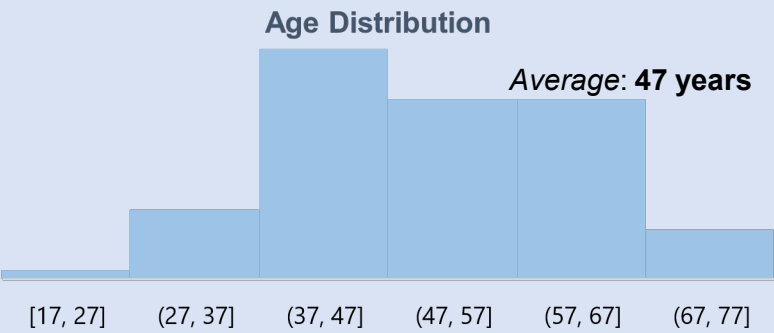
Consultation Details

Public Meeting Date	Thursday March 4, 2021 – 6:30 p.m.
Survey Submissions	82

Consultation Highlights

- Lakeshore’s top reported priorities were 1) **Housing and Neighbourhoods**, 2) **Mental Health and Substance Use**, and 3) **Financial Security and Employment**
- Respondents **overwhelmingly feel safe** in their community (90%)
- Most respondents **reported they trust the police** (75%) and more were **satisfied with the level of policing** in the community (55%) compared to those who are unsatisfied (30%)
- More respondents were **unsatisfied with housing and social supports** (45%) in the community compared to those who were satisfied (20%) or unsure (30%)
- Most respondents were **satisfied with their community’s recreation and leisure opportunities and parks and green spaces** (80%)
- Most respondents reported they were **unsure about there satisfaction with the community’s mental health and addition resources** (45%). However, more respondents were unsatisfied with (40%), then satisfied (15-20%)
- Most respondents were either **unsure** (40%) or **satisfied financial assistance opportunity and employment services** (40%)
- Major themes of the Public Meeting were managing the **impacts of economic development and growth, traffic safety, and access to health services.**

Survey Demographic Details



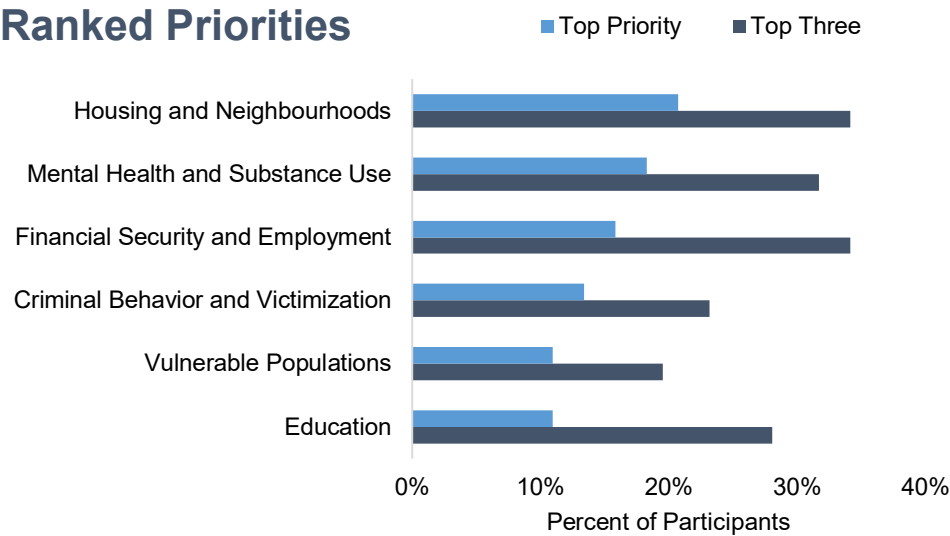
6%	Identify as 2SLGBTQ+	Racial/Ethnic Identity	
		84%	White or Caucasian
Gender Identity		7%	Prefer not to say
59%	Female	1%	Prefer to specify
33%	Male	1%	Black
	Non-Binary	1%	East or Southeast Asian
	Prefer to specify	5%	Indigenous
9%	Prefer not to say	-	Latino or Hispanic
		-	Middle Eastern
		1%	South Asian



**Percentages are of all responses from the municipality rounded to the nearest 5%*

Community Priorities

Ranked Priorities



Top 3 Categories	Top Issues
#1 Housing and Neighbourhoods	<div><div>Affordable and/or attainable housing57%</div><div>Resident and community safety47%</div><div>Traffic safety36%</div></div>
#2 Mental Health and Substance Use	<div><div>Access to mental health services79%</div><div>Access to addiction services55%</div><div>Mental health issues53%</div></div>
#3 Financial Security and Employment	<div><div>Employment opportunities89%</div><div>Access to income supports31%</div><div>Protection for workers30%</div></div>

Percentage of respondents who selected each issue as a top priority*

Public Remarks

During the Community Meeting we heard many of the priorities raised in the public survey repeated or expanded on.

On Housing and Neighbourhoods:

- “Lack of affordability in housing impacts the ability of local residents to purchase housing in their own community.”
- “We need to maintaining stable residential neighbourhoods, they have to be protected from commercialization, becoming transient communities, or being bought up as investments.”

On Access to Services:

- “We definitely need more medical/hospital resources in the community.”
- “Mobility and access to services should be a priority. Most mental health and addition services are focused in the urban core.”
- “Communication of community information needs to be improved. Everyone gets their information from Twitter these days, but we need to improve the ways residents get information about the community.”

On Traffic Safety:

- “We need to look into more ways to calm traffic and enforce traffic safety, need more radar, OPP visibility, traffic calming zones, roundabouts etc.”
- “People are walking and biking more. We need more bike paths, wider side walks, and other pedestrian infrastructure.”

*Resident quotes have been edited for clarity and brevity, based on participant comments.

Factors Impacting Safety and Wellbeing

Public Remarks

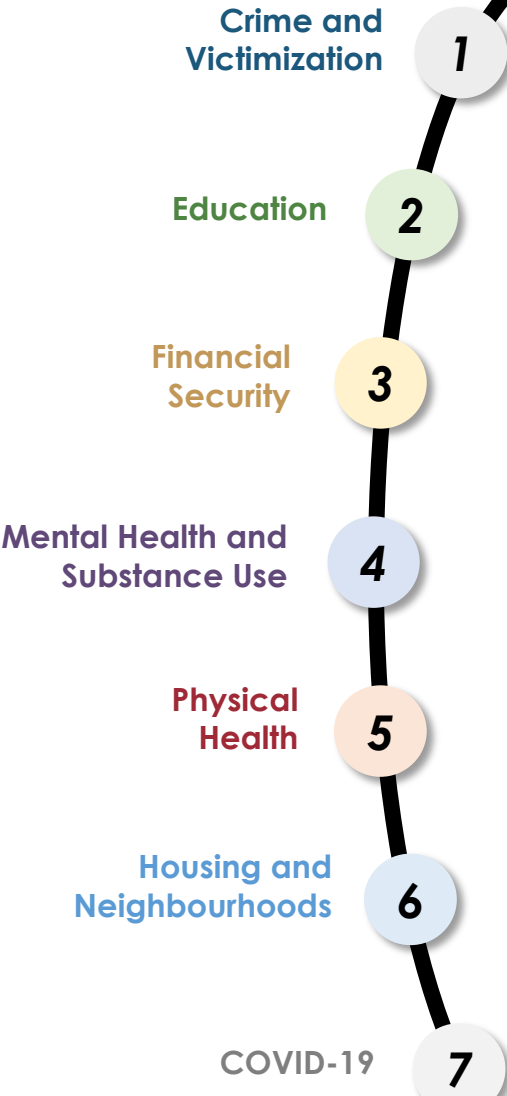
Generally, residents told us Lakeshore feels like a safe community, and this was mostly attributed a strong sense of community and appropriate and effective policing. A number of issues that negatively impacted resident's sense of safety and wellbeing were raised, primarily around concern around the rate and type of development occurring in the community, and its impacts on housing, crime, and community composition.

On Positive Factors

- *“Lakeshore is an affordable place to live.”*
- *“At the neighbourhood level, we all know and look out for each other, this really helps create a sense of safety.”*
- *“We have a really nice small-town feel, there is less traffic around, local markets and amenities, but we still have good access to the highway.”*
- *“The OPP deserve a lot of credit. They provide responsive policing that adapts to changing circumstances.”*

On Negative Factors

- *“People are definitely worried about growing housing costs that may hamper this sense of community in the future if people cannot afford to buy in their community.”*
- *“There has been a big emphasis on tourism and vacation rentals that creates a large influx of visitors that disrupts residential neighbourhoods, overcrowds beaches, and may be impacting out property and petty crime rates.”*
- *“I’m worried about the potential impacts of the growing population. We might end up with overcrowding in schools, more congestion on roads etc. Increasing population density can impact the fiber of the community.”*
- *“Speeding is definitely a concern, but it's not just on the roads, people are unruly on other vehicles as well like ATVs and snowmobiles.”*



*Resident quotes have been edited for clarity and brevity, based on participant comments.



Next Steps

Next Steps

- We are seeking Council's authorization to delegate approval of the final Plan to Essex County Council. The Plan will be presented to City and County Councils in November.
- Upon Council's endorsement, the Plan will be submitted to the Ministry of the Solicitor General.
- Printing and online posting of the Plan (must be completed up until 30 days after Council approval of the Plan). Printed copies of the Plan will be provided to each municipality.

Municipality	Date	Time
City Council	November 15, 2021	6:00pm
Essex County Council	November 17, 2021	7:00pm

Thank You



Leonardo Gil

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Well Being Plan

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519-255-5200 x 5432

DANKE!
THANK YOU!
MERCI!
GRAZIE!
GRACIAS!
DANK JE WEL!

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Municipality of Lakeshore – Report to Council

Growth & Sustainability

Economic Development & Mobility



To: Mayor & Members of Council

From: Ryan Donally, Division Leader – Economic Development & Mobility

Date: September 20, 2021

Subject: Mobility Options Study

Recommendation

Direct Administration to prepare a business case for implementation of an integrated regional Lakeshore transit/mobility system to include operating permissions, delivery options, feeder services, financial implications, funding sources and a plan for a launch date of 2024 with engagement of the private sector and other regional transit authorities, as further described in the October 12, 2021 Council report; and

Endorse the primary regional route outlined as Option 1a of the Lakeshore Mobility Options Study prepared by Stantec, October 2021.

Background

At the November 5th 2020 inaugural meeting of the Lakeshore-Tecumseh Inter-Municipal Committee (IMC), the Town of Tecumseh inquired on Lakeshore's interest in joining discussions currently being had with Transit Windsor regarding transit service.

Lakeshore IMC representatives agreed to bring the question back to Council to provide direction on whether or not Lakeshore wishes to begin the planning of a transit service.

On December 8, 2020 at the Regular Meeting of Council (report attached), Lakeshore Council passed the following motion 435-12-2020:

Direct Administration to include a review of local and inter-municipal transit options to support economic development and sustainable community development as part of the 2021 work plan; and,

Authorize the Treasurer to transfer \$60,000 from the Plans and Studies Reserve to support a transit service options study and return to Council by the end of Q3 2021.

Comments

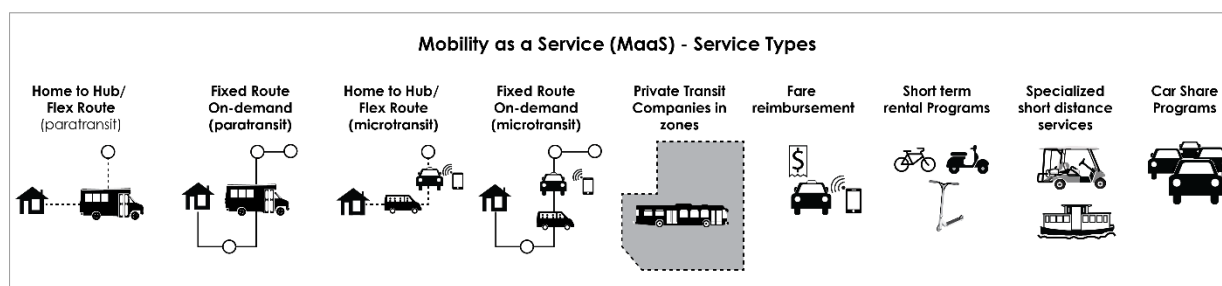
The Municipality of Lakeshore undertook the Transit Options Study to identify the feasibility and potential demand for mobility and transit travel options to support its vision as, “A progressive Town of healthy integrated communities.”

As Lakeshore continues to experience rapid growth, it is imperative that planning be done now to avoid transportation problems in the future as a result of not implementing transit. Transit is an investment in the future that helps municipalities create more livable inclusive communities for all income levels and ages. Municipalities that delay transit implementation create barriers for seniors aging in place, youth mobility and engagement in society, hinder economic development through lack of labour mobility and delayed movement of goods by competing with car traffic.

A cross-divisional Synergy Team was created to work alongside the expert consultants from Stantec. The Transit/Mobility Options Synergy team included members of administration from the departments of: Roads, Parks, Facilities, Fleet; Planning and Design; Civic Engagement; Information Management and Technology Services, Financial Planning and Analysis; and Economic Development and Mobility.

Mobility or Mobility as a Service (Maas) strategies offer a broader range of transportation modes including transportation options from public and private transportation providers that can include transit, carshare, bike share, taxis and rideshare services that could include both intracity travel as well as intercity trips that utilize regional transportation services. The image below identifies various “Mobility as a Service” (MaaS) – service types. As evident in the image, a public transit system is one of many options on the mobility spectrum to support the strategic movement of people thereby increasing the efficient movement of goods.

These options have been considered throughout this study and will be used in the future by Administration to inform the planning and design of municipal transportation planning.



Study Objectives

The objectives of this study were as follows:

- To gauge the appetite of Lakeshore residents to support establishing alternative mobility options for travel and to engage with stakeholders to get input into potential plans and options
- To analyze travel data to identify major travel patterns and key destinations within Lakeshore and between Lakeshore and neighbouring communities.
- To provide an indication of:
 - Where the greatest demand exists for establishing some form of service?
 - Which mobility services could be considered for delivering the service?
 - The extent of service and financial implications of a transit solution?

Results

In brief, through public feedback and location-based data analysis, Stantec determined that there was, *“strong travel demand between Lakeshore and Windsor.”*

Based on a proprietary software created for mobility demand analysis, Stantec created a series of route options that would connect the highest demand densities in Lakeshore to the highest demand locations in the region. Similar analysis was completed to determine highest demand densities from the region to locations within Lakeshore. Similar travel patterns were observed on both to-and from trips. Data supporting these analyses is located in the Lakeshore Mobility Options Study, Appendix B, Location-Based Data Analysis.

Proposed Routes with commentary. Route map and service frequency identified in images below.

- **Route 1a: Primary Route**
 - Primary route between Belle River and Tecumseh Mall
 - Satisfies highest demand and significant portion of Lakeshore population
 - 10 minute/1km walk from South edge of Lakeshore settlement area to primary route; 5 minute/500 metre walk from North edge of Lakeshore settlement area to primary route.
 - Ends at Transit Windsor transfer location – allows for regional mobility
 - Permissions required by Tecumseh & Windsor
 - Long round trip (130 minutes) requires multiple vehicles for expected service levels
- **Route 1b: Patillo Extension**
 - Extension of the primary route to service the Patillo industrial areas on weekdays only.
 - Potential partnership opportunities with Patillo Road businesses to offset cost of service
 - Assists with recruitment efforts and potential business sustainability for industrial businesses

- **Route 1c: Lakeview Regional Park**
 - Extension of 1a to deliver riders to Lakeview Park/West Beach
 - Seasonal from July 1 - September 1
 - Potentially mitigates parking challenges in non-designated spaces
- **Route 2a: Devonshire Mall Extension**
 - Extension of 1a to Devonshire Mall area
 - Satisfied high demand from Lakeshore residents for trip destinations
 - Adds additional capital cost to maintain service levels
- **Route 2b: Devonshire + Patillo Extension**
 - Links industrial area to a major mobility hub in Windsor
 - Similar cost proposal as Route 2a
 - Potential partnership opportunities with Patillo businesses identified in Route 1b



Summary of Service Frequencies (minutes)

Weekdays		1a Primary Routing	1b Patillo Rd Extension	1c Seasonal Service Extension	2a Devonshire Mall	2b Devonshire Mall + Patillo Extension
Early Morning	-	-	-	-	-	-
AM Peak	5.30 - 8.30am	30	30	-	30	30
Mid Morning	9am - 12pm	-	-	40	-	-
Midday	12 - 2pm	40	40	-	40	40
Early Afternoon	2 - 4pm	-	-	40	-	-
PM Peak	4 - 7pm	30	30	-	30	30
Early Evening	7.30 - 10.30pm	40	40	-	40	40
Weekends						
Saturday	7am - 10.30pm	40	-	-	40	-
Sunday/Holiday	9am - 7pm	-	-	40	-	-

Stantec Recommendations

The final recommendations from Stantec to the Municipality of Lakeshore are:

1. Consider Option 1a to establish a Primary Route along the Lakeshore-Tecumseh corridor.
2. Engage with Transit Windsor in terms of operating permissions and delivery options.
3. Engage with Tecumseh with respect to cost sharing of services.
4. Engage with Patillo Road Industrial Area to consider establishing a shuttle service or contributing to cost sharing of transit services as a feeder service to the Primary Route.
5. Examine ways of integrating municipal and other service providers in Windsor-Essex County to provide feeder services.
6. Engage with Transport Service Providers to support the provision of feeder services to the Primary Services as has been successfully demonstrated in Oakville Ontario.

Administration Implementation – Potential Timeline

*All suggested recommendations below are pending Council direction.

2021, October 12: Council provides direction to Administration based on the recommendations identified in this report.

2022: Administration develops a comprehensive business case for transit/mobility in Lakeshore, as directed at the October 12, 2021 Regular Meeting of Council. This business case will consider Stantec Recommendations 2-5. Administration recommends that Stantec Recommendation 6 is considered as a phased approach to any proposed transit/mobility system identified in the fully costed business case. This business case will also examine a seasonal service that includes Comber, Stoney Point and Woodslee to the Atlas Tube Recreation Centre. Administration will present this business case to Council in advance of the 2023 budget.

2023 Budget: Pending Council direction, an initial budget allocation will be requested to support initial implementation costs such as signage, road paint, transit stops, marketing/branding considerations. Major or significant capital costs may be examined and identified to determine funding models and allocations.

2023: Initial implementation execution begins.

2024 Budget: Full operating and capital budget are requested.

2024: Lakeshore Transit/Mobility system launches.

Administration recommends the future consideration of additional Mobility as Service options to optimize mobility in the Municipality and region.

Others Consulted

Administration has presented a PowerPoint Presentation of the Mobility Options Study to the Lakeshore Accessibility Committee on Tuesday, September 14th. The Committee received the report and asked questions of the Consultants. The Committee looks forward to providing additional commentary post Council discussion.

Administration will be presenting the findings of the Transit Options Study to the Youth Advisory Committee on October 7th and as a result the feedback is not available at the time this report is written. Any advisory comments from the Youth Committee will be presented to Council at the Regular Meeting on October 12th and in advance through email.

Invest WindsorEssex, Division of Automobility and Innovation
Automobility Regional Stakeholders Committee:

University of Windsor
St. Clair College
Invest WindsorEssex
WeTech Alliance

Financial Impacts

There is no immediate financial impact from the Transit Option Study. Administration will undertake additional research in-house and return to Council with fully costed options and service levels for Council direction as recommended above.

Transit Options Study Operating Costs

The Transit/Mobility Options Study provided multiple route options with upwards of 8 vehicles required to match the service levels prescribed. These expected annual operating costs ranged from \$690,000 for the primary route to \$1,127,000 for the most comprehensive route option.

Annual variable operating costs of \$1,181,000 to \$1,938,000 were identified based on labour rates, fleet maintenance and fuel. The Study did not identify capital costs of purchasing or leasing the transit vehicles, nor did the Study identify any ancillary costs associated with the creation of a transit system such as transit stops, road paint, signage, marketing, etc.

A proposed revenue model was also generated for both a \$2 fare and a \$3 fare. For all route options, the revenue model proposed the service is expected to operate in a deficit position. A \$2 fare generally recovers approximately 25% to 30% of costs, while a \$3 fare recovers approximately 35% to 45% of annual operating costs. Details on this model can be located in the attached

It is important to note that transit is not a revenue generating service (with some exceptions on commuter services in larger metropolitan regions). When considering the

extent of a subsidy for transit, it is important to realize that roads are 100% subsidized and do not produce any revenue while the proposed transit revenue model for Lakeshore recovers 25% to 45% of its operating costs.

Transit Options Study Capital Costs

As noted, capital costs have not been determined as part of the Study. These costs will be examined as the fully costed business case has been determined. It is important to note that there are numerous Provincial and Federal grants, repayable, and non-repayable contribution agreements, and pilot programs that support capital purchases and pilot programs for transit to reduce the barriers to entry for municipalities. Currently Lakeshore is not in a position to capitalize on these grants.

Examples of these grants/ contribution agreements/ programs include:

Infrastructure Canada: [Rural Transit Solutions Fund](#)

Infrastructure Canada: [Zero Emission Transit Fund](#)

FCM: Transportation Networks and Commuting Options: [Study](#); [Pilot](#); [Capital](#)

FCM Reduce Fossil Fuel Use in Fleets: [Study](#); [Pilot](#); [Capital](#)

FedDev: [Canada Community Revitalization Fund in Southern Ontario](#)

[Canada Community Building Fund \(Formerly – Federal Gas Tax Fund\)](#)

[CUTRIC: various projects](#)

[Autonomous Vehicle Innovation Network – Ontario Centres of Excellence](#)

Additional details regarding these programs can be identified in Appendix C – Mobility Grant/Funding Sources PDF

Opportunity Cost of Transit

As identified in the Study, a benefit of a robust and utilized transit system minimizes private vehicles on the roadway. Over the long run, municipalities with efficiently and effectively designed transit systems keep downward pressure on road construction and road maintenance costs. By reducing the number of private vehicles on the road, municipalities avoid more extensive costs of oversizing and maintaining roadways.

Attachments

Appendix A – Mobility Options Study PDF

Appendix B – Mobility Options Study PowerPoint

Appendix C – Mobility Grant/Funding Sources PDF

Appendix D – Transit Options Dec. 8th Presentation to Council PDF

Report Approval Details

Document Title:	Mobility Options Study .docx
Attachments:	<ul style="list-style-type: none">- Lakeshore Transit Options Final Report 1.pdf- Stantec Mobility Options Final PPT.pdf- Appendix C Mobility Grant Funding Sources.pdf- Transit Options Dec 8, 2020.pdf
Final Approval Date:	Oct 6, 2021

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

Tammie Ryall

Jessica Gaspard

Kristen Newman

Truper McBride

Lakeshore Mobility Options Study

Prepared for: Municipality of Lakeshore

Prepared by: Stantec

October 2021



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EXECUTIVE SUMMARY

The Municipality of Lakeshore undertook this study to identify the feasibility and potential demand for mobility and transit travel options to support its vision of, “A progressive Town of healthy integrated communities.” Growth of the community needs a diversity in choice for both internal movements within Lakeshore and connectivity to neighbouring municipalities and throughout the region.

The **objectives** of this study were as follows:

- To gauge the appetite of Lakeshore residents to support establishing alternative mobility options for travel and to engage with stakeholders to get input into potential plans and options
- To analyze travel data to identify major travel patterns and key destinations within Lakeshore and between Lakeshore and neighbouring communities.
- To provide an indication of:
 - Where the greatest demand exists for establishing some form of service?
 - Which mobility services could be considered for delivering the service?
 - The extent of service and financial implications of a transit solution?

These outcomes will form the basis of more detailed service planning once there is a shared desire by the community and Council to pursue this initiative further.

A **Literature Review** of relevant documents and plans was undertaken to provide background and a better understanding of the issues, challenges and opportunities relating to land use and transportation plans and transportation services. This included the Windsor and Tecumseh Transit Master Plans, the Lakeshore Official Plan and the Waterfront Master Plan.

A **Peer Review** focusing on the integration of transportation modes made possible by smart phone and wireless technological developments provided examples of successful mobility services that have recently been established – notably in Innisfil and Oakville, Ontario.

Location-Based Data was acquired and analyzed to identify the major origin-destination patterns in Lakeshore and the region and to estimate ridership for potential transit options that serve the needs of Lakeshore residents, workers, and visitors. It found that 5 neighbourhoods/areas within Lakeshore (Belle River, Lakeview Regional Park, Pike Creek/Old Tecumseh Area, Patillo Road Industrial and Emeryville/Puce) generate and attract the majority of trips in Lakeshore. The biggest travel destination was found to be Windsor. The analysis concluded that service option that links the largest trip generating zones in Lakeshore and connects them through the Town of Tecumseh along Tecumseh Road, to a location within the City of Windsor should be considered.

Stakeholder Consultation included a workshop that held with members the Lakeshore Corporate Leadership Team and Transit Synergy Team to establish the following framework for a vision, goals and objectives that would guide the development of transit and mobility options:

Mobility Vision: “Connecting Lakeshore into the future”

Mobility Goal: “Create mobility/transit options to support growth and connectivity in Lakeshore between communities that link to key regional destinations”

Mobility Objectives:

- 1** **Creating travel choices** for all age groups by providing alternative mobility options to the private vehicle
- 2** **Creating connections** between communities to provide access to local, regional and seasonal destinations
- 3** **Promoting and supporting growth**, land use densification and economic diversification in Lakeshore to increase the economic viability and diversity of the municipality
- 4** **Promoting sustainability** and improve the environment through mobility options that lessen the reliance upon private vehicles, especially single occupancy and fossil fuel-based vehicles, for travel in key corridors in the region that will assist in reducing greenhouse gas emissions
- 5** **Promoting** the benefit and use of mobility options through **educational opportunities** using digital and other media

Public Engagement with residents and other stakeholders was undertaken to identify existing and future travel demands and preferences as well as focused on soliciting feedback on the findings of data analysis and concept service options that were developed.

Based on the findings relating to the peer review, data analysis and stakeholder input there is a projected demand that indicates a regular regional mobility service is warranted which addresses the greatest travel demand. This will promote an alternative mode of travel, that will contribute to removing private vehicles from the road that will ease congestion and reduce greenhouse gas emissions.

The following **Service Options** have been recommended for further evaluation:



Option 1a: A Primary route to form the core component of a mobility service, in the form of regular service from Belle River in the east to Tecumseh Mall in the west. It is proposed that this service will align along Route 22, Old Tecumseh Rd, Amy Croft Drive and Tecumseh Rd East.

Option 1b: Extension of this primary routing from the Sobeys Shopping Centre along Amy Croft Dr into the Patillo Industrial area on weekdays.

Option 1c: Providing additional, seasonal service on the Primary Route in the summer months to meet the demands for travel to the Lakeview Regional Park.

Once the regional service is established, a secondary service that can be considered, is the provision of local service that provides expanded coverage within neighbourhoods to improve overall accessibility by providing a feeder service to the regional transit service. Such service can range from on-demand services to a scheduled, fixed route service.

It is **recommended** that the Municipality of Lakeshore:

- Consider establishment of Option 1a as the Primary Route along the Lakeshore-Tecumseh corridor.
- Engage with Transit Windsor and Tecumseh Transit in terms of operating permissions and delivery options.
- Engage with Tecumseh with respect to cost sharing of services.
- Engage with Patillo Road Industrial Area to consider establishing a shuttle service or contributing to cost sharing of transit services as a feeder service to the Primary Route.
- Examine ways of integrating Essex services to provide feeder services.
- Engage with Transport Service Providers to support the provision of feeder services to the Primary Services as has been successfully demonstrated in Oakville Ontario.



1 Introduction

The Municipality of Lakeshore undertook this study to identify the feasibility and potential demand for mobility and transit options to support its vision to sustain this thriving, resilient community that offers an exceptional quality of life. Growth of the community needs a diversity in choice for both internal movements within Lakeshore and connectivity to neighbouring municipalities such as Tecumseh and Windsor.

In addition, establishing an alternative transportation option is especially important to those with limited travel options, it will promote environmental sustainability by reducing greenhouse gases and assist in reducing congestion by removing private cars from the road network.

Mobility options refer to a wide variety of modes that include taxis, rideshare services, car share programs, accessible services, on-demand community services as well as conventional, scheduled transit services.

The objectives of this study were as follows:

- To gauge the appetite of Lakeshore residents to support establishing alternative mobility options for travel and to engage with stakeholders to get input into potential plans and options
- To analyze travel data to identify major travel patterns and key destinations within Lakeshore and between Lakeshore and neighbouring communities.
- To provide an indication of:
 - Where the greatest demand exists for establishing some form of service?
 - Which mobility services could be considered for delivering the service?
 - What the extent of service and financial implication could be to establish a transit solution?

These outcomes will form the basis of more detailed service planning once there is a shared desire by the community and Council to pursue this initiative further.

2 Literature Review

A review of relevant documents and plans was undertaken to provide background and a better understanding of the issues, challenges and opportunities relating to land use and transportation plans and transportation services. This review is included in Appendix A and a summary of the major findings is noted below:

2.1 Windsor Transit Master Plan (2019)

- The Windsor transit system operates 14 routes, three of which provide interregional service connecting Windsor to parts of neighbouring communities namely Leamington, Tecumseh and Lasalle.
- Service was delivered with 258,000 annual revenue hours with only 2 routes having frequencies better than 20 minutes in peak periods. 3 routes are currently classified as well utilized (25 to 40 boardings per revenue hour) and 9 as underutilized.
- Travel patterns show that in the AM peak less than 10% of trips are destined to Downtown with the balance distributed relatively evenly across the city.
- The Transit master plan which was updated 2019 noted the following:

- Smartphone and other technologies have led to the rise in new mobility demand-based services such as car sharing, ride sharing, and micro-transit.
- Shift towards communities that are environmentally sustainable and healthy has led to the wide-ranging support for public transit.
- Feedback from the community has revealed strong desire for increased evening, weekend, and holiday service. This is particularly relevant to shift and weekend workers.
- Top improvements have been identified relating to better routes, faster service, and a longer service day.
- The plan emphasizes the need to increase the transit mode share in Windsor and well as address the need for interregional transit with extensions to the east shown as routing along Tecumseh Rd and/or Country Rd 42. The plan identifies establishing regional transit services through continued partnerships.

2.2 Tecumseh Transportation Master Plan (2017)

- The transit system, established in 2009, consists of 1 circuitous route serving the most densely populated northern part of town that connects to the Tecumseh Mall in Windsor where riders can connect to various Windsor transit routes.
- It operates Monday to Saturdays only from 6am to 6pm, providing hourly service (11 round trips per day).
- Free transfers are permitted from the Windsor transit system to the Tecumseh route.
- The service is operated by a private contractor using equipment belonging to the Town.
- According to the master plan, the County of Essex is considering developing a regional transit service that would include two urban connectors through Tecumseh (semi-express service with limited stops) that will improve the travel options for commuters to Windsor.
- The operation of multiple transit services in close proximity or within the same jurisdiction will require coordination of service planning and fare integration and the Town will work with the County and Transit Windsor to coordinate service delivery.

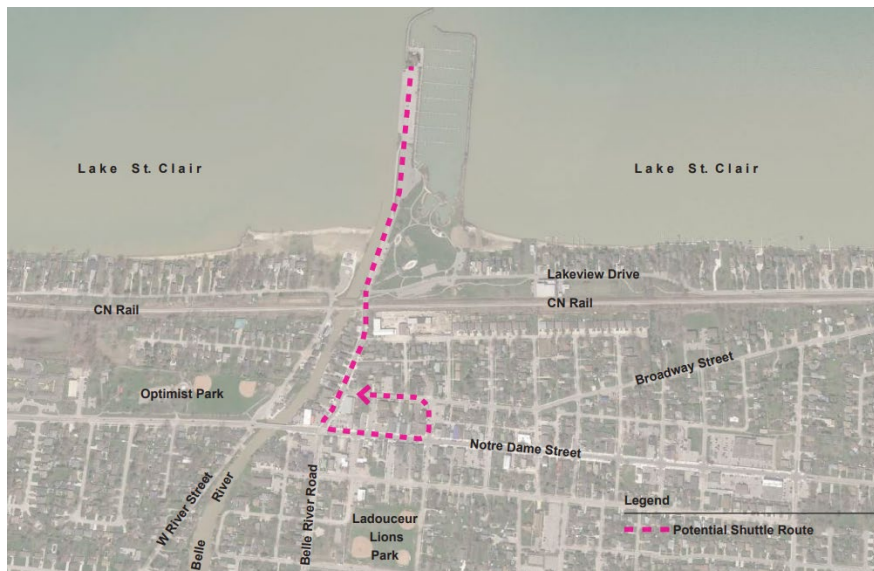
2.3 Lakeshore Official Plan review (2020)

- The 2010 Official Plan to manage future growth, development and change in the Municipality was reviewed and updated in 2020. It promotes the logical, efficient and cost-effective distribution of land uses and services to ensure the long-term health, and the economic and environmental well-being of the Municipality.
- The planning framework and policies of this Plan are based on the Municipality's Vision, Mission and Planning Objectives:
 - **Vision:** A progressive Town of healthy, integrated communities
 - **Mission:** To nurture a unified Town that sees possibility, inspires innovation and realizes potential.
- Transportation-related objectives focus on the creation of an efficient multi-modal transportation system through the following strategies:
 - Promoting efficient and reliable modes of transportation and support active transportation
 - Promoting sustainable development that supports public transit and is oriented to pedestrians
 - Transit connections within Lakeshore and the County, including transit connections to the City of Windsor and transit links between Primary development nodes

- Creation of compact, walkable, pedestrian-oriented, mixed-use developments to support, and integrate with, future transit and rail systems
- Compact urban form, mixed land uses and the use of active transportation and transit-supportive development
- Connections with a Regional public transit system
- Supporting the development of County Road 22 as a higher density, mixed use transit supportive corridor (Belle River Downtown, Wallace Woods and Lakeshore West) which connects the primary development nodes in Lakeshore and work with the neighbouring municipalities of Tecumseh and Windsor, the Region, and transit providers to provide a viable transit service
- Promoting public transit connections to major community destinations, including shopping, employment, public services, institutional and major recreational destinations.
- The population of the Municipality is projected to grow at a modest rate of 0.6% to 41,000 by 2031. Employment is expected to increase by 2.2% per annum to 15,180 jobs.

2.4 Waterfront Master Plan (2020)

- A master plan for the waterfront that integrates the 3 existing spaces consisting of Belle River Marina, Lakeview Park and West Beach was recently completed. This initiative will contribute as a catalyst to the future redevelopment of the downtown core.
- The need to accommodate green transportation (walking, biking and shuttles) in the waterfront design and better connections to downtown were identified through public engagement to further help to clarify the identity of the municipality as a waterfront destination.
- The plan proposes that a dedicated shuttle service could run on the half hour connecting visitors to major amenities and a proposed shuttle route was identified.



Waterfront Plan: Proposed shuttle Route

2.5 Economic Development Strategy (2006)

- An economic development strategy was prepared to guide and optimize the economic growth of the Municipality of Lakeshore. This plan is currently being updated.
- The 2001 census estimated the employed labour force living in Lakeshore to be 14,885 and that the municipality had a total of 7350 jobs (the majority of which were in the manufacturing sector). This suggests that 50.6% of the workforce travel beyond the Lakeshore boundaries to access jobs.
- An action item that identified by this strategy was to examine feasibility of providing a public transportation system to support retail development by providing access to the main retail/commercial centres.

2.6 Tourism Development Strategy (2008)

- The report noted that the composition of the visitor market has changed significantly over the past five years (2003 – 2008), with increased share of domestic travel accounting and notable declines in visitation from the US.
- The report concluded that the major Core Attraction for Lakeshore is Water-Based Recreational opportunities, in particular sportfishing, and with further development Lakeview Park has the potential to play a larger role in the Town's tourism strategy, and to be positioned as a focal point for regional tourism festivals and events.

3 Peer Review

Smart phone and wireless technological developments have resulted in changes in the way in which transportation services are provided. Historically, when transit services were established, they typically operated on a scheduled, fixed route basis or, at best, operated as a paratransit service where the fixed route service could deviate from its route in certain areas to pick up customers who had booked a ride. The result was inefficient service in terms of productivity where initial uptake of the new service is slow or, deviating from its route often resulted in service reliability (on time performance) issues. On demand services were established to act as feeder services to scheduled service and trips had to be booked in advance.

Technological advances have led to a vast improvement in operating efficiency in terms of requesting service by customers as well as dynamic and optimized dispatch algorithms to route vehicles in on-demand service areas. This has increased the demand for on-demand services in low density residential areas – also known as “first mile-last-mile” solutions, where scheduled services are inefficient and unproductive. It should be noted that on-demand services should be monitored and, when warranted by demand, be considered for upgrading to a fixed route, conventional feeder service as per guidelines for a transit progression strategy.

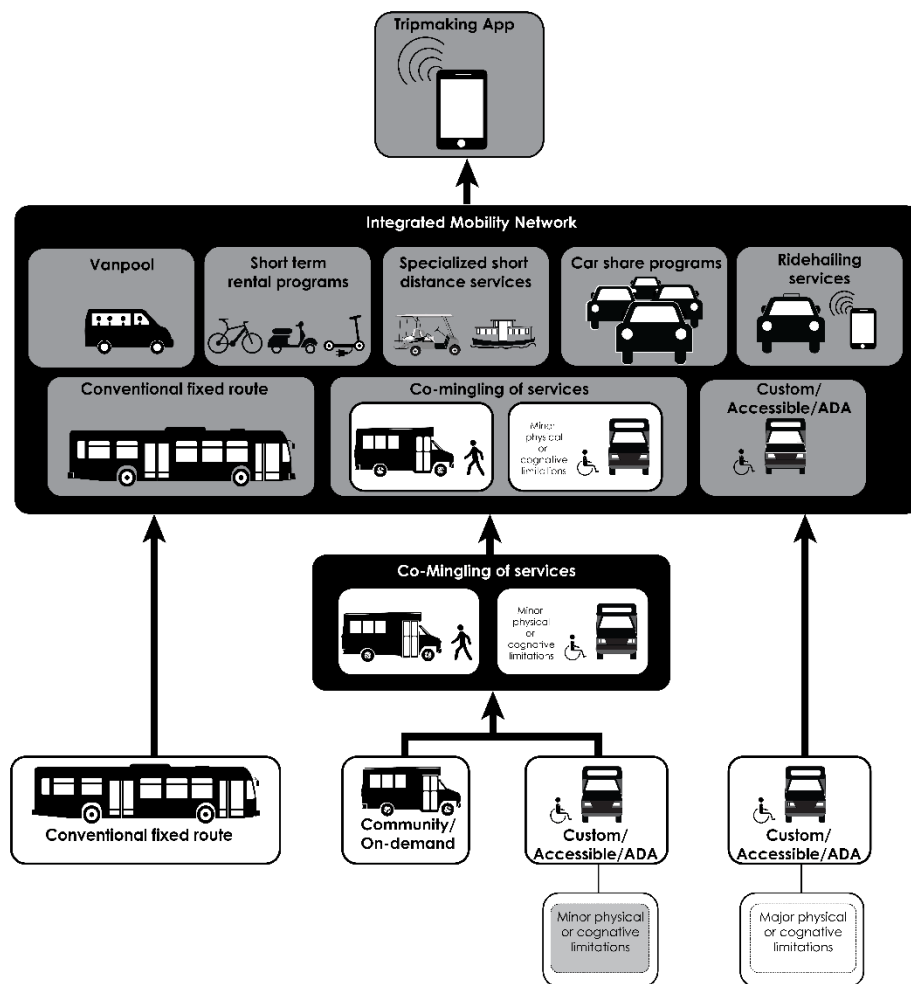
Software and app developments have led to the development of Mobility as a Service (MaaS) strategies that offer the ultimate level of sophistication and integration of transportation modes, whereby different modes are brought together and presented in a complimentary and integrated way in terms of schedules and fare payment options to enable all customers to plan, book and pay for complete transportation trips irrespective of mode. This strategy manages the evolution from individual/stand alone transit and transportation service providers to an integrated multi-modal mobility service platform, where users can plan, book, and pay for multiple modes of travel in one integrated system. This strategy has emerged from cities' interest in providing alternative and flexible travel options in the

face of increased density and congestion. MaaS provides transportation options from public and private transportation providers that can include transit, carshare, bike share, taxis and rideshare services that could include both intracity travel as well as intercity trips that utilize regional transportation services. Users can pay for travel by individual trip or via a monthly fee that is valid for a maximum travel distance.

In addition to the convenience of trip planning and booking, the MaaS strategy offers additional benefits to both the user and the community. MaaS reduces the need for individuals to own personal vehicles, which in turn reduces the number of single-occupancy vehicles on the road, greenhouse gas emissions and improves traffic congestion issues. The uptake of MaaS systems also increase the use of complementary modes such as active transportation, which also has health benefits.

MaaS is part of a global shift from vehicle ownership to shared services (see Figure 1), which has been facilitated by technological innovations and the rise of mobility apps. The most simple and common form of MaaS is via integrated ride-hailing mobility services such as Uber or Lyft, and bikeshare services that are integrated into transit planning or map applications such as Google Maps.

Figure 1 - Transit Integration Components



Examples of recent MaaS strategy implementation projects are summarized below.

3.1 Whim - Helsinki, Finland

Whim is often cited as the first fully integrated MaaS system. Since 2016, residents of Helsinki have been able to use the Whim App to plan trips and pay fares for all modes of public and private transportation within the city and by 2018, it had over 70,000 registered users.

The app provides a mobility package that includes public transportation, city bikes, taxis, ride-hailing services, rental cars and car share, which allows users to combine, plan, and pay for multiple mobility options in a single trip. Three service tiers are offered:

- Whim to Go: pay-as-you-go
- Whim Urban: limited public transportation and city bike trips, reduced taxi fares, and fixed rental car fees (\$75 monthly fee)
- Whim Unlimited: unlimited public transportation, city bike, taxi, and rental car trips (\$750 monthly fee)

Initial findings from the first year of operation suggest that public transit is key component to the success of MaaS, as between 73% to 95% of Whim trips were taken on transit which is significantly higher than the 25% transit mode share in Helsinki as a whole.

3.2 UbiGo – Gothenburg, Sweden

A pilot MaaS program was initiated in Gothenburg, Sweden with the primary goal of bringing all transportation modes such as carsharing, ridesharing, and bike sharing options together in one app. It is based on a flexible monthly subscription that can be shared by all members of a household, encouraging users to forego car ownership. A key finding from the pilot was that people's travel behaviours did change and users were happy with the introduction of this app. Following the pilot, UbiGo was then launched in Stockholm, with the intention of expanding across the country.

3.3 Choice and RideMate - Queenstown and Auckland, New Zealand

In 2017, The Choice app was launched in Queenstown to improve mobility options and provide seamless connections between modes. This was followed by the release of RideMate in Auckland. Between the two apps, 15 private transportation providers were involved in the pilots and they brought together buses, trains, boats, ferries, taxis, shuttles, and rideshare as part of a Mobility Marketplace.

3.4 Innisfil, Ontario

The Town of Innisfil, a relatively low-density community of 37,000 residents located an hour north of Toronto in Simcoe County has experienced significant growth in recent years. To address mobility challenges, the Town started exploring options to establish a local transit service provide services to all parts of the town. A transit feasibility study identified that it would cost in the region of \$600,000 to establish a two-bus transit network providing a rudimentary fixed-route service. As this also meant that residents would be left without transportation service options outside of operating hours, it was decided to initiate a more cost efficient, on-demand ridesharing service as a pilot project that could potentially serve a greater population with fewer resources. Approximately \$125,000 was allocated to

the project to establish an alternative transportation option which made it Canada's first ridesharing partnership.

The service is managed by the Town and operated by two third parties (Uber and Barrie Taxi). Riders can request trips through the Uber app, or use Barrie Taxi for accessible trip requirements. Key destinations include regional GO Transit stations (providing regional service to Toronto) which demonstrates Innisfil Transit's ability to address the first/last mile demands.

Since the introduction of this service, demand is outpacing supply demonstrating the success of the pilot study and necessitating a monthly limit of 30 trips. If this trend continues, travel data collected by Uber can be used to guide the potential establishment of a fixed-route transit service in future.

Lessons learned include that there is not a "one-size-fits-all" solution for transit services, as fixed-route bus services are not always the solution in areas that demand a more efficient system. In addition, when attempting to enhance a transit network, public-private partnerships have become a very efficient strategy to resolve many service problems.

3.5 Oakville, Ontario

In 2015, Oakville Transit introduced a Home to Hub program that provided residents living in areas that lacked fixed-route transit service, with a basic level of on-demand service to connect to the existing transit service. The service was integrated with Oakville Transit's existing transportation network and underutilized custom transit vehicles were used to deliver this flexible and cost-effective transit service. This arrangement brings together custom and conventional transit services that provide both rides to those with disabilities that qualify for such services, while also offering on-demand "conventional" rides in peak travel times to others living within the Home to Hub service areas. The service was designed to offer commuters an affordable and environmentally sustainable way to travel, demonstrating an integrated transit system as opposed to two independent systems. Commuters are required to book trips at least two days in advance by calling or e-mailing the transit agency, or through a mobile app, and pay a conventional fare for this service which includes a transfer to the fixed route network.

The program in Oakville has demonstrated a relatively low-cost approach to expanding the service area of their existing fixed-route system by adding a flexible route transportation option. Since the introduction of the program, ridership has increased by 80%.

4 Location-Based Data Analysis

For mobility services to be realistic and successful, options need to accurately address the demand for travel. In this regard, mobility data can help supplement local knowledge to help identify and quantify travel movements. In recent times, location-based smart device data (referred to as location-based services or LBS) technology and the availability of these data sets has become a significant source in identifying travel origins and destinations. This adds to the robustness of the planning process and relevance of service options.

The details of this analysis is contained in Appendix B and a summary of the methodology and findings is presented below.

4.1 Purpose

The purpose of this task was to develop data-based solutions to:

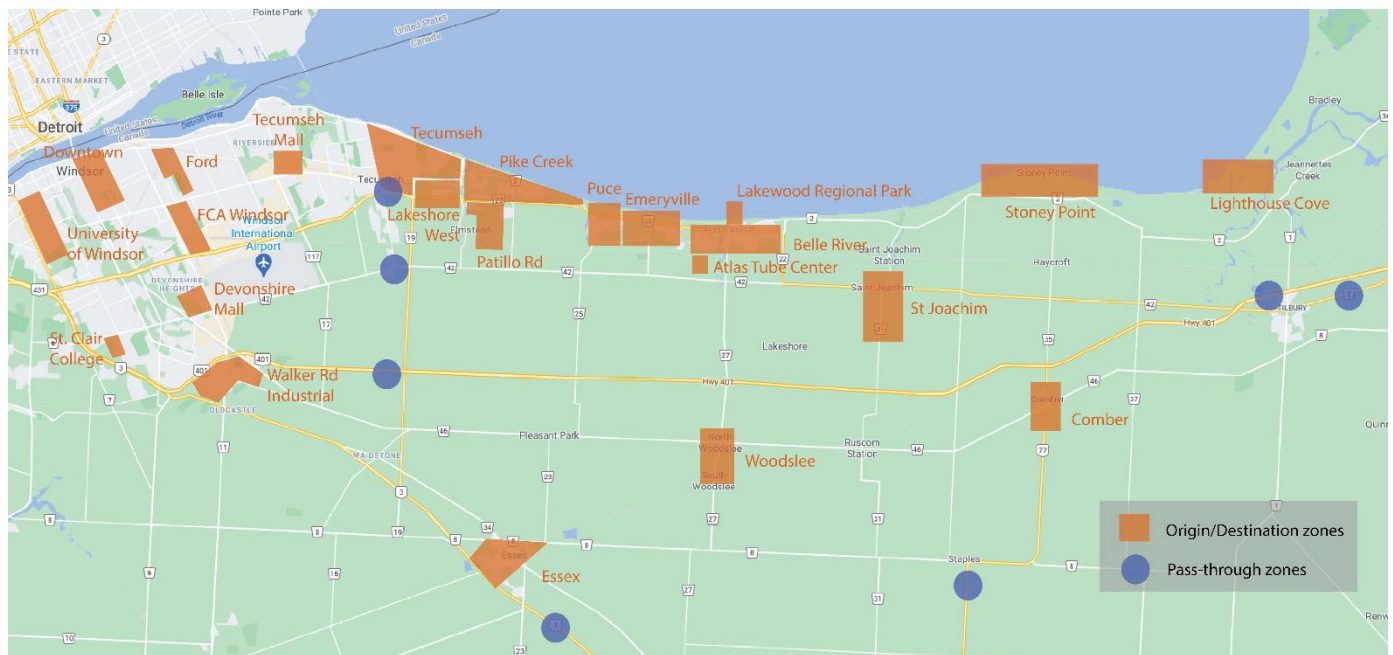
- identify the major origin-destination patterns in the area
- estimate ridership for potential transit options that serve the needs of Lakeshore residents, workers, and visitors.

4.2 Methodology

We analyzed anonymized, aggregated smartphone-based mobility data to understand the major origin-destination movements between destinations within Lakeshore and to regional destinations in the adjacent municipalities of Essex County and Windsor.

The zones (origins and destinations) that were identified in the study area are shown in Figure 2 below:

Figure 2: Zone System for Origin-Destination Analysis



Within Lakeshore, origin-destination zones were defined at key locations that could potentially be candidates for transit connections.

The project team initially believed there was a strong connection between locations in Lakeshore and specific destinations in the neighbouring City of Windsor, which included:

- University of Windsor
- St. Clair College
- The Ford development
- FCA Windsor
- Walker Road Industrial area
- Downtown Windsor

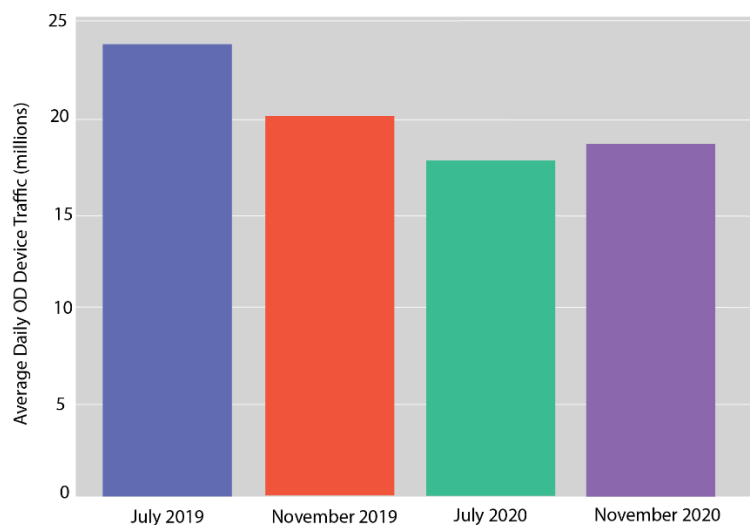
Pass-through zones were defined as critical roadways connecting Lakeshore to surrounding communities and these were used to calibrate smartphone data to convert device movements into vehicle trips.

Data from a network of app providers is aggregated and anonymized from smartphone users. Typical sample sizes range between 20-35% of the entire traveling population due to the data vendor not having the ability to track every single traveler as there are travelers that do not carry and use cell phones and of those that do, not all users use the apps that are part of the location data supplier network.

This data can be queried for any month of the year since 2016 and it was recommend using data beyond 2018 as later years typically represent a larger sample sizes. By month, average data is available for specific hours of the day, days of the week, and months of the year to analyze travel variations.

The travel patterns in the study area are significantly different in the summer and winter seasons, due to the large volume of recreational travel in the summer months. We also examined the impact of COVID on travel patterns (see Figure 3). July 2019 was observed to have the highest travel volumes and November 2019 was significantly lower, especially for recreational destinations such as the Lakeview Regional Park. The overall observed demand to travel in the region in 2020 was lower due to COVID impacts. In 2020, travel demand in July and November were observed to be at similar levels suggesting that the summer recreational tripmaking was impacted the most due to COVID travel restrictions.

Figure 3- - Variation in Regional Monthly Travel Demand in Pre- and Post-COVID Conditions



4.3 Data Calibration

As smartphone data depicts the movement of devices between zones which is higher than vehicle trips, a calibration process was undertaken that compared smartphone-based travel activity with actual traffic count data to develop a factor by which smartphone data can be scaled to be more representative of actual, real-world traffic data. The universal scaling factor was determined to be 0.68, which means that each Streetlight reported device trip equated to 0.68 observed vehicle trips. This factor was applied for all subsequent analyses.

From the estimated vehicle trips between zones, the number of person-trips is calculated by applying an average vehicle occupancy; and to estimate potential demand for mobility services between zones, a transit absorption rate (for example, 5% of all person trips) is assumed.

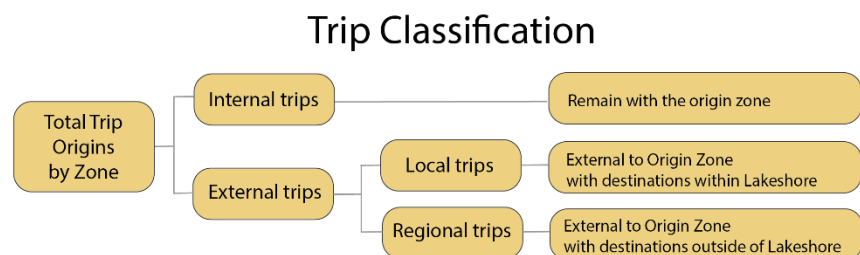
4.4 Findings

- In the initial analyses, it was determined that there was strong travel demand between Lakeshore and the defined zones in Windsor. However, it was found that the destinations of travelers to Windsor was different than what was originally envisioned by the project team. Many of the pre-determined destination zones in Windsor such as Downtown and the University of Windsor showed limited connections to Lakeshore. Instead, from the pre-set geography, areas that appeared to have the most OD patterns included Tecumseh Mall and the Devonshire Mall and these zones were subsequently added to the analysis platform.

It should be noted that the intent of the analysis was to identify the potential demand for transit. Providing services to destinations in Windsor, such as Devonshire Mall, would require further discussion with Transit Windsor in terms of service arrangements. For example, a Lakeshore transit vehicle may be permitted to provide services to certain destinations in Windsor, or Lakeshore services could simply connect to the Windsor transit system in locations served by multiple Windsor routes such as at the Tecumseh Mall.

- The analysis of Lakeshore zones showed that the majority of trips remain internal to zones, meaning that they start and end within the same zone. These trips are referred to as “internal” trips.

- On the other hand, external trips start and end in different zones and they are divided into trips that end in zones within the Municipality (so-called “local” trips, e.g. Belle River to Patillo Road Industrial Area) and trips that end in zones outside of the municipal boundaries (or “regional” trips such as Belle River to Tecumseh Mall in Windsor).



- When internal trips were removed from the origin-destination matrix it revealed that the following zones are the major generators of these external trips:
 - Belle River
 - Lakeview Regional Park
 - Pike Creek/Old Tecumseh Area
 - Patillo Road Industrial
 - Emeryville/Puce.
- These 5 zones account for 87% of all external trips generated from the Lakeshore zones of which approximately 60% are regional trips having destinations outside of Lakeshore. Of these external trips, 60% are regional trips having destinations outside of Lakeshore. This means that individuals within the 5 identified zones are most likely to move throughout Lakeshore, but also most likely to go to destinations outside of Lakeshore.
- Only 13% of external trips (traveling outside of one's own zone) occurs from the other identified areas of the Municipality. This is consistent with the population density of the 5 identified zones.
- Most external trips beyond Lakeshore are destined for Windsor in general, and that specific destinations within the city of Windsor are not as prominent as was presumed earlier on in the project. After Windsor, Tecumseh and Essex attracted the most trips from Lakeshore.
- With respect to trip destinations in Lakeshore, the same 5 zones that generate the most external trips also attract the most trips in Lakeshore (Belle River, Emeryville, Lakeshore West, Patillo Road and Pike Creek).
- In terms of the identification of potential mobility service options based on demand, the origin destination data shows that the majority of trips generated by Lakeshore zones remain within their respective zones, and that the majority of trips from zones that generate the most trips have destinations beyond the Municipality with the major destination being various locations within Windsor. An obvious conclusion is thus to consider a service option that links the largest trip generating zones in Lakeshore, and connects them via Tecumseh, to a feasible location(s) in the City of Windsor.

4.5 RoutePlan Analysis

A program developed by Stantec allowed the project team to define a potential route, input some key assumptions and generate the total origin-destination demand between identified locations along that route, as well as estimate the projected transit ridership demand. This is intended to guide decision making relating to service type, vehicle selection, fleet size, and operating requirements.

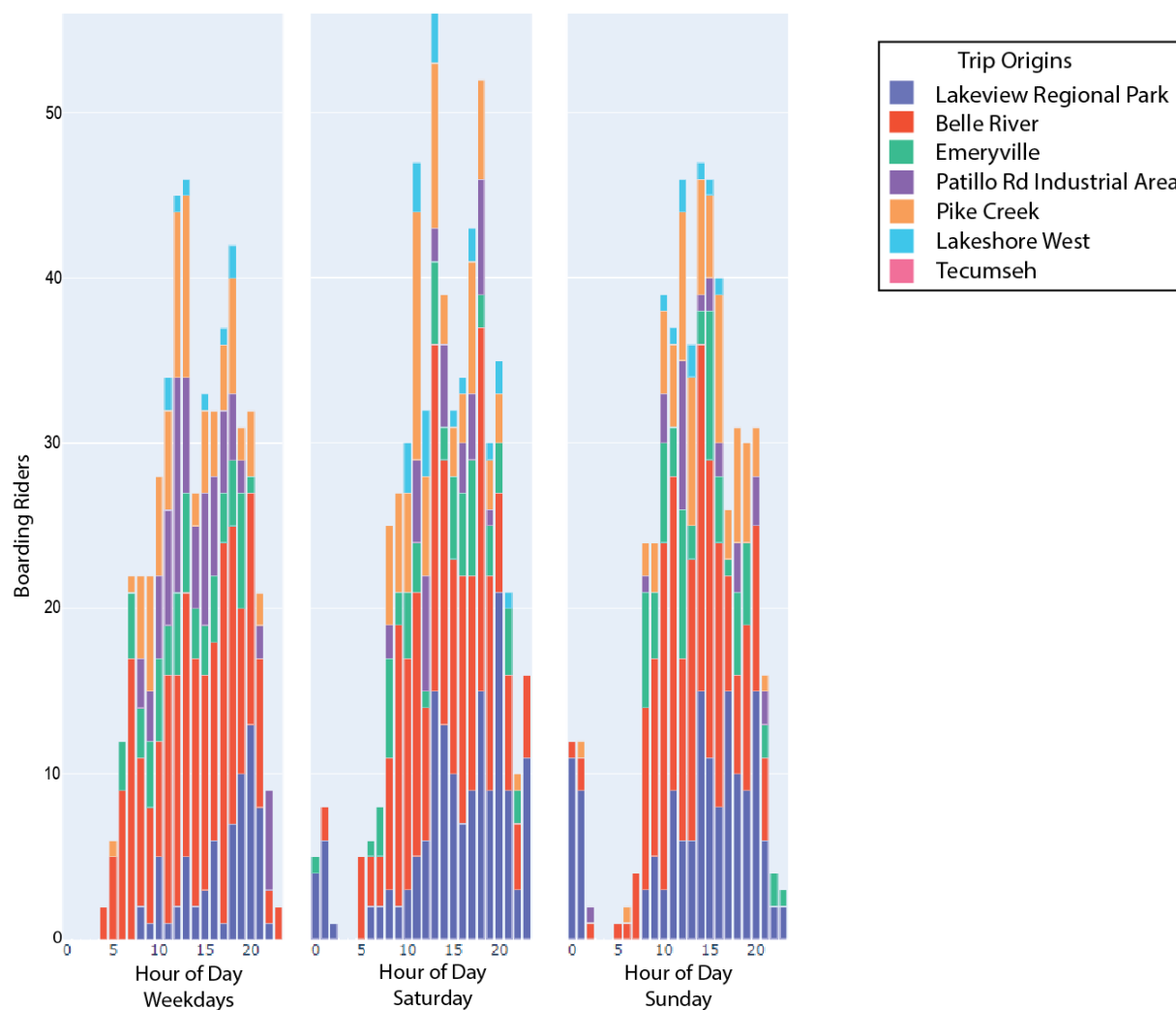
The inputs to RoutePlan are the route definition described as a sequence of stops, the average vehicle capacity, and the transit capture rate for each zone. Based on the analysis of origin-destination (OD) data, the following route assumptions were made:

- A route extending from Lakeview Regional Park to Tecumseh Mall that connects the following zones:
 - Belle River
 - Emeryville/Puce
 - Patillo Road Industrial Area
 - Pike Creek/Old Tecumseh
 - Lakeshore West
 - Tecumseh

- Connecting service may be provided to other destinations within Windsor, however, only the travel demand for Tecumseh Mall is included for the purposes of this analysis.
- An average vehicle occupancy of 1.5 for vehicle trips is assumed which is used to convert vehicle trips to person trips.
- A transit capture rate comprising of 1% of internal trips within zones and 5% of all external trips .

The results in terms of ridership demand by hour of day from these Lakeshore origin zones to Tecumseh Mall for different days of the week, is shown in Figure 4

Figure 4 – Ridership demand by hour from Lakeshore



Based on this route configuration and the transit capture rate assumptions, the data suggests that in a westbound direction (from Lakeshore to Windsor) the following cumulative demand by hour of day can be expected:

- Weekday projected demand of 10 -20 riders per hour during peak periods with a higher average demand of 35 rides during the midday
- Saturday projected demand of 30 and 60 rides per hour between 10am and 10pm
- Sunday projected demand of 35 and 45 rides per hour between 11am and 6pm.

As a sanity check, the OD data was analyzed in both directions that confirmed that the travel demand is roughly in the same in both directions.

It is thus clear that there is a healthy demand for travel from these Lakeshore zones to Tecumseh Mall in Windsor. Travel demand does suggest that the weekday peak predominantly reflects regular commuters whereas the higher demand during the midday, evening, Saturday and Sunday is made up of a large proportion of the travelling public that travel less regularly.

It is important to note that the priority for a scheduled mobility service is to capture regular riders to form a stable ridership base.

5 Stakeholder Consultation

5.1 Workshop

A workshop was held with members of the Lakeshore Project Team and Lakeshore Corporate Leadership Team to establish what Lakeshore wants to achieve and why, by identifying a framework for a Mobility Vision and its Goals and Objective that would guide the development of transit and mobility options as well as to help guide associated decision making. Part and parcel of this discussion is talking about trade-offs that are required based on fiscal realities. One such trade-off is to identify the primary purpose of mobility services in the transit system. For example:

- Is the emphasis of the service to provide service coverage i.e., providing basic access to travel to the majority of residents?
- Is the emphasis to promote ridership by focusing services where the demand is the greatest?
- Is the goal to primarily to connect commuters into Windsor for work?
- Is there a desire simply to connect Lakeshore and surrounding communities to keep smaller communities economically viable?

Working notes and details of this Task are provided in Appendix C and the final Mobility Framework that was identified, is presented below:

The **Mobility Vision** addresses the question of what we want it to be and describes the end state of mobility services within Lakeshore:

“Connecting Lakeshore into the future”

The **Mobility Goal** that describes how this Vision is to be achieved:

“Create mobility/transit options to support growth and connectivity in Lakeshore between communities that link to key regional destinations”

The following 5 **Mobility Objectives** describe specific outcomes on how the Mobility Goal is to be achieved:

- 1** **Creating travel choices** for all age groups by providing alternative mobility options to the private vehicle
- 2** **Creating connections** between communities to provide access to local, regional and seasonal destinations
- 3** **Promoting and supporting growth**, land use densification and economic diversification in Lakeshore to increase the economic viability and diversity of the municipality
- 4** **Promoting sustainability** and improve the environment through mobility options that lessen the reliance upon private vehicles, especially single occupancy and fossil fuel-based vehicles, for travel in key corridors in the region that will assist in reducing greenhouse gas emissions
- 5** **Promoting** the benefit and use of mobility options through **educational opportunities** using digital and other media

5.2 Phase 1 Stakeholder Engagement

The first phase of Stakeholder Engagement can be described as the “listening” phase that focuses on the collection of data from respondents regarding their existing and future travel demands and preferences.

Project-related information was developed by the team and made available to the Municipality for posting on the Lakeshore website and used in the PlaceSpeak application to generate interest and solicit input and comments.

A comprehensive survey was developed and published online and made available in a hard copy format in May to gather data on existing travel patterns/habits as well as thoughts on potentially using some form of a mobility service in the future. Stakeholder responses, together with the analysis of travel

data, assisted in identifying transportation demand and mobility needs to develop realistic service options.

The survey questionnaire is included in Appendix D. As part of the Employer outreach initiative that was currently undertaken by the Municipality, a specific mobility/transit question was incorporated into that engagement.

The detailed summary of the stakeholder survey is included in Appendix E and key findings of this task are highlighted below.

- A total of 82 responses were received with the majority from Puce & Emeryville (West Puce Road to the Belle River/ Lake St. Clair to County Road 42), and Belle River (South Street to Strong Road/ Lake St. Clair to County Road 42).
- The vast majority of respondents use a private vehicle for travel (80%), followed by biking.
- 26% of respondents indicated that they have used rideshare services such as Uber and Lyft, and that they are used seldomly.
- The following communities in the region were identified as the priority destinations for mobility services:

Jurisdiction	Priority	Community
Lakeshore	1	Belle River/Main Street
	2	Lakeshore West/Amy Croft area
	3	Puce/Emeryville
	4	West Beach/Belle River Marina
	5	Patillo Road
Tecumseh	1	Tecumseh shopping area (Zehrs)
	2	West Tecumseh / Banwell area
	3	Lakewood Park
Windsor	1	Tecumseh Mall
	2	Devonshire Mall
	3	University of Windsor
	4	St. Clair College
	5	Windsor Regional Hospital: Met Campus

- For travelling to destinations within Lakeshore, respondents indicated low desire to use transit/mobility services. Recreational and social trip purposes on weekends were identified as being most dominant
- Beyond Lakeshore, the dominant destinations for trips using mobility services were identified as Windsor and Tecumseh. Trip characteristics indicated a greater demand for regional travel options using mobility services for work, school and shopping trip purposes.
- 53% of respondents indicated that they were willing to contribute to the cost of providing mobility services indicating \$3 for short trips and \$10 - \$15 for longer trips with free service for seniors and students.

Business Survey

As part of this engagement phase, a business survey was undertaken by the Municipality and posed the following transit-related question: “The Municipality of Lakeshore is currently exploring a transit feasibility study. Do you think a public transit system would be beneficial for your business and employees?”

Of the respondents that answered, the result was roughly evenly split (yes (36) and no (39)). However, when cross tabulated against business location, the positive responses were concentrated in the neighbourhoods identified as the priority destinations for mobility services as part of the stakeholder questionnaire, namely Puce/Emeryville West, Belle River/Main Street, Patillo Road and Lakeshore West.

5.3 Phase 2 Stakeholder Engagement

The Second Phase of Stakeholder Engagement focused on soliciting feedback on concept service options that were developed. These options were accompanied by descriptions relating to major trip origins and destinations in the study area, how services may be phased in and expanded, and how services could be delivered.

To assist in this task, summaries of findings of the travel data analysis and Phase 1 survey results were made available to prospective respondents (see Appendix F).

Only 3 comments were received from the public as well as one from a large employer in the Patillo Road Industrial Area on behalf of employers in that area.

Public comments related to:

- Concerns relating to service options do not providing residential neighbourhood coverage
- Raising awareness of the importance of the length of the service day to ensure that it accommodates industrial and commercial shift times and store hours
- Supporting the use of Country Road 22 as a transit corridor and noting that traffic congestion requires to be managed.

The business comment noted that all employees in the Patillo Road are required to have access to personal transportation which resulted in the provision of (excess) parking by employers to accommodate shift changes. It also confirmed:

- the inability of attracting entry-level employees
- that a private shuttle service had been considered for that purpose
- that many employees live in the catchment area between Belle River and Tecumseh Mall

6 Draft Service Options

Concept service options that were shared with stakeholders are described below in terms of:

- Key origins and destinations of trips
- Service phasing and expansion
- Operational considerations

Based on the engagement findings and results of the data analysis the following major zones or origins and destinations were identified:

Figure 5 – Major Zones



Based on the mobility vision, location-based data analysis and the engagement results, there is an appetite to consider developing and implementing some form of a mobility service that addresses the greatest travel demand which indicates that a regular regional service is warranted and the implementation and promotion of this alternative mode of travel, will contribute to removing private vehicles from the road which will ease congestion and reduce greenhouse gas emissions.

As shown below, conceptual routing options were developed between major land use nodes and destinations (zones) and shared with stakeholders:

Figure 6 – Draft Route Options



6.1 Primary Service

Connections: The primary service option that is proposed, connects the major origin zones in Lakeshore that comprise Belle River, Lakeshore West, Emeryville, Pike Creek and Patillo Road Industrial Area along

Highway 22 and Tecumseh Road, to Tecumseh Mall in Windsor. Such a route will connect all the zones in Lakeshore that generate not only the most external trips within Lakeshore, but also the most external trip to regional destinations outside of Lakeshore.

As there are multiple destination locations in Windsor for trips that originate in Lakeshore, as opposed to a single, major attraction, a suitable terminal point in Windsor can only be identified in consultation with Transit Windsor who have sole authority in the provision of transit services in that jurisdiction. Potential arrangements may include the identification of stops at several destinations in Windsor, or a single stop that is served by multiple Windsor routes where passengers may transfer to the local Windsor system to complete their journeys. This proposal assumes that the route may initially terminate at the Tecumseh Mall which is the second largest exchange in the Windsor transit system that accommodates 4 transit routes.

Service phasing: Typically, when new services are established, a phased start-up is followed. Initially the first service priority is the implementation of weekday services that primarily caters to work and educational trips in the morning and afternoon peak periods. In order to address service convenience and reliability, initial peak service frequencies should be no longer than a trip every 30 minutes, however smaller vehicles with less capacity could warrant better frequencies. Lower frequencies could be considered during the midday and early evening to provide some level of service to accommodate shopping, medical and social trips.

A second phase of this service would be to expand transit services on weekends to cater to shopping and recreational trips.

Final phases of service improvements would relate to frequency increases when warranted by demand.

Operations: From an operational perspective, a proposed service between Lakeshore and Windsor needs to be discussed in detail with Transit Windsor, not only from a stop location perspective, but also to obtain permission to operate in their jurisdiction.

There are 4 operating options that can be considered to deliver service:

- Service could initially be delivered as an on-demand service by Private Transportation Operators (e.g. Lyft, Uber, etc.).
- Service could be delivered by the Municipality itself which would require the acquisition of skills and equipment (vehicles, maintenance, scheduling and dispatch).
- Service could be provided by a third party either using their own equipment or equipment acquired by Lakeshore.
- Transit Windsor could potentially deliver service on behalf of Lakeshore and this could simply consist of an extension of a Windsor route into Lakeshore. In this case Lakeshore would reimburse Windsor for services delivered in their jurisdiction.

6.2 Seasonal Service

The intent of this service is to improve access from the region to Lakeview Regional Park in summer by extending the route from Belle River to serve this area. Typically, such services operate between July 1 and Thanksgiving in September, and this service should be operated on weekdays as well as weekends. It is important that this service is well publicized ahead of time to encourage ridership uptake.

6.3 Local Service

A secondary service that can potentially be considered once the regional service is established, is the provision of some level of local service that would act as a feeder service to the regional route for residents, as well as provide access to local commercial services.

When additional services come on board such as feeder services from residential neighbourhoods to connect to the Primary route, operations can range from initial on-demand services (e.g. ridesharing options such as Lyft and Uber) to a scheduled, fixed route service. This evolution is often referred to as Transit Service Progression. It should be noted as service evolves into a scheduled service with improved frequencies, it does allow for riders to better plan their trips.

The extent of the demand for service also dictates the preferred vehicle type and its associated capacity ranging from small vans and minibuses to conventional buses.

It is thus important that the growth of ridership on services is regularly monitored to respond to changes in demand and ensure that the appropriate level of service (service frequency), service type (on-demand versus scheduled service) and vehicle type (and size) is provided.

The regional service described above provides the foundation to expand services that focus on local connections. Belle River, Lakeshore West, Emeryville, Pike Creek and Patillo Road Industrial Area are the major zones in Lakeshore both in terms of the origin and destination of local trips and such services could provide expanded coverage within neighbourhoods to improve overall accessibility in terms of walking distances to transit services. However, it should be noted, that the public engagement results do not indicate an appetite for using local services on a regular basis.

6.4 Integration of Community Support Centre Services

The Community Support Centre currently provides two types of services to Lakeshore residents, namely St Clair College Transit and Carelink Health Transit. It is proposed that that consideration be given to promote the integration of these services by offering connections to the proposed regional service to provide more travel options so that customers may transfer to this service to access destinations in Tecumseh and Windsor.

With respect to accessibility, it should be noted that today, the majority of transit vehicles are 100% accessible.

6.5 Supporting Infrastructure

Once routes have been defined, attention needs to be given to providing appropriate and accessible infrastructure to accommodate passengers at transit stops that enhance the transit experience. This includes the consistent provision of facilities such as sidewalks, accessibility ramps, tactile surfaces, shelters and transit information.

Consideration should also be given to potentially establishing park and ride facilities at selected locations along the regional route within Lakeshore, to provide residents to better access the regional service.

6.6 Alternative Proposal Evaluation

During the initial stages of this project, staff from the Municipality of Lakeshore had independent preliminary discussions with Transit Windsor and Tecumseh Transit with respect their thoughts of

establishing some form of regional service. Pending results from the Lakeshore Mobility Options Study, and direction from Lakeshore Council, Lakeshore staff can re-engage these conversations with a more fulsome understanding of the mobility requirements for Lakeshore.

7 Lakeshore Final Transit Options

A second workshop was held with the project team to revisit the results of both stakeholder engagement activities to initiate conversation that would serve to refine and integrate proposals to create a set of recommended service options that could be developed in further detail.

As there was limited feedback beyond the first phase of stakeholder input, refinement to service proposals were minimal. However distinct service options were developed in more detail with respect to service requirements and operating options.

One of the primary travel demands identified through stakeholder engagement was the provision of options to connect destinations in the major communities along the St Clair shoreline to provide access to shopping, services and employment. In addition, location-based data suggested that the primary origin-destination demand was between these Lakeshore communities and Windsor - notably to the Tecumseh Mall and Devonshire Mall.

Recommended service options are shown diagrammatically in Figure 7.

Figure 7 - Recommended Service Options



Option 1a: The Primary Routing that has been identified to form the core service of a mobility service, is proposed to comprise some level of regular service from Belle River in the east to Tecumseh Mall in the west. It is proposed that this service will align along Route 22, Old Tecumseh Rd, Amy Croft Dr and Tecumseh Rd East.

This service should terminate at the northern end of the Tecumseh Mall where the Windsor transit exchange is located as shown in Figure 8 to allow for the seamless transfer to and from the different routes of that system to access other destinations in Windsor.

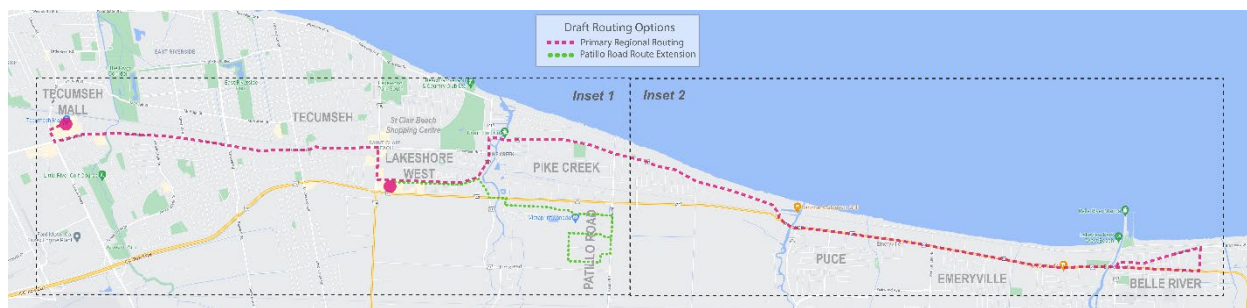
Figure 8 – Proposed Route Terminal at Tecumseh Mall

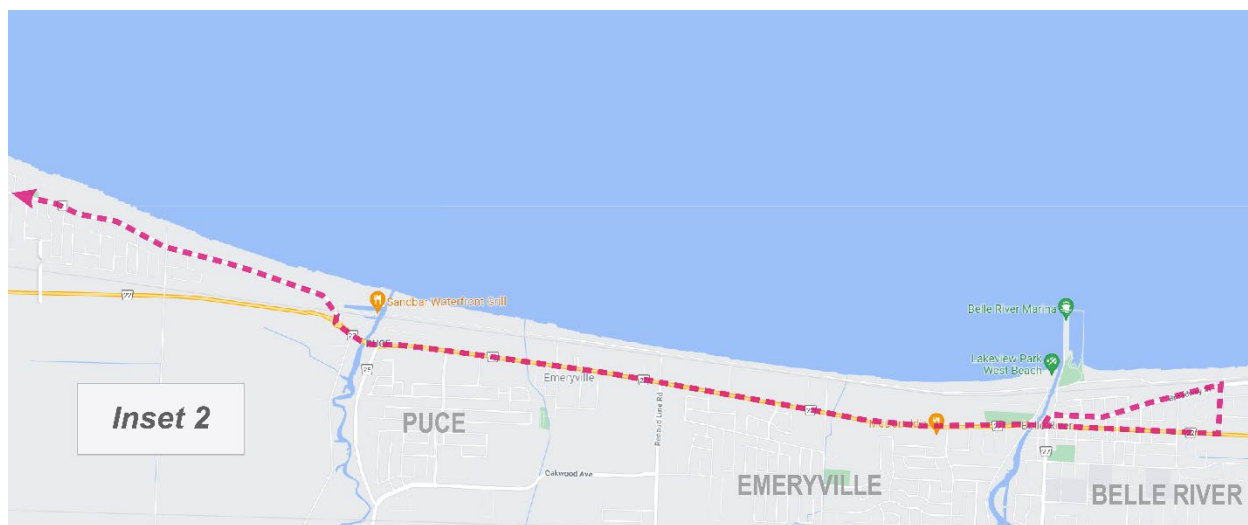
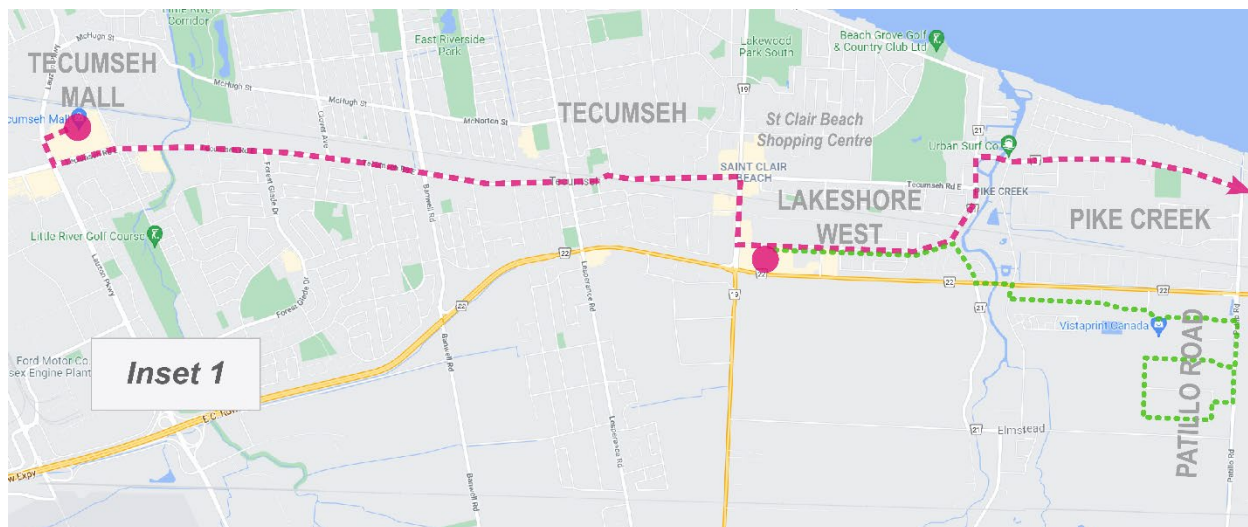


It is recommended that such a service should consist of substantial scheduled service in order to qualify as and establish an alternative travel option to attract regular riders, as opposed to only offering a couple of trips in the morning and the evening. A high-level service schedule for such a service that focuses on Weekday and Saturday service has been developed, to estimate requirements and costs for consideration.

For illustrative purposes, a proposed alignment of such a primary service routing together with a potential Patillo extension/feeder service is shown below in Figure 9. It should be noted that the biggest refinement to this route is the deviation from Tecumseh Rd E along Amy Croft Drive to provide service to the higher density developments as well as the St Clair Shores Shopping Centre. This node could potentially accommodate some form of a park and ride facility as well as an exchange to transfer from residential and Patillo Rd Industrial area feeder services.

Figure 9 – Proposed Primary Route Alignment





The following route extension options have been refined to provide a sense of the impact of service and vehicle requirements as well as financial implications:

Option 1b: Extension of the Primary Routing from the Sobeys Shopping Centre along Amy Croft Dr, routes 21 and 22 to provide scheduled service into the Patillo Industrial area on weekdays only.

Option 1c: Providing additional, seasonal service on the Primary Route in the summer months to meet the demands for travel to the Lakeview Regional Park. Typically seasonal service is offered between July 1 and Labour Day in September on all days of the week. Initially it is proposed that this service is not an actual route extension as the park is within a 400m walking distance, and that this option consists of additional service hours on the Primary route to cover full weekdays and weekends. In this way, overall service on the Primary Route is increased during summer.

Option 2a: Extension of Primary Routing (Option 1a) from Tecumseh Mall to the Devonshire Mall. This option also proposes that the service would route to the transit exchange within that mall in order to allow for transfers to the Windsor transit system. Other than both shopping malls, it could potentially

also provide riders access to some employment opportunities along Walker Road in Windsor, without having to transfer.

Option 2b: Similar to Option 2b, extension of the Primary Routing from St Clair Shores Shopping Centre to provide scheduled service into the Patillo Industrial area on weekdays only.

Service Frequencies and Length of Service Day

As mentioned, in order to provide a convenient and desirable alternative service option, it is recommended that 30-minute frequency (i.e. 2 trips per hour) is recommended in the peak travel time to offer travel choices to potential riders, and an initial maximum service frequency of 40 minutes between trips in the off-peak. As ridership and demand increases, service frequencies can be improved. This does however come at a cost. Due to the length of proposed routes, the number of vehicles required to deliver the service do increase dramatically.

In order to ensure service convenience and travel options, it is recommended that the service day should be substantial as opposed to being limited to a couple of trips in the early morning and late afternoon peak travel periods. Typically, when new service is introduced, the focus is on weekday service to accommodate commuters (employment and education) in the peak periods to establish a regular ridership base, and providing some midday trips to accommodate employment shift changes and shopping trips, as well as some early evening trips to accommodate shift workers and evening shopping and recreational trips. A second priority would be to offer some basic service for Saturday shopping and recreational purposes. As Sundays generate to lowest ridership in the week, such services are only implemented once the basic mobility service is established in the community.

For illustrative purposes, Table 1 summarizes the service days and service frequencies (minutes between trips) that have been proposed to illustrate the impact of service provision, for consideration:

Table 1 – Proposed Service Frequencies

Summary of Service Frequencies (minutes)						
Weekdays		1a Primary Routing	1b Patillo Rd Extension	1c Sesonal Service Extension	2a Devonshire Mall	2b Devonshire Mall + Patillo Extension
Early Morning	-	-	-	-	-	-
AM Peak	5.30 - 8.30am	30	30	-	30	30
Mid Morning	9am - 12pm	-	-	40	-	-
Midday	12 - 2pm	40	40	-	40	40
Early Afternoon	2 - 4pm	-	-	40	-	-
PM Peak	4 - 7pm	30	30	-	30	30
Early Evening	7.30 - 10.30pm	40	40	-	40	40
Weekends						
Saturday	7am - 10.30pm	40	-	-	40	-
Sunday/Holiday	9am - 7pm	-	-	40	-	-

Service Implications

A summary of the implications for the different service options is summarized in Table 2. Two scenarios of fares (\$2 and \$3 average fare) are presented to illustrate their impact in offsetting total operating cost.

Table 2 – Proposed Service Requirements and Financial Implications

Route Option	Round Trip (minutes)	Day of Week	Revenue hours/day	Annual Revenue Hours	Peak vehicle requirement	Annual Operating Cost (\$ millions)	\$2 Fare Annual Net Operating Cost (\$ millions)	\$3 Fare Annual Net Operating Cost (\$ millions)
1a Primary Routing (Belle River - Tecumseh Mall)	130	Weekday	43	10,560	5	\$0.950	\$0.674	\$0.536
		Saturday	50	2,570	1	\$0.231	\$0.180	\$0.154
		Sunday	0	0		-	-	-
		Total		13,130		\$1.181	\$0.854	\$0.690
1b Primary Routing to Tecumseh via Patillo Road Industrial Area	165	Weekday	60	13,400	6	\$1.207	\$0.856	\$0.681
		Saturday	72	2,570	1	\$0.231	\$0.180	\$0.154
		Sunday	0	0		-	-	-
		Total		15,970		\$1.438	\$1.036	\$0.835
1c Additional Seasonal Routing serving Lakeview Park	130	Weekday	20	960	0	\$0.087	\$0.064	\$0.052
		Saturday	0	0		-	-	-
		Sunday	35	360	0	\$0.032	\$0.025	\$0.020
		Total		1,320		\$0.119	\$0.089	\$0.072
2a Primary Routing (Belle River - Devonshire Mall)	185	Weekday	55	15,000	7	\$1.353	\$0.960	\$0.763
		Saturday	50	3,660	1	\$0.329	\$0.256	\$0.219
		Sunday	0	0		-	-	-
		Total		18,660		\$1.682	\$1.216	\$0.982
2b Primary Routing to Devonshire Mall via Patillo Rd	220	Weekday	70	17,900	8	\$1.609	\$1.142	\$0.908
		Saturday	50	3,660	1	\$0.329	\$0.256	\$0.219
		Sunday	0	0		-	-	-
		Total		21,560		\$1.938	\$1.398	\$1.127

As noted above, due to the regional nature of these routes, the estimated round-trip times are long. The implication of such service is that service productivity (i.e., the number of customers that are picked up and dropped off along the way or turnover of customers, and expressed as rides per service hour) is typically on the lower end of the scale side as well as that the improvement in service frequency in peak periods has a significant impact on the vehicle requirement to deliver services at those specified frequencies. Note that the peak vehicle requirement increases from 5 to 7 between Option 1a and 2a respectively, due to the significant increase in trip duration.

Annual revenue hours (when mobility/transit vehicles are in service) is an important statistic that defines the size of the service and is used to calculate the operating cost per hour metric. The main variable cost elements of operating cost are labour, fleet maintenance and fuel. Fixed cost such as administrative costs and capital costs (e.g. vehicles and infrastructure) are not reflected.

Operating cost varies in accordance to vehicle type (size). For this analysis an operating cost of \$90 per hour was used which is considered conservative given the likely requirement of smaller vehicles as opposed to heavy duty and higher capacity (40 ft) buses to deliver service. It should be noted that costs

noted in the table above reflect the variable cost (based on operating cost per hour) of service delivery to illustrate the impact of service options.

Ridership per revenue hour rates ranging between 10 and 15 depending on time of day are based on the ridership estimations results of the RoutePlan Analysis (rides per hour of day). These are considered typical for new system start-ups

To estimate the net operating cost of service, two average fares (\$2 and \$3) were analyzed to illustrate the variance in the operating cost recovery. A \$2 fare generates a cost recovery between 25 to 30% while a \$3 fare yields a recovery between 35 to 45%. The latter is considered an average to high cost recovery for new mobility/transit systems.

Service Delivery Options and Other Considerations

It should be noted that all transit systems have defined and regulated service areas and neighbouring systems are prohibited to operate in these areas without permission. Therefore, offering services across jurisdictions can be come complicated and can lead to inconvenience to passengers. Service delivery options for establishing service between Lakeshore, Windsor, and Tecumseh can thus be undertaken with one of the following arrangements:

- The City of Windsor granting permission for a Lakeshore service to meet the local Windsor transit service at a specific location in close proximity to the municipal boundary such as the Tecumseh Mall as proposed in Option 1a. This will also require approval by the Town of Tecumseh to provide service within their jurisdiction.

The Lakeshore service may not be permitted to drop off or pick up in any other location within the City and at this location, passengers would have to transfer to the local Windsor service to complete their trips and quite possibly pay an additional fare if some integrated fare arrangement is not established. Option 2b assumes that Lakeshore service may service multiple stops. Typically, such an arrangement permits drop off only in the inbound direction and pickup only in the outbound direction at permitted stops.

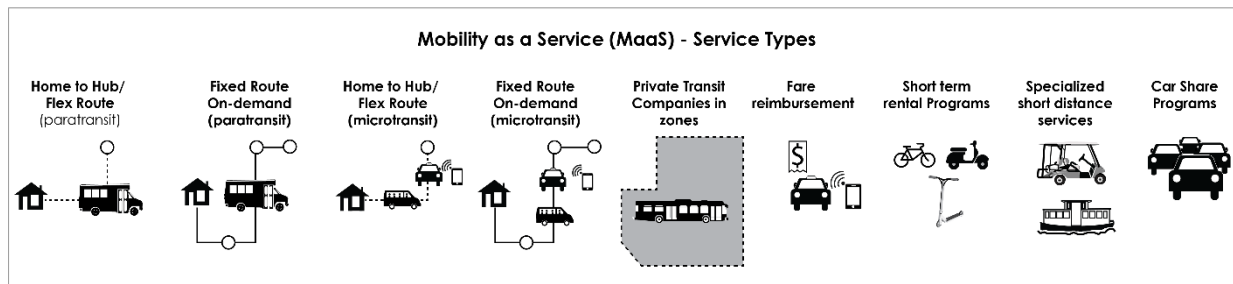
The Lakeshore service could be delivered by the Municipality or by a third-party operator – the former option will require the municipality to develop and acquire transit delivery expertise and equipment.

- A second arrangement would be that the Lakeshore service is operated by Transit Windsor. In this instance passengers will not be inconvenienced by limited stops and transferring at specific locations. Typically, an integrated fare structure is developed which may require a top-up for regional travel only. The advantage of such an arrangement is that Lakeshore (and potentially Tecumseh) only “pay” for service that is delivered within their jurisdictions however have limited control over service priorities and the details and refinements of services.

It should be noted that Town of Tecumseh which offers limited transit services, could be a potential cost-sharing partner in establishing a regional service to Windsor as the proposed service will route through the centre of the town which will increase the mobility and travel options of its residents to reach regional destinations in either direction.

The above estimation is based on a transit solution for service provision, and it should be noted that other service options should be considered to deliver the service or that such services could be integrated with transit services. Mobility-as-a-Service (MaaS) solutions should be considered that leverage transportation investments and integrate all mode options into a single platform or app so that trip planning becomes less about a specific mode and more about the options to complete a trip. The range of MaaS service types are depicted below:

Figure 10 – Mobility as a Service



While not all solutions are relevant to Lakeshore, components that could be incorporated into a MaaS solution include:

- St Clair College Transit and Carelink Health Transit services provided by the Community Support Centre of Essex County
- Rideshare services such as Uber and Lyft
- Private partners such as the Patillo Road Industrial area that could potentially offer or co-fund a shuttle service from the Primary Route to this employment area
- Transit Windsor delivering some component of this service

As mentioned, these services could act as feeder services to the core transit service between Belle River and Tecumseh Mall, which will increase the accessibility and use of this travel option. Typically, such feeder services start off as being on-demand as part of a MaaS transportation strategy and if warranted by demand, evolve into scheduled services.

Finally, it should be noted that to further improve accessibility to the transit service, the establishment of park and ride facilities in proximity to the route should be considered. This could range from informal arrangements with shopping centres (e.g. Sobeys Shopping Centre parking lot to the west/ Value Mart parking lot to the East) to utilize a section of existing parking for this purpose, to establishing formal park and ride facilities. This has been successfully implemented in a number of regional commuter services.

8 Recommendations

It is recommended that the Municipality of Lakeshore:

- Consider Option 1a to establish a Primary Route along the Lakeshore-Tecumseh corridor.
- Engage with Transit Windsor in terms of operating permissions and delivery options.
- Engage with Tecumseh with respect to cost sharing of services.
- Engage with Patillo Road Industrial Area to consider establishing a shuttle service or contributing to cost sharing of transit services as a feeder service to the Primary Route.
- Examine ways of integrating Essex services to provide feeder services.
- Engage with Transport Service Providers to support the provision of feeder services to the Primary Services as has been successfully demonstrated in Oakville Ontario.

APPENDIX A

LITERATURE REVIEW

LAKESHORE LITERATURE REVIEW

1 Windsor Transit Master Plan (2019)

- Windsor Transit system operates 14 routes, three of which provide interregional service connecting Windsor to parts of neighbouring communities namely Leamington, Tecumseh and Lasalle.
- Service was delivered with 258,000 annual revenue hours with only 2 routes having frequencies better than 20 minutes in peak periods. 3 routes are currently classified as well utilized (25 to 40 boardings per revenue hour) and 9 as underutilized.
- Travel patterns show that in the AM peak less than 10% of trips are destined to Downtown with the balance distributed relatively evenly across the city.
- The Transit master plan which was updated 2019 noted the following:
 - Smartphone and other technologies have led to the rise in new mobility demand-based services such as car sharing, ride sharing, and micro-transit.
 - Shift towards communities that are environmentally sustainable and healthy has led to the wide-ranging support for public transit.
 - Feedback from the community has revealed strong desire for increased evening, weekend, and holiday service. This is particularly relevant to shift and weekend workers.
 - Top improvements have been identified relating to better routes, faster service, and a longer service day.
 - The plan emphasizes the need to increase the transit mode share in Windsor and well as address the need for interregional transit with extensions to the east shown as routing along Tecumseh Rd and/or Country Rd 42. The plan identifies establishing regional transit services through continued partnerships.

2 Tecumseh Transportation Master Plan (2017)

- The transit system, established in 2009, consists of 1 circuitous route serving the most densely populated northern part of town that connects to the Tecumseh Mall in Windsor where riders can connect to various Windsor transit routes.
- It operates Monday to Saturdays only from 6am to 6pm, providing hourly service (11 round trips per day)
- Free transfers are permitted from the Windsor transit system to the Tecumseh route.
- The service is operated by a private contractor using equipment belonging to the Town.
- According to the master plan, the County of Essex is considering developing a regional transit service that would include two urban connectors through Tecumseh (semi-express service with limited stops) that will improve the travel options for commuters to Windsor.
- The operation of multiple transit services in close proximity or within the same jurisdiction will require coordination of service planning and fare integration and the Town will work with the County and Transit Windsor to coordinate service delivery.

3. Lakeshore Official Plan review (2020)

- The 2010 Official Plan to manage future growth, development and change in the Municipality was reviewed and updated in 2020. It promotes the logical, efficient and cost-effective distribution of land uses and services to ensure the long-term health, and the economic and environmental well-being of the Municipality.
- The planning framework and policies of this Plan are based on the Municipality's Vision, Mission and Planning Objectives:
 - **Vision:** A progressive Town of healthy, integrated communities
 - **Mission:** To nurture a unified Town that sees possibility, inspires innovation and realizes potential.
- Transportation-related objectives focus on the creation of an efficient multi-modal transportation system through the following strategies:
 - Promoting efficient and reliable modes of transportation and support active transportation
 - Promoting sustainable development that supports public transit and is oriented to pedestrians
 - Transit connections within Lakeshore and the County, including transit connections to the City of Windsor and transit links between Primary development nodes
 - Creation of compact, walkable, pedestrian-oriented, mixed-use developments to support, and integrate with, future transit and rail systems.
 - Compact urban form, mixed land uses and the use of active transportation and transit-supportive development.
 - Connections with a Regional public transit system
 - Supporting the development of County Road 22 as a higher density, mixed use transit supportive corridor (Belle River Downtown, Wallace Woods and Lakeshore West) which connects the primary development nodes in Lakeshore and work with the neighbouring municipalities of Tecumseh and Windsor, the Region, and transit providers to provide a viable transit service.
 - Promoting public transit connections to major community destinations, including shopping, employment, public services, institutional and major recreational destinations.
- The population of the Municipality is projected to grow at a modest rate of 0.6% to 41,000 by 2031. Employment is expected to increase by 2.2% per annum to 15,180 jobs.

4 Waterfront Master Plan (2020)

- A master plan for the waterfront that integrates the 3 existing spaces consisting of Belle River Marina, Lakeview Park and West Beach was recently completed. This initiative will contribute as a catalyst to the future redevelopment of the downtown core.
- The need to accommodate green transportation (walking, biking and shuttles) in the waterfront design and better connections to downtown were identified through public engagement to further help to clarify the identity of the municipality as a waterfront destination.
- The plan proposes that a dedicated shuttle service could run on the half hour connecting visitors to major amenities and a proposed shuttle route was identified.



Waterfront Plan: Proposed shuttle Route

5 Economic Development Strategy (2006)

- An economic development strategy was prepared to guide and optimize the economic growth of the Municipality of Lakeshore. This plan is currently being updated.
- The 2001 census estimated the employed labour force living in Lakeshore to be 14,885 and that the municipality had a total of 7350 jobs (the majority of which were in the manufacturing sector). This suggests that 50.6% of the workforce travel beyond the Lakeshore boundaries to access jobs.
- An action item that identified by this strategy was to examine feasibility of providing a public transportation system to support retail development by providing access to the main retail/commercial centres.

6 Tourism Development Strategy (2008)

- The report noted that the composition of the visitor market has changed significantly over the past five years (2003 – 2008), with increased share of domestic travel accounting and notable declines in visitation from the US.
- The report concluded that the major Core Attraction for Lakeshore is Water-Based Recreational opportunities, in particular sportfishing and with further development Lakeview Park has the potential to play a larger role in the Town's tourism strategy, and to be positioned as a focal point for regional tourism festivals and events.

APPENDIX B

LOCATION-BASED DATA ANALYSIS

Location Based Data Analysis: Methodology and Findings

Project Purpose

The purpose of this task was to develop data-based solutions to:

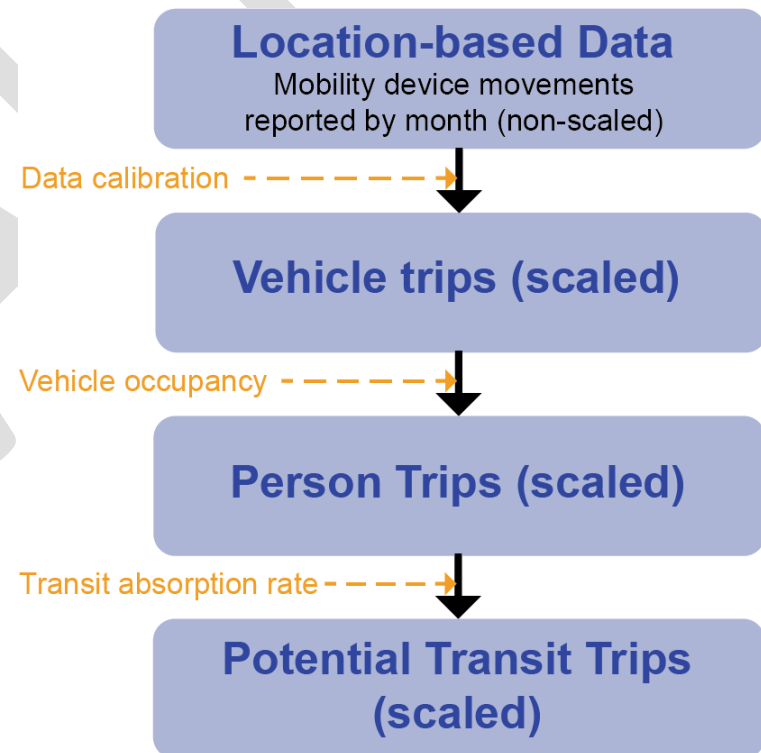
- identify the major origin-destination patterns in the area
- estimate ridership for potential transit options that serve the needs of Lakeshore residents, workers, and visitors.

Methodology

Stantec recommended the use of anonymized, aggregated smartphone-based mobility data to obtain information on travel patterns. We leveraged this data to understand the major origin-destination movements between destinations within Lakeshore and to regional destinations in the adjacent municipalities of Essex County and Windsor. The methodology that was followed is summarized as follows:

Data Sources

For the purposes of this analysis, Stantec leveraged the “Essentials” package from StreetlightData. This was selected because it provided information on travel behavior, by month, since 2016, between a maximum of 50 areas of interest, or zones. A zone can be represented either a pass-through location (where trips pass through but do not stop), or an origin and destination zone, where trips start or end. A roadway, for example, is a pass-through zone, while a major destination (e.g. Tecumseh mall), neighbourhood (e.g. Belle River) or town (e.g. Essex), would represent an origin/destination zone.



This data is aggregated from smartphone users and Streetlight and their partners work with a network of app providers to collect, aggregate, and anonymize smartphone location data. Typical sample sizes range between 20-35% of the entire traveling population due to Streetlight not having the ability to track every single traveler as there are travelers that do not carry and use cell phones and of those that do, not all users use the apps that are part of the location data supplier network. Machine learning algorithms can be used to convert the device data into actual vehicle trips by extrapolating from the sample size to an estimate of actual travel demand.

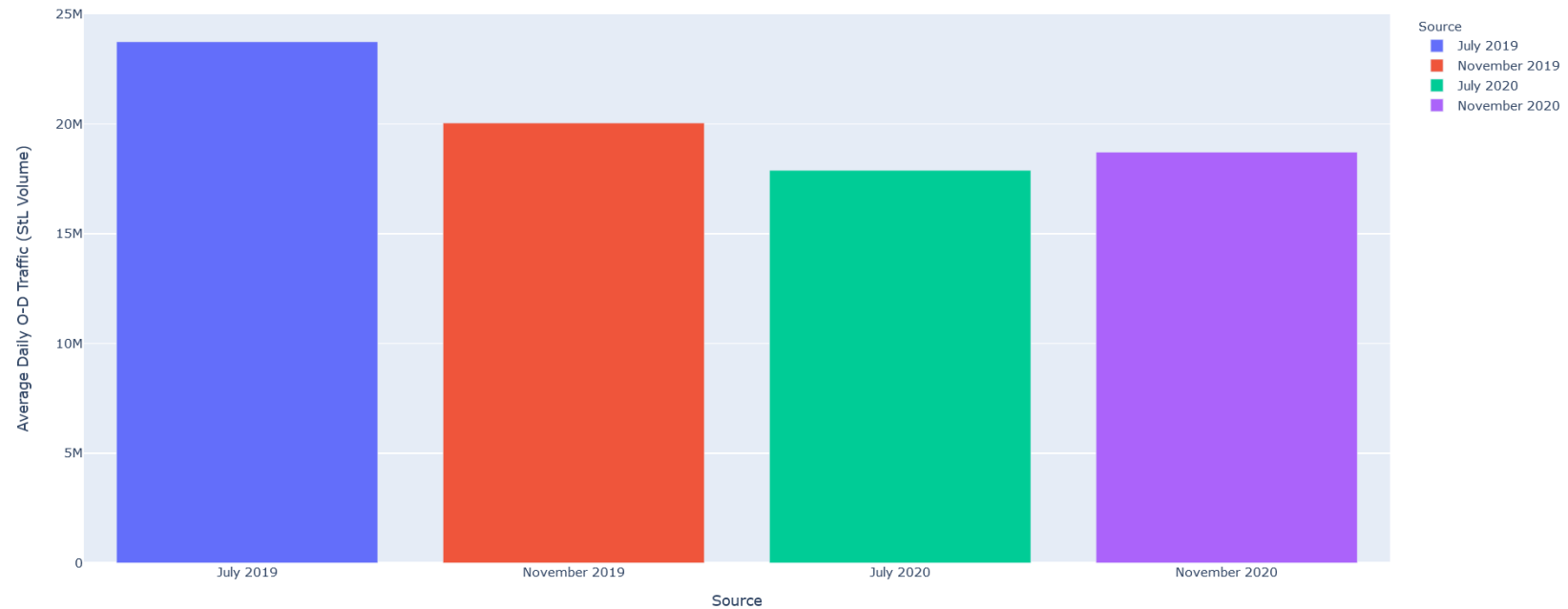
The data provided by Streetlight Data is anonymized and aggregated and can be queried for any month of the year since 2016. We recommend using data beyond 2018 since this typically represents a larger sample size of collected data. By month, average data is also available for specific hours of the day, days of the week, and months of the year to analyze travel variations. For example, it is therefore possible to estimate the average travel demand by hour for all Mondays in August 2018, but not for a specific Monday in August. For the purposes of this study, granular trip data on an individual day-level was not required.

Variation in Demand

The Streetlight platform allowed us to understand variation in demand by specific days of the week, in monthly averages. The travel patterns in the study area are significantly different in the summer and winter seasons, due to the large volume of recreational travel in the summer months. We also used the ability to query data by month and year to examine the impact of COVID on travel patterns. Historical travel demand was modeled for several months to reflect seasonality as well as the impact of COVID, namely July 2019 versus November 2019; and July 2020 versus November 2020.

In general terms, July 2019 was observed to have the highest travel volumes (see Figure 1). November 2019 was significantly lower, especially for recreational destinations such as the Lakeview Regional Park. The overall observed demand to travel in the region in 2020 was lower due to COVID impacts. In 2020, travel demand in July and November were observed to be at similar levels suggesting that the summer recreational tripmaking was impacted the most due to COVID travel restrictions.

Figure 1: Variation in Regional Monthly Travel Demand in Pre- and Post-COVID Conditions



Metrics

The primary metrics are the travel demand at each of the designated locations of interest, as well as the origin-destination demand between a specific pair of locations. We evaluated both of these for the purposes of this tripmaking analysis, and used them directly and quantitatively in the model. Additional metrics, such as trip purpose, traveler demographics, and travel speed, are also available, that can be examined to guide the transit results as well.

Calibration

Traffic count data indicates the number of vehicles passing along different roadway segments that could comprise a transit route. However, while this is a good indication of the level of demand and possibly the volume-to-capacity ratio along a corridor, it is not sufficient for estimating origin-destination demand. Instead, for transportation studies, it is essential to have an understanding of the origin-destination trip patterns between specific zones, in addition to traffic counts.

A calibration process includes comparisons of smartphone-based travel activity to actual count data. Stantec received traffic data on the local roads and on the 401 Expressway from the Municipality of Lakeshore. We compared these two sources and developed a factor to scale smartphone data to actual, real-world conditions. The universal scaling factor was determined to be 0.68, that is, each Streetlight reported trip equated to 0.68 observed vehicle trips. This factor was applied for all subsequent analyses. Table 1 shows the calibration process at select locations where AADT is available.

Table 1: Calibration Factor Using AADT Locations

Location - Route	East or West of Lakeshore?	Direction of Travel	StL_201 9AADT	Actual_2019 AADT	Scale Factor
22	West	EB	27054	18231	0.67
22	West	WB	25856	18231	0.71
401	West	WB	20889	13788	0.66
401	West	EB	19585	12791	0.65
42	West	EB	11143	5651	0.51
42	West	WB	10565	5651	0.53
401	East	WB	19274	12172	0.63
401	East	EB	13184	12702	0.96
42	East	EB	3540	3127	0.88
42	East	WB	3570	3127	0.88

Total Trips	154660	105470	0.68
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Recommended Scale Factor for Streetlight Trips

Origin-Destination Profile

The basic origin-destination demand was estimated between a set of zones as defined in the platform.

Within Lakeshore, origin-destination zones were defined at key locations that could potentially be candidates for transit connections. These included:

- Belle River
- Lakeview Regional Park
- Emeryville
- Stoney Point
- Saint Joachim
- Comber
- Lighthouse Cove
- Woodslee
- Essex
- Patillo Road Industrial Center
- Pike Creek
- Lakeshore West
- Atlas Tube Center

The project team initially believed there was a strong connection between locations in Lakeshore and specific destinations in the neighbouring City of Windsor, that included

- University of Windsor
- St. Clair College
- The Ford development
- FCA Windsor
- Walker Road Industrial area
- Downtown Windsor

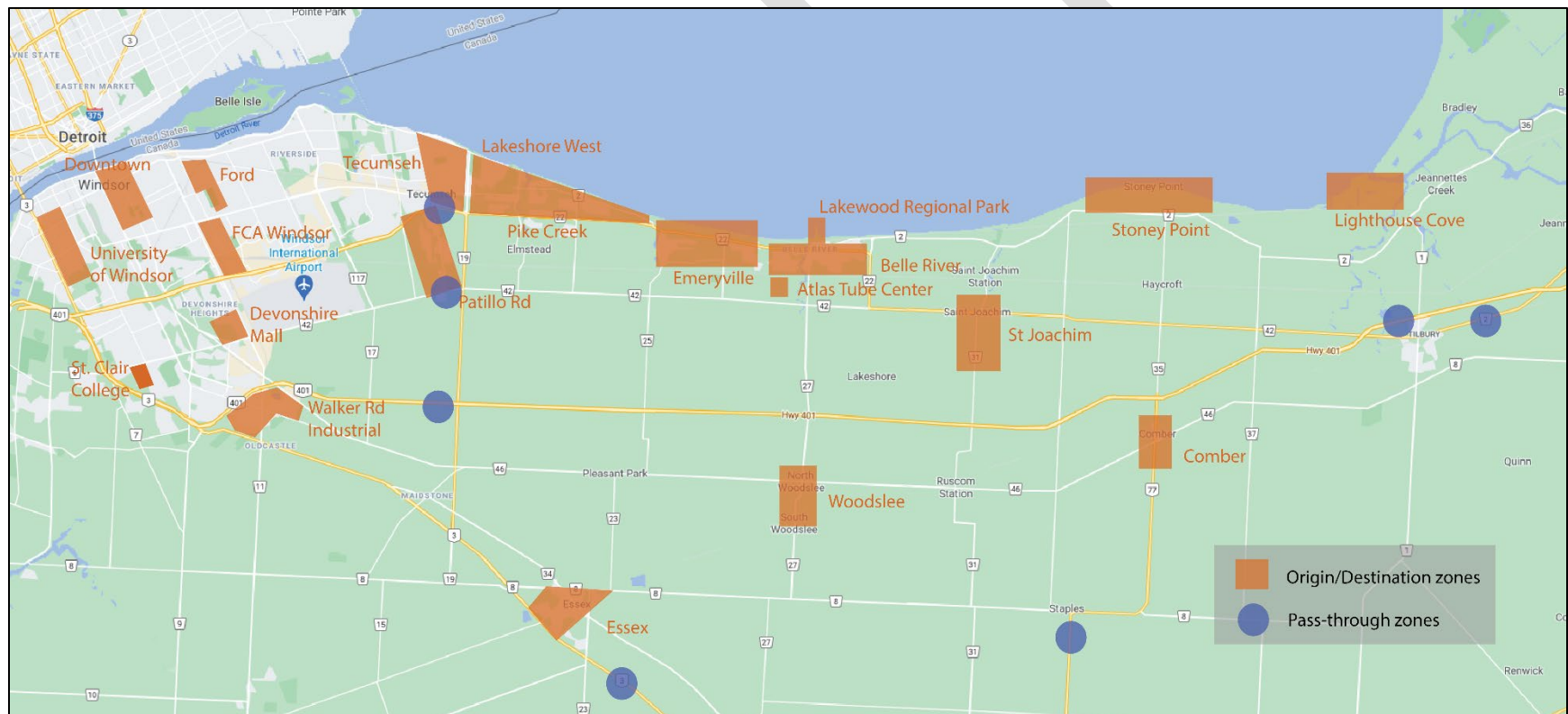
In addition, a zone was created to encompass all destinations in Windsor that was intended to estimate the total demand between Lakeshore and Windsor.

Pass-through zones were defined as critical roadways connecting Lakeshore to surrounding communities, including:

- Route 22 east
- Route 42 east and west of Lakeshore
- Route 401 east and west of Lakeshore
- Route 3 south of Essex County
- Route 77 south of Lakeshore

The zone system is shown in Figure 2.

Figure 2: Zone System for Transit Analysis



Pre-Set Geography

In addition to measuring activity at user-defined zones such as Universities, malls, and communities, Streetlight uses “pre-set geography” for basic data analyses which is based on the census block definitions as defined by Census Canada.

In the initial analyses, it was determined that there was strong travel demand between Lakeshore and the defined zones in Windsor. However it was found that the destinations of travelers to Windsor was different than what was originally envisioned by the project team. Many of the pre-determined destination zones in Windsor such as Downtown and the University of Windsor showed limited connections to Lakeshore. Instead, from the pre-set geography, areas that appeared to have the most OD patterns included Tecumseh Mall and the Devonshire Mall and these zones were subsequently added to the analysis platform.

It should be noted that the intent of the analysis was to identify the potential demand for transit. Providing services to destinations in Windsor, such as Devonshire Mall, would require further discussion with Windsor Transit in terms of service arrangements. For example, a Lakeshore transit vehicle may be permitted to provide services to certain destinations in Windsor, or Lakeshore services could simply connect to the Windsor transit system in locations served by multiple Windsor routes such as at the Tecumseh Mall.

Origin Destination Analysis

Overall trip-making characteristics for the month of July 2019 and expressed as scaled vehicle trips between the identified origin and destination zones for July 2019 is shown in Table 2.

Table 2: Scaled Vehicle Trip Origin-Destination Matrix

Origins	Destinations																					
	Atlas Tube Centre	Belle River	Comber	Devonshire	Downtown Windsor	Emeryville	Essex	FCA Windsor	Ford	Lakeshore West	Lakeview Regional Park	Lighthouse Cove	Patillo Road Industrial Center	Pike Creek	Saint Joachim	St.Clair College	Stoney Point	Tecumseh	University of Windsor	Walker Road Industrial	Windsor	Woodslee
Atlas Tube Centre	1	308	3	-	-	96	18	-	-	17	10	10	6	16	1	-	12	7	-	-	148	6
Belle River	316	9,712	72	175	327	1,353	301	86	20	625	1,123	41	451	269	201	26	327	286	28	134	4,366	101
Comber	-	81	1,122	13	13	18	80	-	-	12	4	10	7	12	3	-	130	2	6	20	183	45
Devonshire Mall	5	197	9	693	1,004	89	242	11	24	141	7	5	20	190	5	96	14	283	120	179	19,466	16
Downtown Windsor	5	336	2	1,104	8,133	152	238	64	63	126	16	-	156	286	7	199	15	483	573	362	51,269	5
Emeryville	99	1,378	16	92	185	1,032	116	44	97	303	177	1	284	248	19	4	44	105	46	28	2,098	12
Essex	22	343	95	199	260	115	13,955	5	7	112	16	8	66	77	14	2	61	77	35	301	3,256	194
FCA Windsor	1	104	4	40	99	41	13	821	14	13	2	-	52	14	2	7	4	54	3	55	4,029	2
Ford	-	11	-	16	117	51	-	18	197	14	-	-	3	7	3	-	-	52	-	58	2,368	-
Lakeshore West	12	874	7	56	107	453	101	8	12	541	24	3	289	1,286	20	-	40	226	22	32	3,374	14
Lakeview Regional Park	9	1,077	16	-	15	201	21	-	-	25	51	20	10	33	18	2	35	17	-	-	326	5
Lighthouse Cove	7	39	2	3	5	10	10	-	-	2	8	541	-	3	5	-	29	-	-	-	29	-
Patillo Road Industrial Center	4	573	12	44	137	275	57	46	-	466	15	2	539	449	3	3	10	89	3	70	3,150	-
Pike Creek	13	275	14	201	284	281	81	16	-	991	39	2	398	1,017	10	3	17	173	71	101	3,518	5
Saint Joachim	5	163	-	3	1	20	14	-	12	8	28	2	14	10	74	-	37	3	-	6	89	2
St.Clair College	-	19	-	97	197	1	7	2	-	-	-	-	3	1	-	94	-	7	78	29	2,632	2
Stoney Point	7	186	143	10	23	29	52	14	-	12	14	47	8	7	18	-	803	20	4	2	282	2
Tecumseh Mall	3	333	5	241	367	140	115	18	60	217	22	2	33	262	-	15	20	1,336	20	21	22,970	13
University of Windsor	-	46	51	137	607	27	71	10	4	26	1	-	11	69	2	52	2	36	688	90	8,645	5
Walker Road Industrial	-	158	17	251	345	28	366	52	38	31	2	-	62	111	-	25	8	46	96	2,383	9,330	17
Windsor	146	4,814	248	18,909	49,516	2,259	3,705	3,191	2,473	3,744	401	37	2,834	3,839	92	2,591	273	22,246	7,220	9,008	672,455	225
Woodslee	5	66	35	3	3	9	114	-	-	3	5	-	7	1	-	2	6	10	2	9	171	143
Total	658	21,093	1,875	22,290	61,745	6,680	19,676	4,406	3,018	7,428	1,967	732	5,253	8,208	495	3,121	1,888	25,559	9,013	12,888	814,154	814
External zones																						

From this table it is evident that the majority of trips are internal to zones, meaning that they start and end within the same zone.

Table 3 has internal trips removed from the matrix and shows the origins of external trips from Lakeshore zones and their ranking in terms of vehicle volumes.

Table 3 – Trip Origins

Origins	Destinations																						Lakeshore External Trips		
	Atlas Tube Centre	Belle River	Comber	Devonshire	Downtown Windsor	Emeryville	Essex	FCA Windsor	Ford	Lakeshore West	Lakeview Regional Park	Lighthouse Cove	Patillo Road Industrial Center	Pike Creek	Saint Joachim	St.Clair College	Stoney Point	Tecumseh	University of Windsor	Walker Road Industrial	Windsor	Woodslee	Total	Total Vehicle Trips	Rank
Atlas Tube Centre		308	3	-	-	96	18	-	-	17	10	10	6	16	1	-	12	7	-	-	148	6	658	1,316	8
Belle River	316		72	175	327	1,353	301	86	20	625	1,123	41	451	269	201	26	327	286	28	134	4,366	101	10,626	20,937	1
Comber	-	81		13	13	18	80	-	-	12	4	10	7	12	3	-	130	2	6	20	183	45	638	1,276	9
Devonshire Mall	5	197	9		1,004	89	242	11	24	141	7	5	20	190	5	96	14	283	120	179	19,466	16	22,122		
Downtown Windsor	5	336	2	1,104		152	238	64	63	126	16	-	156	286	7	199	15	483	573	362	51,269	5	55,461		
Emeryville	99	1,378	16	92	185		116	44	97	303	177	1	284	248	19	4	44	105	46	28	2,098	12	5,396	10,693	5
Essex	22	343	95	199	260	115		5	7	112	16	8	66	77	14	2	61	77	35	301	3,256	194	5,262		
FCA Windsor	1	104	4	40	99	41	13		14	13	2	-	52	14	2	7	4	54	3	55	4,029	2	4,554		
Ford	-	11	-	16	117	51	-	18		14	-	-	3	7	3	-	-	52	-	58	2,368	-	2,720		
Lakeshore West	12	874	7	56	107	453	101	8	12		24	3	289	1,286	20	-	40	226	22	32	3,374	14	6,961	13,910	2
Lakeview Regional Park	9	1,077	16	-	15	201	21	-	-	25		20	10	33	18	2	35	17	-	-	326	5	1,832	3,655	6
Lighthouse Cove	7	39	2	3	5	10	10	-	-	2	8		-	3	5	-	29	-	-	-	29	-	152	298	12
Patillo Road Industrial Center	4	573	12	44	137	275	57	46	-	466	15	2		449	3	3	10	89	3	70	3,150	-	5,410	10,816	4
Pike Creek	13	275	14	201	284	281	81	16	-	991	39	2	398		10	3	17	173	71	101	3,518	5	6,493	12,972	3
Saint Joachim	5	163	-	3	1	20	14	-	12	8	28	2	14	10		-	37	3	-	6	89	2	418	830	11
St.Clair College	-	19	-	97	197	1	7	2	-	-	-	-	3	1	-		-	7	78	29	2,632	2	3,076		
Stoney Point	7	186	143	10	23	29	52	14	-	12	14	47	8	7	18	-		20	4	2	282	2	881	1,754	7
Tecumseh Mall	3	333	5	241	367	140	115	18	60	217	22	2	33	262	-	15	20		20	21	22,970	13	24,876		
University of Windsor	-	46	51	137	607	27	71	10	4	26	1	-	11	69	2	52	2	36		90	8,645	5	9,893		
Walker Road Industrial	-	158	17	251	345	28	366	52	38	31	2	-	62	111	-	25	8	46	96		9,330	17	10,982		
Windsor	146	4,814	248	18,909	49,516	2,259	3,705	3,191	2,473	3,744	401	37	2,834	3,839	92	2,591	273	22,246	7,220	9,008		225	137,770		
Woodslee	5	66	35	3	3	9	114	-	-	3	5	-	7	1	-	2	6	10	2	9	171		452	900	10
Total	657	11,381	753	21,597	53,613	5,648	5,721	3,586	2,821	6,887	1,916	191	4,714	7,192	421	3,027	1,085	24,223	8,325	10,505	141,699	671	316,634		
Zones outside of Lakeshore																									

This shows that Belle River, Lakeview Regional Park, Pike Creek, Patillo Road Industrial and Emeryville as being the major generators of external trips from Lakeshore. These 5 zones account for 87% of all external trips generated from the Lakeshore zones.

Table 4 shows the extent of destinations beyond Lakeshore. In total, roughly half of the external trips generated in Lakeshore have destinations beyond its boundaries, and it is interesting to note that the majority of trips from zones with the highest external trip generation, have destinations outside of Lakeshore (60%).

Table 4 – Percentage of trip destinations beyond Lakeshore

Lakeshore Zones	Total External trips	Ranking	% of external trips beyond Lakeshore
Belle River	20,937	1	54%
Lakeshore West	13,910	2	57%
Pike Creek	12,972	3	68%
Patillo Road Industrial Center	10,816	4	67%
Emeryville	10,693	5	52%
Lakeview Regional Park	3,655	6	21%
Stoney Point	1,754	7	46%
Atlas Tube Centre	1,316	8	26%
Comber	1,276	9	50%
Woodslee	900	10	69%
Saint Joachim	830	11	31%
Lighthouse Cove	298	12	32%
Total	79,358	Average	48%

Table 5 below shows the external vehicle trip generation from Lakeshore zones to destinations outside of the Municipality.

Table 5 – Trip Destinations beyond Lakeshore

Origins	Destinations									
	Devonshire	Downtown Windsor	Essex	FCA Windsor	Ford	St.Clair College	Tecumseh	University of Windsor	Walker Road Industrial	Windsor
Atlas Tube Centre	-	-	18	-	-	-	7	-	-	148
Belle River	175	327	301	86	20	26	286	28	134	4,366
Comber	13	13	80	-	-	-	2	6	20	183
Emeryville	92	185	116	44	97	4	105	46	28	2,098
Lakeshore West	56	107	101	8	12	-	226	22	32	3,374
Lakeview Regional Park	-	15	21	-	-	2	17	-	-	326
Lighthouse Cove	3	5	10	-	-	-	-	-	-	29
Patillo Road Industrial Center	44	137	57	46	-	3	89	3	70	3,150
Pike Creek	201	284	81	16	-	3	173	71	101	3,518
Saint Joachim	3	1	14	-	12	-	3	-	6	89
Stoney Point	10	23	52	14	-	-	20	4	2	282
Woodslee	3	3	114	-	-	2	10	2	9	171
Total	601	1,101	965	214	139	39	938	181	402	17,734
Rank	5	2	3	7	9	10	4	8	6	1

This table shows most trips are destined for Windsor in general, and that specific destinations within the city of Windsor are not as prominent as was presumed earlier on in the project. After Windsor, Tecumseh and Essex attracted the most trips from Lakeshore.

Table 6 provides a summary of inter-zonal vehicle trip activity within Lakeshore:

Table 6 – Trip destinations in Lakeshore

Origins	Destinations											
	Atlas Tube Centre	Belle River	Comber	Emeryville	Lakeshore West	Lakeview Regional Park	Lighthouse Cove	Patillo Road Industrial Center	Pike Creek	Saint Joachim	Stoney Point	Woodslee
Atlas Tube Centre		308	3	96	17	10	10	6	16	1	12	6
Belle River	316		72	1,353	625	1,123	41	451	269	201	327	101
Comber	-	81		18	12	4	10	7	12	3	130	45
Emeryville	99	1,378	16		303	177	1	284	248	19	44	12
Lakeshore West	12	874	7	453		24	3	289	1,286	20	40	14
Lakeview Regional Park	9	1,077	16	201	25		20	10	33	18	35	5
Lighthouse Cove	7	39	2	10	2	8		-	3	5	29	-
Patillo Road Industrial Center	4	573	12	275	466	15	2		449	3	10	-
Pike Creek	13	275	14	281	991	39	2	398		10	17	5
Saint Joachim	5	163	-	20	8	28	2	14	10		37	2
Stoney Point	7	186	143	29	12	14	47	8	7	18		2
Woodslee	5	66	35	9	3	5	-	7	1	-	6	
Total	475	5,021	323	2,744	2,465	1,448	139	1,475	2,335	297	687	192
Rank	8	1	9	2	3	5	12	5	4	10	7	11

This confirms that Belle River, Emeryville, Lakeshore West and Pike Creek are the zones attracting the most trips in Lakeshore.

In terms of the identification of potential mobility service options, the origin destination data shows that the majority of trips generated by Lakeshore zones remain with their respective zones, and that the majority of trips from zones with the highest generation of trips have destinations beyond the Municipality - the major destination being various locations within Windsor. An obvious conclusion is thus to consider a service option that links the largest trip generating zones in Lakeshore, and connects them via Tecumseh, to a feasible location(s) in the City of Windsor.

RoutePlan Analysis

A program to allow the project team to estimate transit demand was developed for this project. This tool, named RoutePlan, allows an analyst to define a transit route, input some key assumptions to generate the total origin-destination demand between locations along that route, as well as the projected transit ridership demand. This is intended to be a simple to use program, to guide decision making relating to transit vehicle selection, fleet size, and operating requirements.

RoutePlan is designed to be user-friendly. It will be available as a desktop application or via a web interface to generate a series of charts documenting the demand profile for the route. It is intended to be used for rapid analyses, so analysts can assess the impacts of adding additional stops and routes, for example.

Assumptions

The inputs to RoutePlan are the route definition, described as a sequence of stops, the average vehicle capacity, and the transit capture rate for each zone.

Based on the OD findings above the following route assumptions¹ were made:

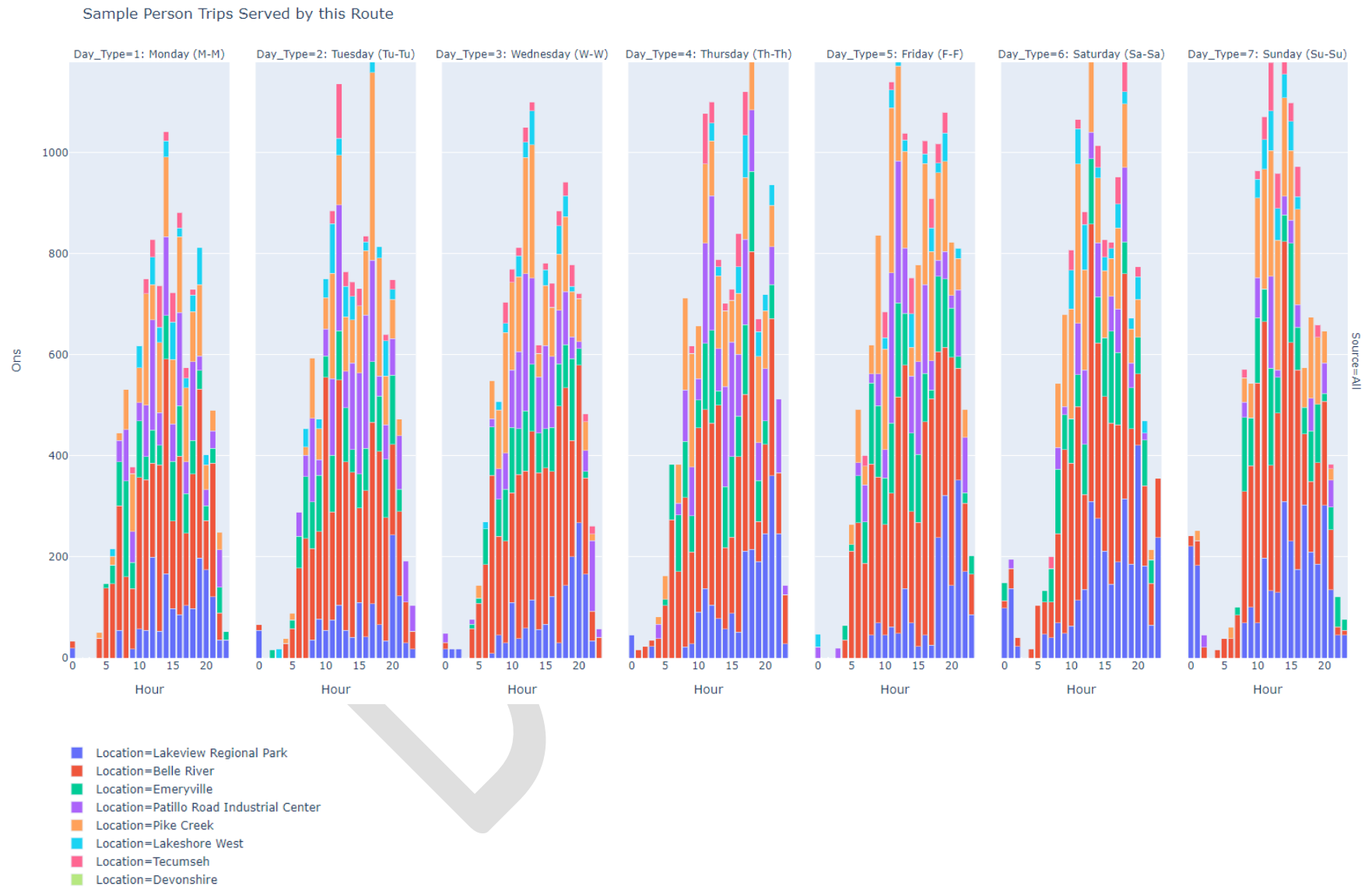
- A route extending from Lakeview Regional Park to Devonshire Mall that connecting and making stops in Belle River, Emeryville, Patillo Road Industrial Area, Pike Creek, Lakeshore West, and the Tecumseh Mall. Connecting service may be provided to other destinations within Windsor, however, only the demand for Devonshire is included for the purposes of this analysis.
- A transit capture rate comprising of 5% of external trips (between zones), and 1% of internal trips (within zones).
- An average vehicle occupancy of 1.5 for vehicle trips is assumed which is used to convert vehicle trips to person trips.

Figure 3 shows sample output from RoutePlan, showing the total travel demand in person trips served by the route.

¹ These assumptions are based on past practices on transit feasibility studies and are deliberately conservative. New transit-based mobility systems take upwards of 3 years to reach their potential ridership levels, therefore a conservative approach ensures that there are no fiscal surprises. The uptake on new technology-based on-request systems is difficult to estimate and that most systems that have used on-demand general public transit services have done so to limit financial risk, service low density areas or replace a low passenger route (Transportation Cooperative Research Board Synthesis #144 - Microtransit or General Public Demand Response Transit Services: State of the Practice, 2019).

The goal is typically to provide access to a conventional, scheduled system through a “trip to transit” type system that aims to get people to the nearest stop or transfer point on a fixed route system. These services are most similar to taxi or ridehailing services that provide optimal flexibility for the user. Edmonton Transit is currently embarking on a major restructure of the transit system with a large on-demand system run by private operators. This is relatively new for the transit industry, therefore there are few available statistics to reference.

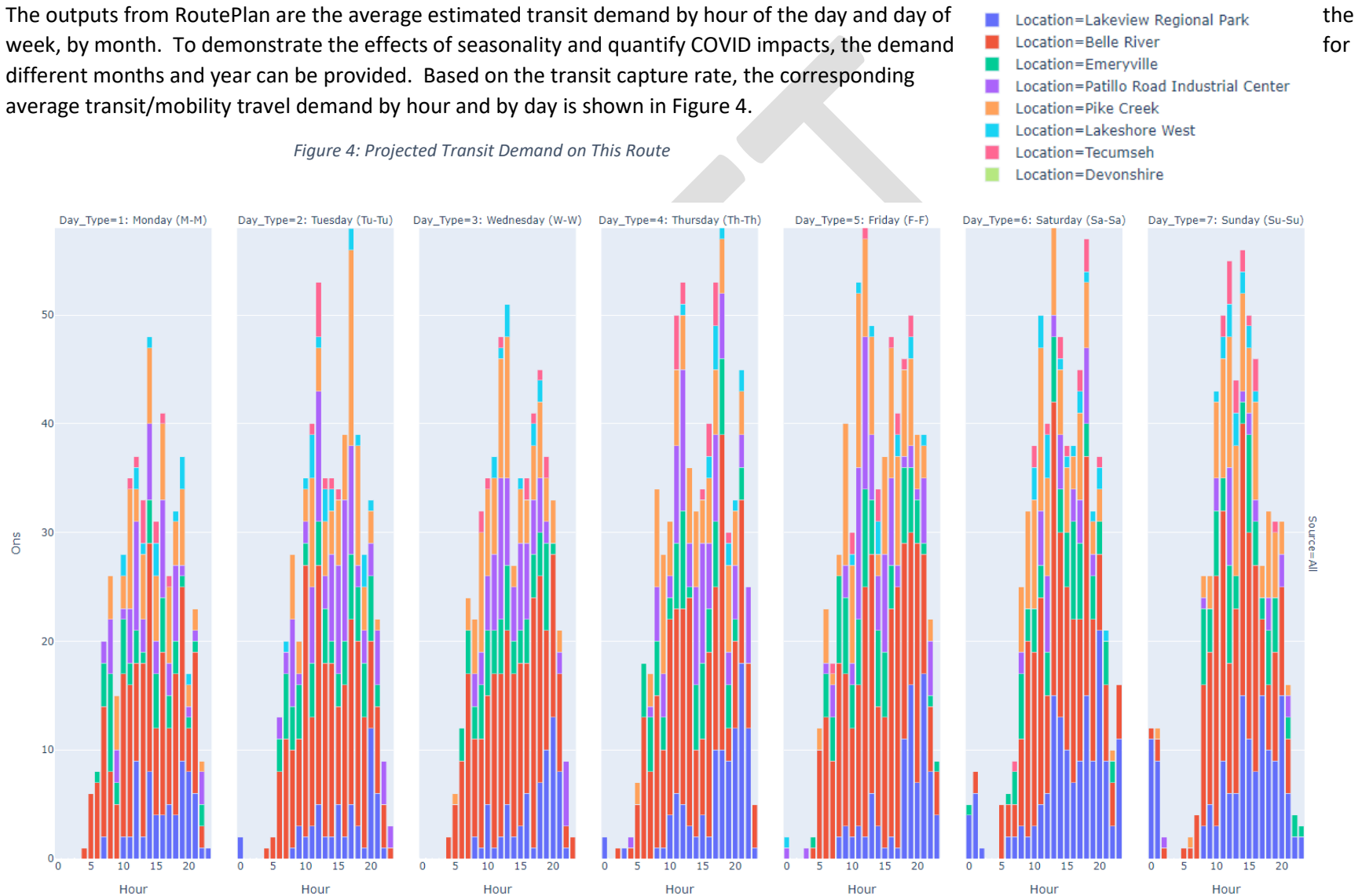
Figure 3: Total Person Demand on Selected Route



Outputs

The outputs from RoutePlan are the average estimated transit demand by hour of the day and day of week, by month. To demonstrate the effects of seasonality and quantify COVID impacts, the demand different months and year can be provided. Based on the transit capture rate, the corresponding average transit/mobility travel demand by hour and by day is shown in Figure 4.

Figure 4: Projected Transit Demand on This Route



Findings

Based on this route configuration and the transit capture rate assumptions, the data suggest that in a westbound direction (from Lakeshore to Windsor) the maximum cumulative hourly demand of approximately 60 rides occur during the weeknight and on weekends in the westbound direction. During weekdays, a baseline demand between 20-30 rides per hour are projected during most hourly periods between 7 AM to 10 PM.

As a sanity check, the OD data was analyzed in both directions to confirm that the demand is roughly in the same ballpark in the eastbound direction, as illustrated in the tables below.

Table 7 – Westbound Transit ride estimation

Origins	Destinations																					
	Atlas Tube Centre	Belle River	Comber	Devonshire	Downtown Windsor	Emeryville	Essex	FCA Windsor	Ford	Lakeshore West	Lakeview Regional Park	Lighthouse Cove	Patillo Road Industrial Center	Pike Creek	Saint Joachim	St.Clair College	Stoney Point	Tecumseh	University of Windsor	Walker Road Industrial	Windsor	Woodslee
Atlas Tube Centre																						
Belle River				13		101				47			34	20				21				
Comber																						
Devonshire Mall																						
Downtown Windsor																						
Emeryville				7						23			21	19				8				
Essex																						
FCA Windsor																						
Ford																						
Lakeshore West				4														17				
Lakeview Regional Park		81		0		15				2			1	2				1				
Lighthouse Cove																						
Patillo Road Industrial Center				3						35				34				7				
Pike Creek				15						74								13				
Saint Joachim																						
St.Clair College																						
Stoney Point																						
Tecumseh Mall				18																		
University of Windsor																						
Walker Road Industrial																						
Windsor																						
Woodslee																						
Total	-	81	-	61	-	117	-	-	-	181	-	-	56	75	-	-	-	67	-	-	-	-

Table 8 - Eastbound Transit ride estimation

Origins	Destinations																					
	Atlas Tube Centre	Belle River	Comber	Devonshire	Downtown Windsor	Emeryville	Essex	FCA Windsor	Ford	Lakeshore West	Lakeview Regional Park	Lighthouse Cove	Patillo Road Industrial Center	Pike Creek	Saint Joachim	St.Clair College	Stoney Point	Tecumseh	University of Windsor	Walker Road Industrial	Windsor	Woodslee
Atlas Tube Centre																						
Belle River											84											
Comber																						
Devonshire Mall		15				7				11	1		1	14				21				
Downtown Windsor																						
Emeryville																						
Essex																						
FCA Windsor																						
Ford																						
Lakeshore West		66				34					2		22	96								
Lakeview Regional Park																						
Lighthouse Cove																						
Patillo Road Industrial Center		43				21					1											
Pike Creek		21				21					3		30									
Saint Joachim																						
St.Clair College																						
Stoney Point																						
Tecumseh Mall		25				11				16	2		2	20								
University of Windsor																						
Walker Road Industrial																						
Windsor																						
Woodslee																						
Total	-	169	-	-	-	93	-	-	-	27	92	-	55	130	-	-	-	21	-	-	-	-

APPENDIX C

MOBILITY FRAMEWORK

Transit Visioning and Goals Exercise

Truper McBride, Tammie Ryall, Ryan Donally, Rosanna Pellerito, Aaron Hair, Jeff Wilson, Feng Chen
April 19, 2021

Bolding: Stantec

Vision:

- Inspirational
- Futuristic
- **Connecting communities**
- **Inclusive**
- Moving Lakeshore along
- Lakeshore in Motion
- **Mobility**
- **Convenience**
- Should mobility be included?
- Mobility is strategic movement of people and goods
- **Affordability**
- **Increase quality of life (young and old)**
- **Achievable**
- Acceptable

Target Audience

- **Everyone**
- You have to be able to efficiently move goods and people between communities
- Transit has been seen as a low income. Will only “low income” use the transit system?
- You’ll need “white collar” to use as well for the system to be successful.
- How can you make people see the convenience of a transit system?
- Regional transit system
- **Younger generations being more green**
- Reduce carbon footprints by less cars on the road, climate crisis.
- Grants for green stream factors in projects
- Is the fleet green?

What is the Goal?

- **Is the goal to have a regional transit system?**
- **Different goals for short term vs long term.**
- **Short term: low income, students, seniors**
- Have to think small to allow council to grasp the idea
- Results from the survey will help with the vision. What do you the people want?
- Use the new hospital as a focus point. Run a commuter bus to the new hospital.

- Autonomous vehicles... **whatever the system is should have on demand aspect.**
- Is it good enough for the transit system just to be a 40 passenger bus running down Essex County Road 22 to connect to East Windsor. Should this be a stepping stone for bigger system? In 20 years is Lakeshore going to be an autonomous community?
- Due to density issues a transit system that goes into communities might not work. Lakeshore is too spread out. On demand transit has worked for small communities.
- On demand will help the senior population to not have to rely on family members for rides.
- Not just older population but younger as well. Younger populations are not interested in owning cars, want to live a frugal, environment kind life. **Without a transit system in the county they will be forced to move to urban centres.** (Tammie via Youth Advisory Committee)
- Mobility is inclusive
- With more people moving from Toronto/Ottawa where transit systems are common and reliable. Everyone is use to not having a car and relying on the transit systems. No prejudice that transit is just for low income people.
- Vision for Belle River to have a Via Rail stop in the future.
- **As Lakeshore continues to urbanize transit will help allow us to be ahead of issues** instead of behind (i.e. traffic on Essex County Road 22, to narrow to accommodate the recent developments)

What are the goals short term?

- Short term is the next five years. Anything beyond 5 years is long term. Need to target a broader market than the system already in place (students to St. Clair College and elderly to doctor appointments). Survey results will help with who to target.
- **Specialized transit will still need to exist. I should run parallel to new transit system.** We don't want to duplicate. Community Support Centre will transfer the student part of specialized transit to Lakeshore transit.
- Short term goal is to get the infrastructure set up for a transit system (i.e. sidewalks). How do we link Essex County Road 22 to our future communities?
- What other infrastructure will Lakeshore need for a transit system?
- **Create a seamless system** (i.e. should have to pay for a bus in Belle River, to **transfer** and pay again in Tecumseh, and once again in Windsor).
- Can we adopt what Leamington and LaSalle have done by **purchasing bus services** from the City of Windsor? Is this a benefit? What is the arrangement between these municipalities and City of Windsor for these services?
- As of March 2020 meeting with Transit Windsor, they were open to the idea.
- Cheaper route is to use the **City of Windsor's transit. They take the cost, maintenance, liability and risk.**

Regional Transit System

- **Long term goal: regional transit**
- It should be a regional system, but there is no **collaboration between the communities**. City vs County. Windsor doesn't want to collaborate with county. Strategic plans says Windsor/Detroit.
- **Tecumseh** is interested in a **regional transit system**.
- If you go too big too quick (regional system) and council doesn't agree; transit will be stopped immediately.

Most Important: We need to focus on the best value for the dollar instead of who is delivering the service.

Additional Stantec Notes:

- Retain younger and attract new population in/to Lakeshore. Transit to promote quality of life.
- Support growth/diversification and densification.
- Promote collaboration/coordination, integration (and cost sharing) with neighbours (e.g. Tecumseh/Windsor) and other services (e.g. Community Support Centre services , VIA Rail in Belle River).
- Communities isolated and outlying. Connect them with Transit
- Provide access to schools, jobs and services – locally and regionally
- Summer services to increase access to waterfront and reduce parking demand
- Promote environment and sustainability.
- Short term (5 yr): focus on low income, senior and youth groups for providing localized mobility options.
- Long term: target all population groups and focus on regional services

Proposed draft statements on Lakeshore's Vision, Goals and Objectives

Vision: describing the end state

Goal(s): describing how to achieve the Vision

Objectives: describing how to achieve the Goals

Vision: Connecting Lakeshore into the future

Goal: Create mobility/transit options to support growth and connectivity in Lakeshore between communities that link to key regional destinations

Objectives:

- 1** **Creating travel choices** for all age groups by providing alternative mobility options to the private vehicle
- 2** **Creating connections** between communities to provide access to local, regional and seasonal destinations
- 3** **Promoting and supporting growth**, land use densification and economic diversification in Lakeshore to increase the economic viability and diversity of the municipality
- 4** **Promoting sustainability** and improve the environment through mobility options that lessen the reliance upon private vehicles, especially single occupancy and fossil fuel-based vehicles, for travel in key corridors in the region that will assist in reducing greenhouse gas emissions
- 5** **Promoting** the benefit and use of mobility options through **educational opportunities** using digital and other media

APPENDIX D

SURVEY QUESTIONNAIRE

Lakeshore Mobility Options Study: Survey Questionnaire

Please complete a separate response for each individual person by checking or completing the appropriate shaded boxes. Deadline May 21, 2021

1. Which is your main mode of travel that you use to get around
(select one only)?

Car	Rideshare
Bike	Hitch hike
Taxi	Share a ride
Walk	Other...

2. Do you ever make use of private transportation ridesharing or on-demand service providers such as Uber and Lyft?

Yes No

If so, how often?

Daily 3 x per week Weekends Seldom

3. Are you aware of the the services provided by the Community Support Centre of Essex County?

Yes No

If so, which services do you use?

St Clair College Transit
Carelink Health Transit
None of the above

The family of Mobility services are 100% accessible and can include options such as:

- Scheduled, fixed-route transit service (bus services along a fixed route that has fixed bus stops);
- On-demand and door-to-door services (phone or app-based request for service from your location to a specific destination);
- Services for registered users with disabilities that prevents them from using other transit options.

These services can be provided by local authorities, not-for-profit organizations as well as private transportation providers such as taxis, Uber and Lyft. Although the majority of mobility aids can be accomodated by these services, there are some larger scooters that are too big to be accomodated in these vehicles.

4. Where in the following communities in the region, would you like to see mobility services to go (select all that apply)?

• Lakeshore

<input type="checkbox"/> Lakeshore West/ Amy Croft area	<input type="checkbox"/> West Beach/Belle River Marina
<input type="checkbox"/> Belle River Main Street	<input type="checkbox"/> Patillo Road manufacturing area
<input type="checkbox"/> Deerbrook/Rochester	<input type="checkbox"/> Lighthouse Cove
<input type="checkbox"/> Woodslee	<input type="checkbox"/> Comber
<input type="checkbox"/> Essex area	<input type="checkbox"/> Puce/Emeryville
<input type="checkbox"/> Other:	

• Tecumseh

<input type="checkbox"/> Lakewood Park	<input type="checkbox"/> Tecumseh shopping area (Zehrs)
<input type="checkbox"/> West Tecumseh/ Banwell area	<input type="checkbox"/> Oldcastle manufacturing area
<input type="checkbox"/> Other:	

• Windsor

<input type="checkbox"/> Downtown	<input type="checkbox"/> Walker Road shopping area
<input type="checkbox"/> Windsor Detroit Tunnel	<input type="checkbox"/> Ambassador Bridge
<input type="checkbox"/> Devonshire Mall	<input type="checkbox"/> Tecumseh Mall
<input type="checkbox"/> University of Windsor	<input type="checkbox"/> Windsor Regional Hospital: Met Campus
<input type="checkbox"/> St. Clair College	<input type="checkbox"/> FCA/Chrysler/Stellantis Assembly Plant
<input type="checkbox"/> Other:	

5. **Within Lakeshore**, if accessible mobility services were available, how often and when would you consider using them for the following purposes (check all of the boxes that apply)?

--- Purpose ---	----- How Often -----	--- When ---
• Work	Daily 3 x per week Weekends Seldom Never	AM Midday PM
• School	Daily 3 x per week Weekends Seldom Never	AM Midday PM
• Medical	Daily 3 x per week Weekends Seldom Never	AM Midday PM
• Shopping	Daily 3 x per week Weekends Seldom Never	AM Midday PM
• Social	Daily 3 x per week Weekends Seldom Never	AM Midday PM
• Recreation	Daily 3 x per week Weekends Seldom Never	AM Midday PM
• Lakeview Park in Summer	Daily 3 x per week Weekends Seldom Never	AM Midday PM

6. **Beyond Lakeshore**, if accessible mobility services were available, where, how often and when would you consider using it for the following purposes (complete only those that apply)?

-- Purpose --	--- Community ---	----- How Often -----	--- When ---
• Work		Daily 3 x per week Weekends Seldom	AM Midday PM
• College/University		Daily 3 x per week Weekends Seldom	AM Midday PM
• Medical		Daily 3 x per week Weekends Seldom	AM Midday PM
• Shopping		Daily 3 x per week Weekends Seldom	AM Midday PM
• Connection to transportation services		Daily 3 x per week Weekends Seldom	AM Midday PM
• Other...		Daily 3 x per week Weekends Seldom	AM Midday PM
		Daily 3 x per week Weekends Seldom	AM Midday PM

7. There is a cost involved to operate mobility and transit services and typically fares range from \$3 to \$4 for short distance trips and \$10 to \$15 for longer distance trips.

Would you be prepared to contribute to this cost when using these services? ☐ Yes ☐ No

If yes, how much will you be prepared to pay? \$

8. In which suburb or community of Lakeshore do you live (check appropriate box)?

<input type="checkbox"/>	West Lakeshore/ Amy Croft Area (Manning to East Pike Creek/ Lake St. Clair to County Road 42)
<input type="checkbox"/>	Old Tecumseh Road area (East Pike Creek to West Puce/ Lake St. Clair to County Road 42)
<input type="checkbox"/>	Puce & Emeryville (West Puce Road to the Belle River/ Lake St. Clair to County Road 42)
<input type="checkbox"/>	Belle River (The Belle River to Strong Road/ Lake St. Clair to County Road 42)
<input type="checkbox"/>	Deerbrook/Rochester/ Stoney Point (Strong Road to Tracey Sideroad/ Lake St. Clair to County Road 42)
<input type="checkbox"/>	Lighthouse Cove (Tracey Sideroad to the Thames River/ Lake St. Clair to County Road 42)
<input type="checkbox"/>	Comber
<input type="checkbox"/>	North and South Woodslee
<input type="checkbox"/>	Other:

Prefer not to answer

Retired

Other:

None of the above

[illegible]

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APPENDIX E

STAKEHOLDER SURVEY RESULTS

Public Consultation – Stakeholder Survey Results

Engagement: Session 1

A questionnaire was published online between May ...- 31 and residents were invited submit responses regarding their existing travel patterns/habits as well as their thoughts on potentially using a transit service in the future. The questionnaire was also made available in a hard copy format. The Questionnaire is included in Appendix ...

A total of 82 online and no hard copy responses were received.

Results:

Question 1: The vast majority of respondents use a private vehicle for travel (80%), followed by biking.

Question 2: 21 respondents (26%) indicated that they have used rideshare services such as Uber and Lyft, and that they are used seldomly.

Question 3: Very few respondents (20%) are aware of the services provided by the Community Support Centre of Essex, and only 1 respondent indicated that these (St Clair College Transit and Carelink Health Transit) services are used.

Question 4: The following communities in the region were identified as the priority destinations for mobility services:

	Priority	Community
Lakeshore	1	Belle River/Main Street
	2	Lakeshore West/Amy Croft area
	3	Puce/Emeryville
	4	West Beach/Belle River Marina
	5	Patillo Road
Tecumseh	1	Tecumseh shopping area (Zehrs)
	2	West Tecumseh / Banwell area
	3	Lakewood Park
Windsor	1	Tecumseh Mall
	2	Devonshire Mall
	3	University of Windsor
	4	St. Clair College
	5	Windsor Regional Hospital: Met Campus

Question 5: **Within Lakeshore**, respondents provided the following indication relating to which extent mobility services would potentially be used by trip purpose and time and frequency of use:

Trip Purpose	% of Respondents	Frequency of Use	Time of Day
Work	83%	Seldom/never	AM, PM
School	80%	Seldom	AM
School	15%	3 times per week	AM, PM
Medical	90%	Seldom/never	AM, PM
Shopping	62%	Seldom/never	Midday
Shopping	25%	Weekends	Midday
Social	33%	Weekends	Midday
Recreation	39%	Weekends	Midday
Lakeview Park (summer)	33%	Weekends	Midday

These results do not tend to indicate a high potential demand for transit/mobility services within Lakeshore, with recreational and social trip purposes being most dominant.

Question 6: **Beyond Lakeshore**, the dominant destinations for trips using mobility services were identified as Windsor and Tecumseh. Trip characteristics were as follows:

Trip Purpose	% of Respondents	Frequency of Use	Time of Day
Work	17%	Daily	AM
School	17%	3 time per week	AM
Medical	17%	Seldom	Midday
Shopping	27%	Weekends	Midday
Connections to other transportation services	19%	Seldom	Midday

These results suggest that there is a greater demand for regional travel options using mobility services for work, school and shopping trip purposes.

Question 7: With respect to the cost of transit services, 53% of respondents indicated that they were willing to contribute to the cost of providing these services. Responses and comments to the question of what amount respondents were willing to pay, are summarized below:

- \$3 for short trips
- \$10 - \$15 for longer trips
- Services should be free for seniors and students
- Fares should be similar to Windsor Transit
- Fare should be similar to rideshare services.

Question 8: Respondents represented the following communities of Lakeshore:

% of Respondents	Communities
32%	Puce & Emeryville (West Puce Road to the Belle River/ Lake St. Clair to County Road 42)
23%	Belle River (Belle River to Strong Road/ Lake St. Clair to County Road 42)
6%	Deerbrook/Rochester/ Stoney Point (Strong Road to Tracey Sideroad/ Lake St. Clair to County Road 42)
11%	Other: <ul style="list-style-type: none"> ○ West Lakeshore/ Amy Croft Area (Manning to East Pike Creek/ Lake St. Clair to County Road 42) ○ Old Tecumseh Road area (East Pike Creek to West Puce/ Lake St. Clair to County Road 42) ○ Lighthouse Cove (Tracey Sideroad to the Thames River/ Lake St. Clair to County Road 42) ○ North and South Woodslee
28%	No response

Question 9: The age distribution of respondents was as follows:

% of Respondents	Age Group
1%	Under 16
2%	16 - 25
20%	26 - 40
37%	41 - 60
17%	Over 60
23%	No response

Question 10: The employment status of respondents was as follows:

% of Respondents	Employment Status
29%	Employed: working outside your home
18%	Retired
16%	Employed : temporarily working from home
10%	Employed: permanently working from home
5%	Unemployed
22%	No response

Question 11: The employment location of those respondents working outside of the home are as follows:

% of Respondents	Employment Location
16%	Downtown Windsor / University area
14%	East Windsor
12%	Belle River
10%	Manning Road Area / Tecumseh
10%	Central / South Windsor
38%	Other

Question 12: None of the respondents indicated the need for accommodating a mobility aid.

Business Survey

A business survey was undertaken by the Municipality and posed the following transit-related question: “The Municipality of Lakeshore is currently exploring a transit feasibility study. Do you think a public transit system would be beneficial for your business and employees?:

Of the respondents that answered, the result was roughly evenly split (yes (36) and no (39). However, when cross tabulated against business location, the positive responses were concentrated in the neighbourhoods identified as the priority destinations for mobility services as part of the stakeholder questionnaire, namely Puce/Emeryville West, Belle River/Main Street, Patillo Road and Lakeshore West. Details are shown in the table below:

In which Lakeshore boundary is your Company located?	Would transit be valuable to your company and employees			
	No	Yes	No response	Total
Belle River Area	15	9	4	28
Comber and Tilbury	5		2	7
Essex	2			2
Lakeshore West and Amy Croft	2	6	1	9
Other or Mobile/Digital Company	1	1	1	3
Patillo Road Area	6	7	3	16
Puce and Emeryville Area	4	10	4	18
Stoney Point Area	3	2	1	6
Woodslee	1	1		2
Total	39	36	16	93

APPENDIX F

PHASE 2 STAKEHOLDER CONSULTATION

Stakeholder Consultation

1 Introduction

The Municipality of Lakeshore is exploring potential mobility options for the residents of Lakeshore. As part of this study, we are engaging with stakeholders and the public for input into this initiative and a two-phased engagement process is being followed.



Phase 1 Engagement took place in May 2021. We prepared an extensive questionnaire and provided opportunity for respondents to provide an indication of their travel patterns and preferences, as well as input and comment on potential mobility services within Lakeshore and connections to regional destinations.

The analysis of these responses, together with the analysis of travel data will help us to identify transportation demand and realistic mobility needs and options.

2 Engagement Phase 2

The purpose of the second phase of public and stakeholder engagement is to provide feedback to stakeholders on what we had heard in Phase 1, as well as presenting a summary of findings of the analysis of travel data. Based on this input we are in a position to make informed decisions in terms of identifying and developing draft service proposals for your consideration.

Concept service options are described below in terms of:

- Key origins and destinations to trips
- Service phasing and expansion
- Operational considerations

We would like to invite you to consider them in light of the engagement and data analysis summary of findings. Any comments or suggestions will be appreciated and will be considered in the refinement of these proposals.

3 Phase 1 Engagement Results - What we heard

The vast majority of respondents use a private vehicle for travel and 26% indicated that they seldomly used rideshare services such as Uber and Lyft.

Very few respondents (20%) are aware of the services provided by the Community Support Centre (St Clair College Transit and Carelink Health Transit).

The following communities were identified as priority destinations for mobility services:

Lakeshore:	Belle River/Main Street Lakeshore West/Amy Croft area Puce/Emeryville West Beach/Belle River Marina Patillo Road
Tecumseh:	Tecumseh shopping area (Zehrs) West Tecumseh / Banwell area
Windsor:	Tecumseh Mall Devonshire Mall University of Windsor St. Clair College

Within Lakeshore, more than 60% of respondents indicated that they would seldomly or never use mobility services for the purposes of work, school, medical or shopping trips during the weekday. The use of services were limited to weekends only, for shopping, social and recreational purposes.

Beyond Lakeshore, the dominant destinations for trips using mobility services were identified as Windsor and Tecumseh with demand for work (daily), school (3 times per week) and shopping (weekends) trips.

These results suggest that there is a greater demand for regional travel options using mobility services for work, school and shopping trip purposes and that local services demands within Lakeshore are limited to weekends.

A business survey was undertaken by the Municipality and asked whether a public transit system would be beneficial to businesses and employees. Although the result was roughly evenly split between yes and no, the positive responses were concentrated in the neighbourhoods identified as the priority destinations for mobility services namely Puce/Emeryville West, Belle River/Main Street, Patillo Road and Lakeshore West.

4 Data Analysis Results

Smartphone-based data was used to analyze travel movements within Lakeshore and the region. Device movements are tracked using certain device apps and the data is anonymized and aggregated to address privacy concerns. For this analysis, Lakeshore and its surrounding communities was split up into zones in order to observe and quantify device movements between zones. The map below illustrates the major zones that were identified.



This data helps us to make informed decisions with regard to identifying mobility options. It allows us to identify and quantify:

- where travelers are coming from?
- what are the major destination zones within the municipality, and regional destination zones such as Tecumseh Mall, Windsor?
- when do these demands occur (times of day, days of week, and months of the year)?

In terms of total tripmaking per month, July 2019 was observed to have the highest travel volumes with November 2019 being significantly lower, especially for recreational destinations such as the Lakeview Regional Park. The overall observed travel demand in 2020 was lower due to COVID impacts with the summer recreational tripmaking being impacted the most due to COVID travel restrictions.

When considering the overall origin-destination patterns between zones, it is evident that the majority of trips are internal to zones, meaning that they start and end within the same zone.

The Lakeshore neighbourhoods of Belle River, Lakeview Regional Park, Pike Creek, Patillo Road Industrial and Emeryville generate 87% of all external trips to other zones. Roughly half of these external trips have regional destinations beyond the Lakeshore boundaries.

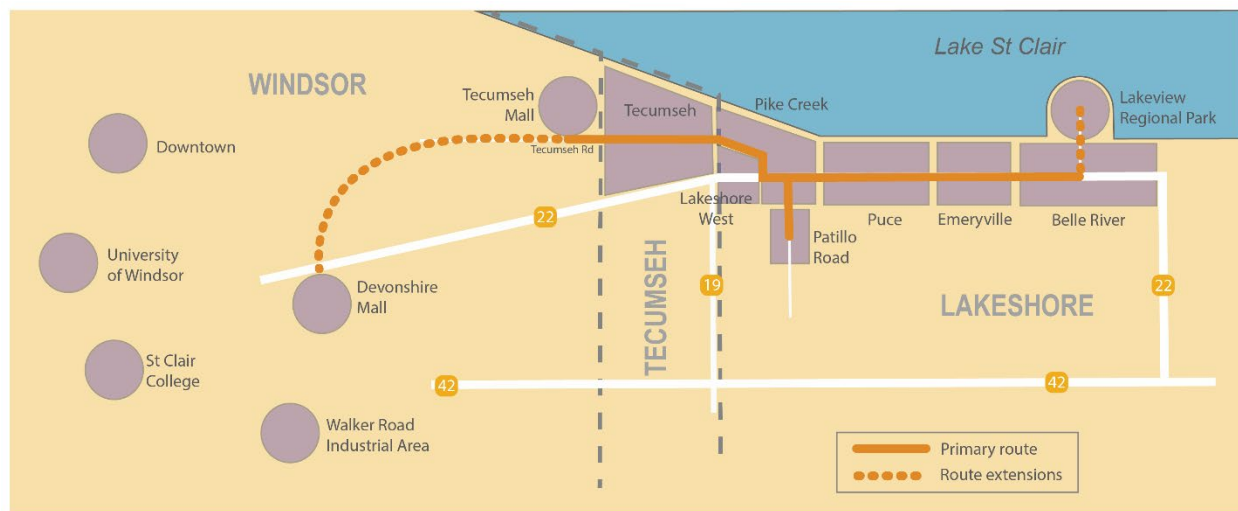
Within Lakeshore, the major destinations that attract the most trips are Belle River, Emeryville, Lakeshore West, Pike Creek and Patillo Road Industrial Area.

90% of the regional trips from Lakeshore have destinations in Windsor. There are no major destinations in Windsor that stand out and trips are relatively evenly distributed within the City. Specific destinations in Windsor include Tecumseh and Devonshire malls, Downtown, University of Windsor, St Clair College and Walker Road Industrial area. After Windsor, other destinations include Essex and Tecumseh.

5 Draft Service Proposals

Based on the engagement findings and results of the data analysis, there is an appetite to consider developing and implementing some form of a mobility service that addresses the greatest travel demand that has been quantified through the data analysis. This demand does indicate that a fairly regular regional service is warranted and the implementation and promotion of this alternative mode of travel, will contribute to removing private vehicles from the road which will ease congestion and reduce greenhouse gas emissions.

The following draft service proposals have been developed:



5.1 Primary Service

Connections: The primary service option that is proposed connects the major origin zones in Lakeshore that comprise Belle River, Lakeshore West, Emeryville, Pike Creek and Patillo Road Industrial Area along Highway 22 and Tecumseh Road, to Windsor. Such a route will connect all the zones in Lakeshore that generate the most external trips.

As there are multiple destination locations in Windsor for trips that originate in Lakeshore, as opposed to a single, major attraction, a suitable terminal point in Windsor can only be identified in consultation with Windsor Transit who have sole authority in the provision of transit services in that jurisdiction. Potential arrangements may include the identification of stops at several destinations in Windsor, or a single stop that is served by multiple Windsor routes where passengers may transfer to the local Windsor system to complete their trips. This proposal assumes that the route may initially terminate at the Tecumseh Mall which is the second largest exchange in the Windsor transit system that accommodates 4 transit routes.

Service phasing: Typically when new services are established, a phased start-up is followed. Initially the first service priority is the implementation of weekday services that will primarily cater to work and educational trips in the morning and afternoon peak periods. In order to address service convenience and reliability, initial peak service frequencies should be no longer than a trip every 30 minutes,

however smaller vehicles with less capacity could warrant better frequencies. Lower frequencies could be considered during the midday and early evening to cater to shopping, medical and social trips.

A second phase of this service is proposed to be the provision of weekend services to Windsor that cater to shopping/recreational trips.

Operations: The operations of such a mobility service is dependent on the demand for service and can range from an initial on-demand service to a scheduled, fixed route transit service to Windsor. The demand for service also dictates the preferred vehicle type and its associated capacity, and this can range from small vans and minibuses to conventional buses. From an operational perspective, a proposed service to Windsor also needs to be discussed in detail with Windsor Transit, not only from a stop location perspective, but also from a service delivery perspective (on behalf of Lakeshore) which could simply consist of an extension of a Windsor route into Lakeshore.

It is thus important that the growth of ridership on such a service is monitored right from the start in order to respond to changes in demand to ensure that the appropriate level of service (service frequency), service type (on-demand versus scheduled service) and vehicle type is provided. It should also be noted that the sooner such a service can evolve into a scheduled service with improved frequencies, it will allow riders to better plan their trips.

5.2 Seasonal Service

The intent of this service is to improve access from the region to Lakeview Regional park in summer by extending the route from Belle River to serve this area. Typically such services can operate between June 1 and Labour Day in September, and this service should be operated on weekdays as well as weekends. It is important that this service is well publicized ahead of time to encourage ridership uptake.

5.3 Local Service

A secondary service that can potentially be considered once the regional service is established, is the provision of some level of local service that would act as a feeder service to the regional route for residents, as well as provide access to local commercial services.

The regional service described above provides the foundation to expand services that focus on local connections. Belle River, Lakeshore West, Emeryville, Pike Creek and Patillo Road Industrial Area are the major zones in Lakeshore both in terms of the origin and destination of local trips and such services could provide expanded coverage within neighbourhoods to improve overall accessibility in terms of walking distances to transit services.

However, it should be noted, that the public engagement results do not indicate an appetite for using local services on a regular basis. It is therefore recommended to monitor the performance of other ridesharing options such as Lyft and Uber in terms of fulfilling the role of providing feeder services to the regional route.

5.4 Integration with Community Support Centre Services

The Community Support Centre currently provides two types of services to Lakeshore residents, namely St Clair College Transit and Carelink Health Transit. It is proposed that that consideration be given to promote the integration of these services by offering connections to the proposed regional service to

provide more travel options so that customers may transfer to the regional service to access destinations in Tecumseh and Windsor.

With respect to accessibility, it should be noted that today, the majority of transit vehicles are 100% accessible.

5.5 Supporting Infrastructure

Once routes have been defined, attention needs to be given to providing appropriate infrastructure to accommodate passengers at transit stops that enhance the transit experience. This includes the consistent provision of facilities such as sidewalks, accessibility ramps, tactile surfaces, shelters and transit information.

Consideration should also be given to potentially establishing park and ride facilities at selected locations along the regional route within Lakeshore, to provide residents to better access the regional service.

6 Conclusion

Thank you in advance for reviewing the information presented above and providing comments and suggestions. We will use this input in the refinement of these proposals and form part of the final report to staff for consideration.





Lakeshore Mobility Options Study

Regular Meeting of Council

October 12, 2021

Project Purpose

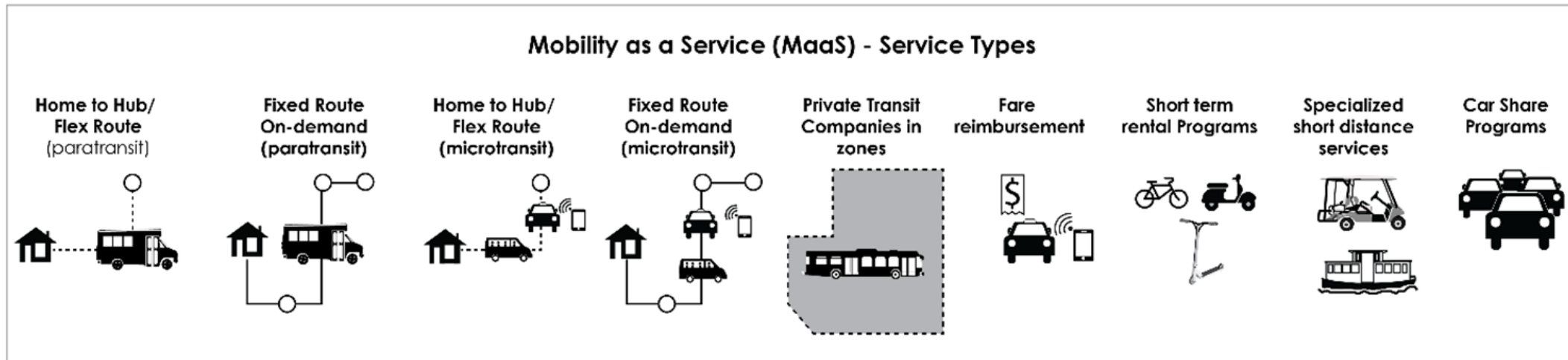
- To gauge the appetite of Lakeshore residents to support establishing alternative mobility options
- To engage with stakeholders to get input into potential plans and service options
- To analyze travel data to identify major travel patterns and key destinations
- To provide an indication of:
 - Where the greatest demand exists?
 - Which mobility services could be considered to deliver service?
 - Extent of service and financial implications?

Why Mobility Services..?

- Alternative transportation options offer choice – especially to those with limited travel options
- Demonstrates the Municipality's response to environmental challenges (GHG's, congestion)
- Addresses travel needs of all age groups (youth, students, commuters, seniors and the elderly, and those with disabilities)
- Encourages the use of active modes (walking and cycling)
- Demonstrates reduced dependence on the automobile (owning and use)
- Embraces the integration of all modes to provide mobility services

Service Delivery Options

- Mobility options can include a variety of modes: e.g. taxis, rideshare services, car share programs, accessible services, on-demand community services, and conventional, scheduled transit services
- Smart phone technology allows for the development of Mobility-as-a-Service (MaaS) strategies that offer the integration of transportation modes
- Modes are presented in a complimentary and integrated way (schedules and fare payment options) to allow customers to plan, book and pay for complete transportation trips



Stantec Project Team



Graeme Masterton, M.A.

Transit Planning Leader

Role: Technical oversight, Transit Visioning

Experience:

Winnipeg Transit Infrastructure and Rapid Transit Plan
Monmouth County Tourism and Travel Demand Management Study
Sarasota Manatee Barrier Islands Transportation Plan



Johann Van Schaik, MBA

Senior Transit Planner

Role: Planning, Costing, Report writing

Experience:

Lake Tahoe Transit Master Plan
Lethbridge Transit Master Plan
Winnipeg Transit Master Plan
Fraser Valley Express Service



Sumeet Kishnani, P Eng

Principal Transportation Planner and Traffic Engineer

Role: Location-based Data Analytics

Experience:

Winnipeg Transit Master Plan
Monmouth County Tourism and Travel Demand Management Study
Sarasota Manatee Barrier Islands Transportation Plan

Project Methodology



Literature & Peer Review

- Comprehensive review of **plans** and **best practices** across small to mid-size Municipalities

Location-Based Data Analysis

- **Smartphone Data:** aggregated, anonymized, location-based data from smartphones providing seasonal and pandemic Travel variations; travel demand and destinations internal and external to Lakeshore
- **Traffic Counts:** Lakeshore and County of Essex counts used to calibrate device movements to represent vehicle trips



Feedback/ Engagement

- **Public Engagement Session 1:** robust survey (May 2021)
- **Business Feedback:** questionnaires completed (May and June 2021)
- **Internal Workshop:** Lakeshore Transit Team & Senior Management Team (June 2021)
- **Public Engagement Session 2:** comments and feedback on draft proposals (July/August 2021)



Vision, Goals and Objectives



VISION

“What we want to be”

Connecting Lakeshore into the Future

GOAL

“What we must achieve to get there”

Create mobility/transit options to support growth and connectivity in Lakeshore between communities that link to key regional destinations

Objectives



Stantec



Creating travel choices for all age groups by providing alternative mobility options to the private vehicle

Creating connections between communities to provide access to local, regional and seasonal destinations

Promoting and supporting growth, land use densification and economic diversification in Lakeshore to increase the economic viability and diversity of the municipality

Promoting sustainability and improve the environment through mobility options that lessen the reliance upon private vehicles, especially single occupancy and fossil fuel-based vehicles, for travel in key corridors in the region that will assist in reducing greenhouse gas emissions

Promoting the benefit and use of mobility options through educational opportunities using digital and other media



Feedback

Project Methodology and Engagement Process



Engagement Phase 1

Needs and Preferences

- 80% of respondents use a private vehicle for travel
- 26% seldomly used rideshare services such as Uber and Lyft

Mobility services within Lakeshore

- 60% of respondents would seldom or never use this for work, school, medical or shopping trips during weekdays
- More regular use for shopping, social and recreation is limited to weekends

Mobility services beyond Lakeshore

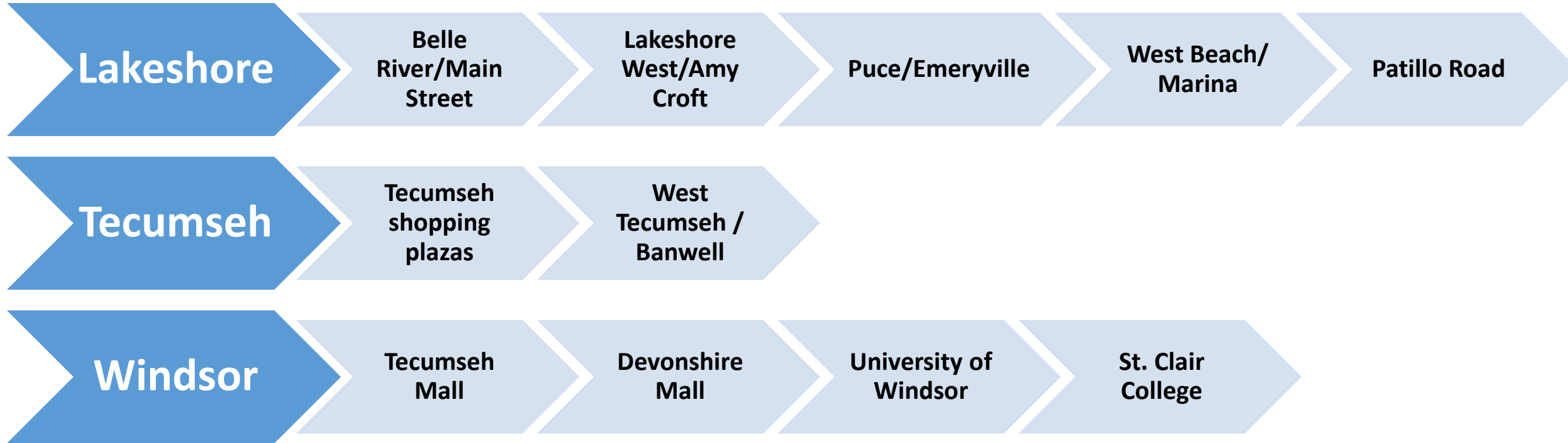
- Dominant destinations were identified as Windsor and Tecumseh with demand for work (daily), school (3 times per week) and shopping (weekends) trips.

Business Responses

- 50% identified that a public transit system would be beneficial to business and employees

Engagement Phase 1

Priority Destinations



Engagement Phase 2

Public Responses

- Purpose: to solicit feedback on concept service options
- Received only 3 public comments + one large employer in the Patillo Road Area

Public Comments

- Concerns relate to service options not providing residential neighbourhood coverage (e.g. Amy Croft Rd. area)
- The importance of the length of the service day to ensure it accommodates industrial and commercial shift times and store hours
- Supporting the use of Country Road 22 as a transit corridor together with managing traffic congestion

Engagement Phase 2

Business Responses

- All employees in the Patillo Road are required to have access to personal transportation resulting in the provision of excess parking to accommodate shift changes/overlaps.
- Responses confirmed:
 - the challenge of attracting entry-level employees
 - a private shuttle service that had been considered in the past
 - many employees living in the catchment area between Belle River and Tecumseh Mall



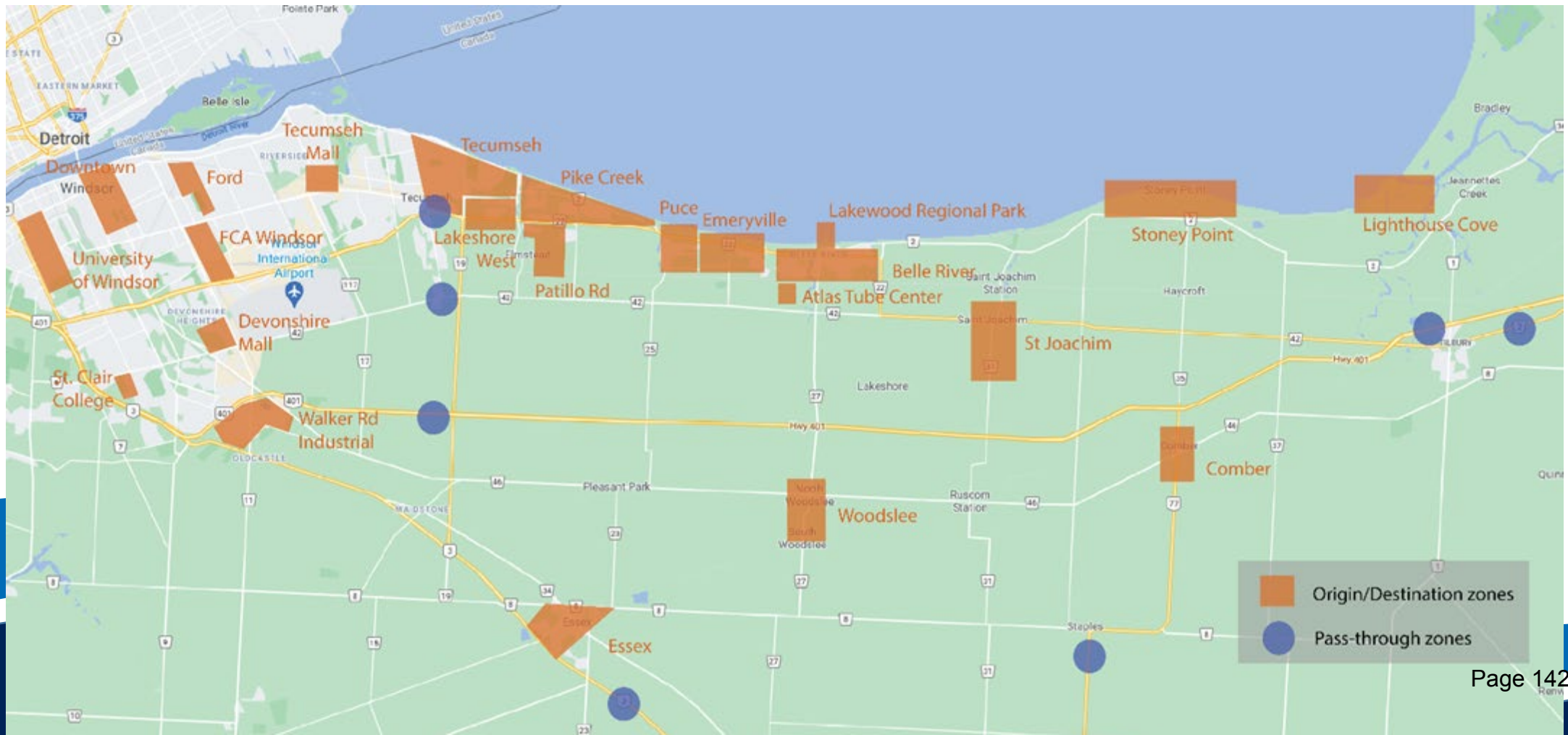
Location-based Data Analysis

Methodology

- Stantec recommended the use of anonymized, aggregated smartphone-based mobility data to obtain information on travel patterns.
- Data was leveraged to understand
 - the major origin-destination movements within Lakeshore
 - regional destinations in the adjacent municipalities of Windsor and Essex County
- Data assisted in quantifying trips between zones to assist in identifying potential service options where demand was the greatest

Data Analysis

- Using StreetLight data, Lakeshore and surrounding communities were divided into zones to observe trip origins and destinations

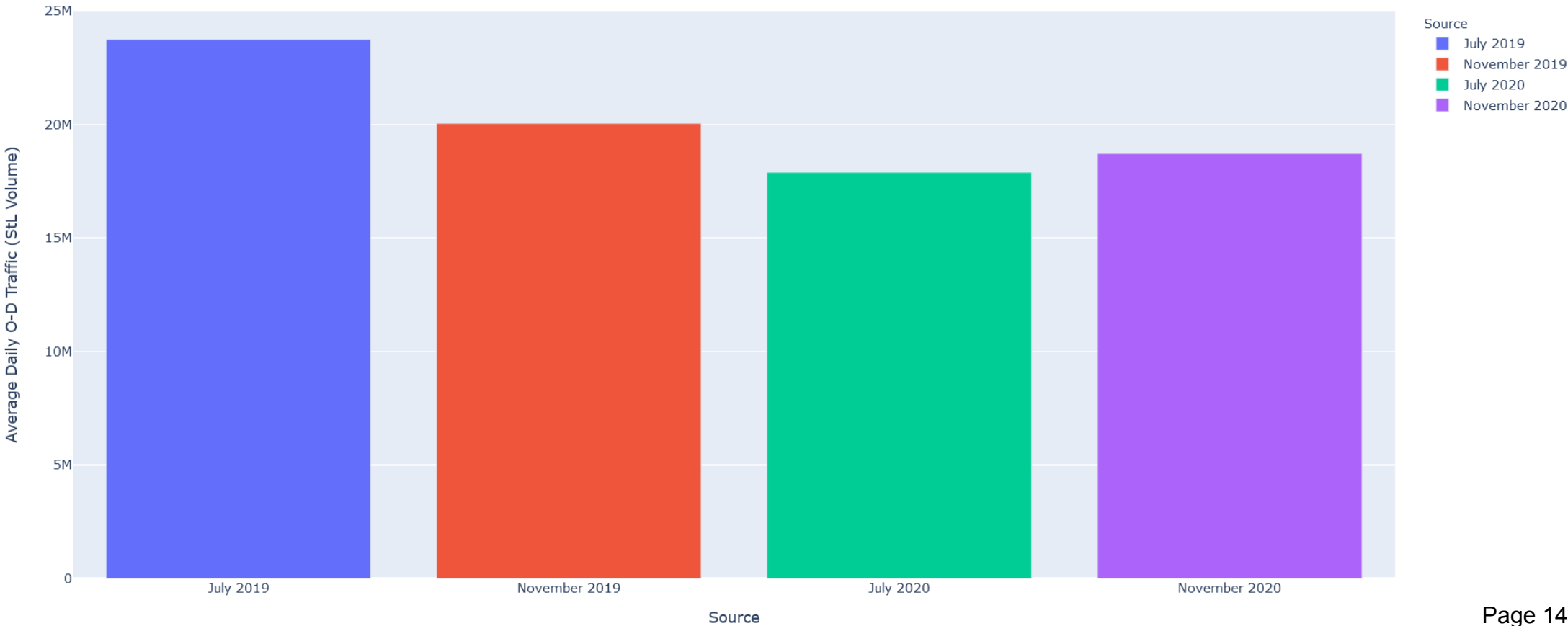


Summary of Findings

- July 2019 had highest travel volumes with November 2019 being significantly lower
- 2020 observed travel demand was lower due to COVID - summer recreational tripmaking being impacted the most due to travel restrictions.
- Majority of trips are internal (start and end within the same zone)
- Within Lakeshore, the major destinations that attract the most trips are Belle River, Emeryville, Lakeshore West, Pike Creek and Patillo Road Industrial Area.
- Same 5 zones generate 87% of external trips. Roughly half of these external trips have regional destinations beyond Lakeshore.
- 90% of the regional trips from Lakeshore have destinations in Windsor that are relatively evenly distributed
- Major destinations in Windsor that stand out include Tecumseh and Devonshire malls, Downtown and University of Windsor
- After Windsor, other destinations include Tecumseh and Essex.

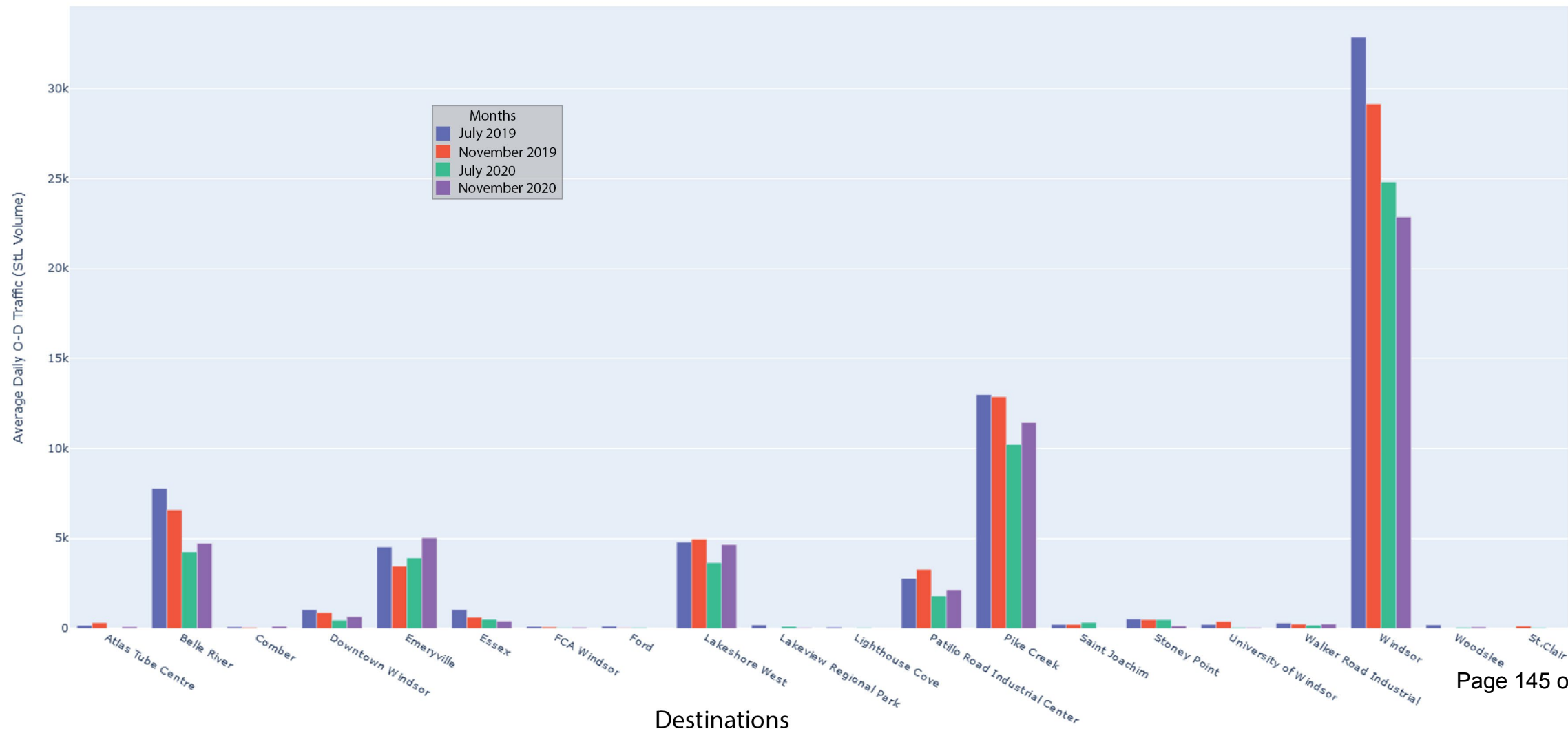
Examples of Data Details...

Variation in total regional monthly travel: Seasonal and Pre/Post COVID conditions



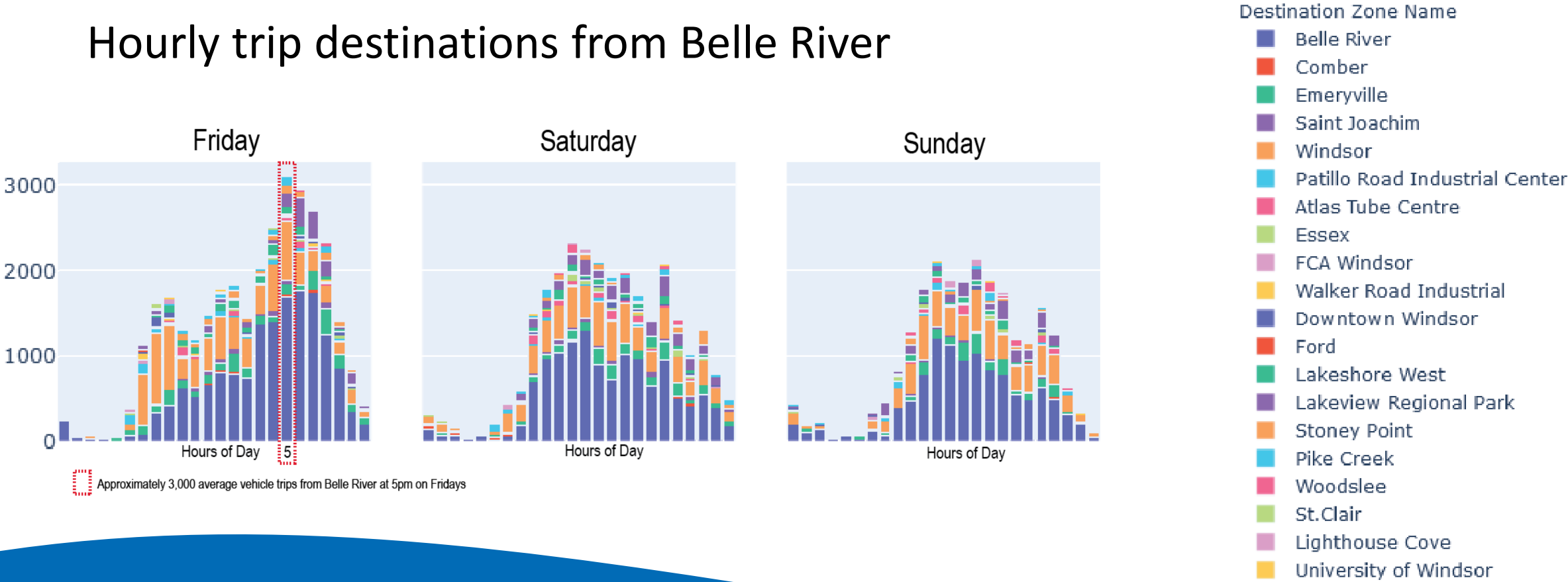
Examples of Data Details...

Average daily trip destinations from Lakeshore West



Examples of Data Details...

Hourly trip destinations from Belle River



Examples of Data Details...



Stantec



External trips summary from O-D Matrix (ranking of travel activity)

Daily Device Trip Origins to External Zones			
Zone	Total	Rank	% of trip destinations beyond Lakeshore (regional trips)
Belle River	15,627	1	56%
Lakeshore West	10,237	2	57%
Pike Creek	9,548	3	69%
Patillo Road Industrial Center	7,956	4	67%
Emeryville	7,935	5	53%
Lakeview Regional Park	2,694	6	22%
Stoney Point	1,295	7	48%
Atlas Tube Centre	968	8	26%
Comber	938	9	50%
Woodslee	665	10	69%
Saint Joachim	614	11	31%
Lighthouse Cove	224	12	35%
Total	58,701		

Findings

- Based on engagement findings and data analysis:
There is an appetite to consider developing and implementing some form of a mobility service that addresses the greatest travel demand
- Fairly regular regional service is warranted which will contribute to removing private vehicles from the road to ease congestion and reduce GHG emissions



RoutePlan Analysis



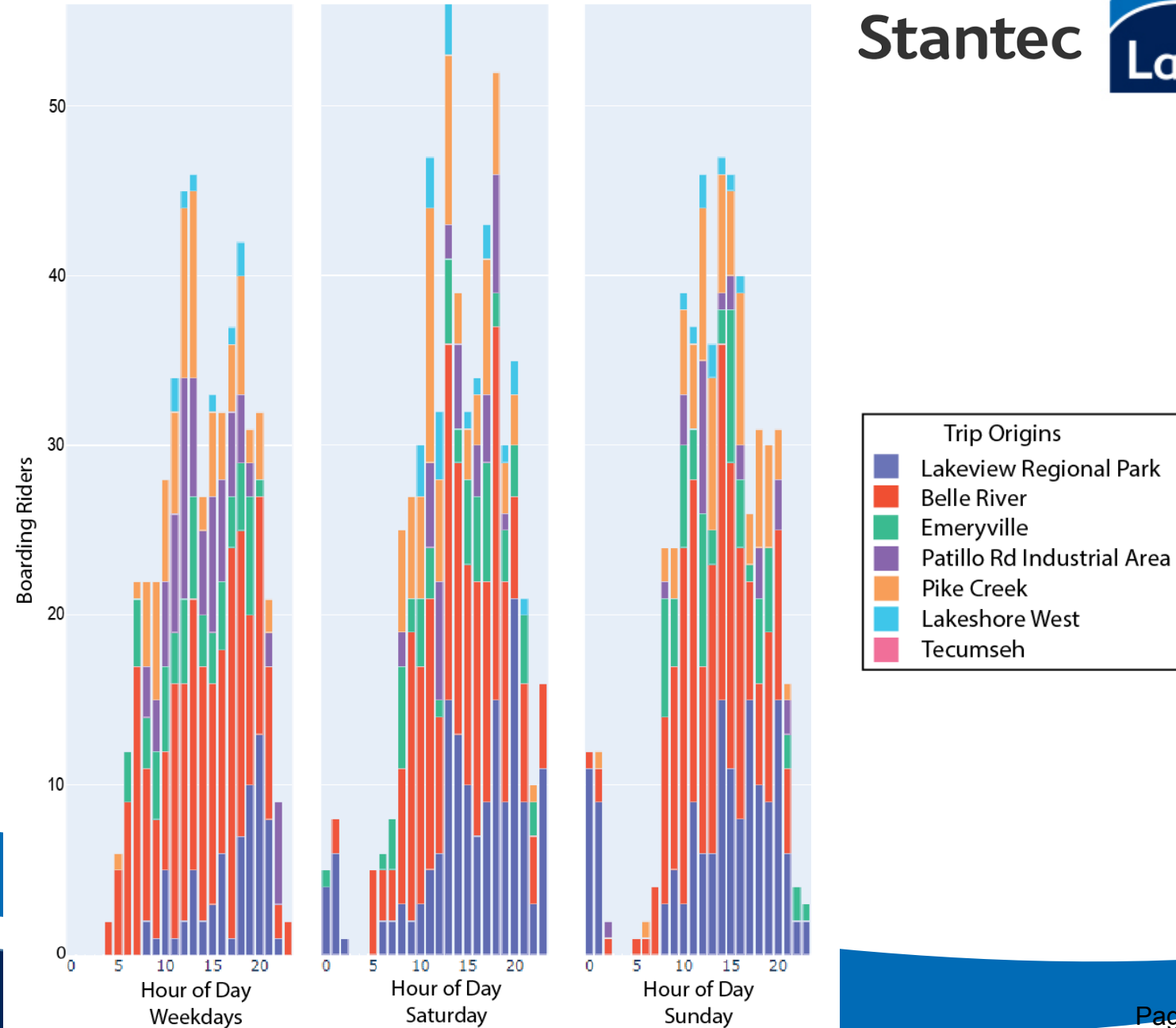
Stantec



- Tool to estimate overall origin-destination demand and potential transit ridership between locations/zones along a specified route
- Route identified as extending for Lakeshore Park to Tecumseh Mall
- Estimated demand between Lakeshore and Windsor:
 - Weekday: 10-20 rides per hour during peak periods with a slightly higher demand (35) at midday
 - Saturday: 30 - 60 rides per hour (10am and 10pm)
 - Sunday: 35 - 45 rides per hour (11am and 6pm)

Travel Demand

Ridership demand based on transit absorption rate assumptions





Service Options, Next Steps & Recommendations

Primary Service Recommendation



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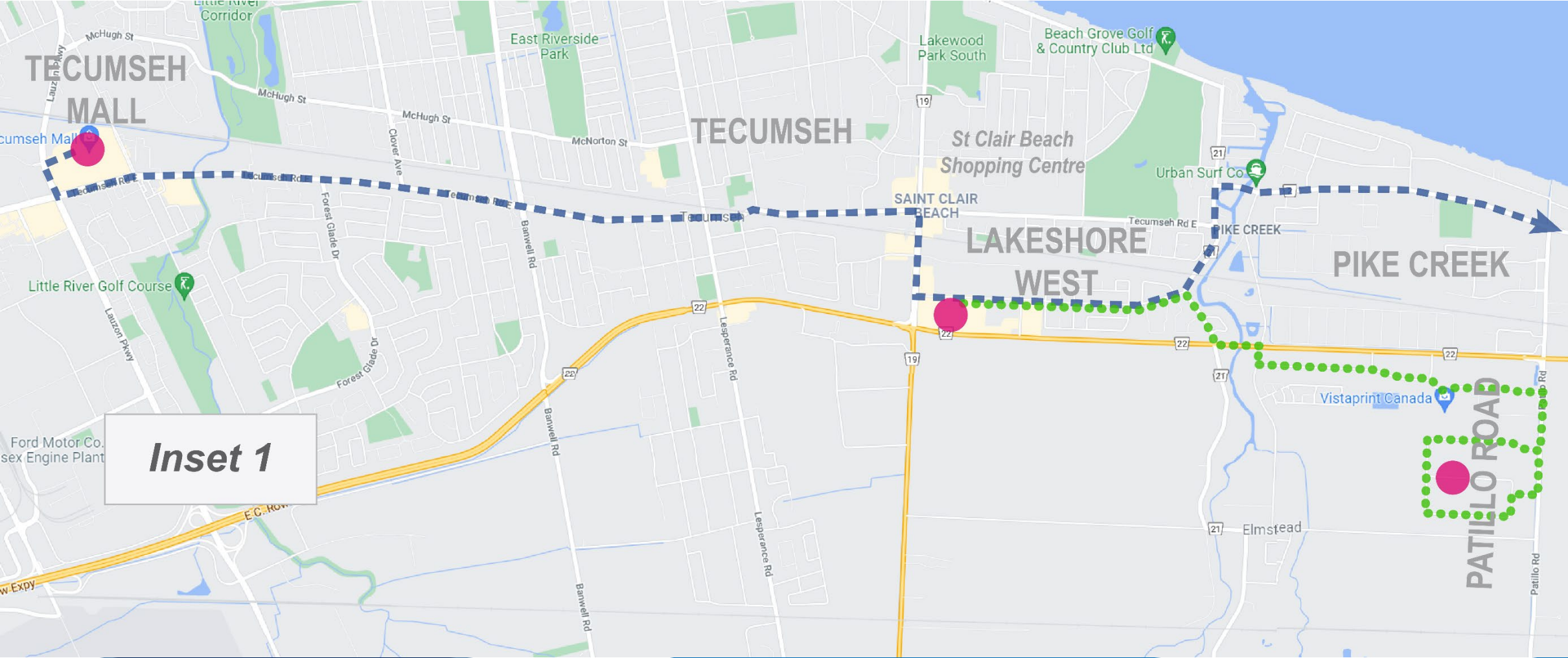


Option 1a

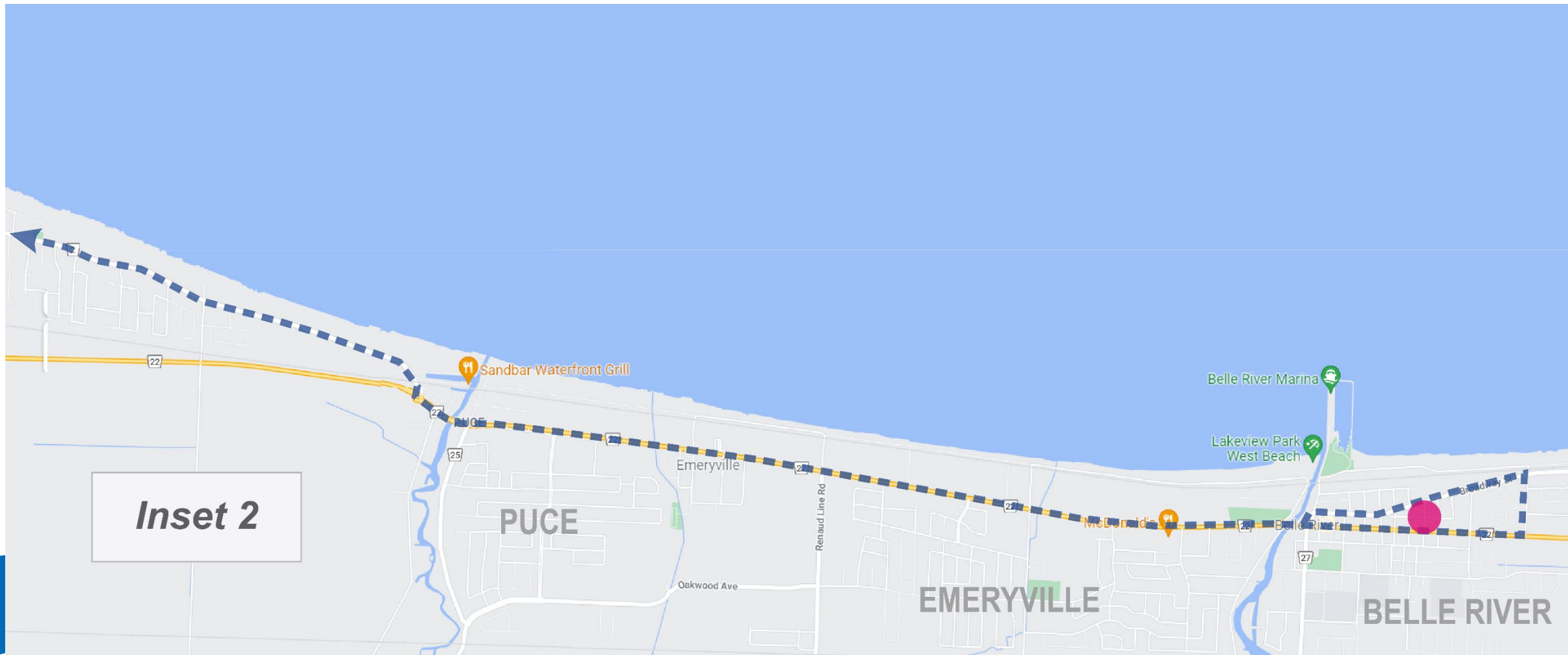
- Scheduled regional service between Belle River and Tecumseh Mall
- Routing via CR22, Old Tecumseh Road, Amy Croft Dr, Tecumseh Rd East
- Potential exchange at St. Clair Shore Shopping Centre to connect to residential and Patillo Rd Industrial Area feeder services



Primary Service Recommendation



Primary Service Recommendation



Route Extension Options



Route Extension Options



Stantec



Option 1b: Extension of the Primary Routing from St Clair Shores Shopping Centre to provide scheduled service into the Patillo Industrial area on weekdays

Option 1c: Providing additional, seasonal service on the Primary Route in the summer months to meet the demands for travel to the Lakeview Regional Park

Option 2a: Extension of Primary Routing (Option 1a) from Tecumseh Mall to the Devonshire Mall. It could potentially provide access to other employment opportunities along Walker Road

Option 2b: Extending Option 2a into the Patillo Road Industrial Area

Proposed Service Frequencies



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Summary of Service Frequencies (minutes)

Weekdays		1a Primary Routing	1b Patillo Rd Extension	1c Sesonal Service Extension	2a Devonshire Mall	2b Devonshire Mall + Patillo Extension
Early Morning	-	-	-	-	-	-
AM Peak	5.30 - 8.30am	30	30	-	30	30
Mid Morning	9am - 12pm	-	-	40	-	-
Midday	12 - 2pm	40	40	-	40	40
Early Afternoon	2 - 4pm	-	-	40	-	-
PM Peak	4 - 7pm	30	30	-	30	30
Early Evening	7.30 - 10.30pm	40	40	-	40	40
Weekends						
Saturday	7am - 10.30pm	40	-	-	40	-
Sunday/Holiday	9am - 7pm	-	-	40	-	-

Service Implications and Cost



Stantec



Route Option		Annual Revenue Hours	Peak vehicle requirement	Annual Operating Cost (millions)	Annual Fare Revenue (millions)	Annual Net Operating Cost (millions)	
						\$2 Fare	\$3 Fare
1a	Primary Routing (Belle River - Tecumseh Mall)	13,130	5	\$1.181	\$0.491	\$0.854	\$0.690
1b	Primary Routing to Tecumseh via Patillo Road Industrial Area	15,970	6	\$1.438	\$0.603	\$1.036	\$0.835
1c	Additional Seasonal Routing to serve Lakeview Park	1,320	-	\$0.119	\$0.047	\$0.089	\$0.072
2a	Primary Routing (Belle River - Devonshire Mall)	18,660	7	\$1.682	\$0.700	\$1.216	\$0.982
2b	Primary Routing to Devonshire Mall via Patillo Rd Industrial Area	21,560	8	\$1.938	\$0.811	\$1.398	\$1.127

Recommendations

- Consider establishment of Option 1a as the Primary Route along the Lakeshore-Tecumseh corridor.
- Engage with Transit Windsor and Tecumseh Transit in terms of operating permissions and delivery options.
- Engage with Tecumseh with respect to cost sharing of services.
- Engage with Patillo Road Industrial Area to consider establishing a shuttle service or contributing to cost sharing of transit services as a feeder service to the Primary Route.
- Examine ways of integrating Essex services to provide feeder services.
- Engage with Transport Service Providers to support the provision of feeder services to the Primary Services as has been successfully demonstrated in Oakville Ontario.

Questions and Discussion...?

Thank you!

Johann van Schaik
Graeme Masterton

Appendix C: Mobility Grant/Funding Sources

Zero Emission Transit Fund (Infrastructure Canada)

- [Government of Canada Page - Applicant Guide](#)
- “The \$2.75 billion Zero Emission Transit Fund offers support to public transit and school bus operators across Canada who are electrifying their fleets. The Zero Emission Transit Fund also delivers on the federal government's commitment to help purchase 5,000 zero emission buses over the next five years. This investment is being made in coordination with the Canada Infrastructure Bank's commitment to invest \$1.5 billion in zero emission buses as part of its three-year Growth Plan.”
- Eligible Projects
 - Planning Projects: studies, modelling, feasibility analysis that supports the development of zero emission bus (ZEB) projects
 - Funding: Up to 80% of total eligible costs
 - Capital Projects: ZEB deployment and procurement of buses, charging and refueling infrastructure, and other ancillary infrastructure needs
 - Funding: Up to 50% of total eligible costs

Rural Transit Solutions Fund (Infrastructure Canada)

- [Government of Canada Page – Planning/Design Applicant Guide – Capital Stream Applicant Guide](#)
- “The Rural Transit Solutions Fund seeks to help Canadians living in rural and remote areas get around their communities more easily and connect with nearby communities.”
- Planning/Design funding
 - Up to \$50,000 or 100% of total cost of the project
- Capital Stream funding
 - Up to \$3 million, or \$5 million if it is a zero-emission solution

Federation of Canadian Municipalities (FCM):

- Transportation Networks and Commuting Options
 - “We fund pilot projects that reduce pollution in Canadian communities by improving transportation systems and networks or encouraging people to switch to less polluting transportation options. This funding helps Canadian cities and communities of all sizes reduce energy consumption and greenhouse gas emissions (GHGs) and improve their air quality.”
 - Funding amounts
 - [Study](#): 50% of costs up to \$175,000
 - [Pilot](#): 50% of costs up to \$500,000
 - [Capital](#): Loan up to \$5 million, grant up to 15% of the loan, 80% of costs
- Reduce Fossil Fuel Use in Fleets

- “We fund feasibility studies for projects that reduce or avoid fossil fuel use in any vehicle that delivers municipal services. This funding helps Canadian cities and communities of all sizes undertake environmental sustainability projects that reduce energy consumption/greenhouse gas emissions (GHGs) and improve their air quality.”
- Funding amounts
 - [Study](#): 50% of costs up to \$175,000
 - [Pilot](#): 50% of costs up to \$500,000
 - [Capital](#): Loan up to \$5 million, grant up to 15% of the loan, 80% of costs

Fed Dev Ontario:

- [Canada Community Revitalization Fund in Southern Ontario](#)
 - “Helping communities across southern Ontario build and improve community infrastructure projects so they can rebound from the effects of COVID-19.”
 - Example projects: “improvement of accessibility”, “projects that reduce environmental impacts”
 - Funding amount
 - Up to \$750,000 or 75% of total eligible costs

Canada Community Building Fund

- Formerly known as “Federal Gas Tax Fund”
- [Ontario’s Information Page - Canadian Government Page](#)
 - “The Canada Community-Building Fund (CCBF) is a permanent source of funding provided up front, twice-a-year, to provinces and territories, who in turn flow this funding to their municipalities to support local infrastructure priorities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility.”
 - “Public transit” listed as first of 18 eligible categories
 - Funding amount

Not listed on a per-project basis, but the total funding

CUTRIC:

- [Funding page](#) is currently offline
- Connection: Heather Pratt (University of Windsor)
- “In sum, CUTRIC supports the development and commercialization technologies required for a 21st century low-carbon green economy.”
- CUTRIC integrate private companies, transit operators, and academic research teams to develop next generation made-in-Canada technologies for global transportation networks
- [Example projects](#):
 - Pan-Canadian Battery Electric Bus Demonstration and Integration Trial

- Design, develop, and integrate battery electric buses (BEBs) with charging systems that operate interactively despite being made by different manufacturers
- University of Windsor listed as a post-secondary partner
- Pan-Canadian Hydrogen Fuel Cell Electric Bus Demonstration and Integration Trial
 - First green hydrogen fuel cell electric bus (FCEB) trial
- amount for Ontario in 2022-23 is \$853.6 million

AVIN: Current Example Project

Durham Pilot Project – [Whitby Autonomous Vehicle Electric Shuttle Project](#)

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: November 30, 2020

Subject: Transit Options

Recommendation

Direct Administration to include a review of local and inter-municipal transit options to support economic development and sustainable community development as part of the 2021 work plan; and,

Authorize the Treasurer to transfer \$60,000 from the Plans and Studies Reserve to support a transit service options study and return to Council by the end of Q3 2021.

Background

At the November 5th 2020 inaugural meeting of the Lakeshore-Tecumseh Inter-Municipal Committee (IMC), the Town of Tecumseh inquired on Lakeshore's interest in joining discussions currently being had with Windsor Transit regarding transit service.

Lakeshore IMC representatives agreed to bring the question back to Council to provide direction on whether or not Lakeshore wishes to begin the planning of a transit service.

Transit in Lakeshore has been reviewed at a number of times over the past two decades as evidenced in Appendix A – Transit Service Review (2016).

In October 2016, Council passed the following resolution 468-10-2016:

1. Council receive the report for information regarding the review of transit services in Lakeshore.
2. Council direct that the evaluation of transit services in Lakeshore be included within the scope of study of the next comprehensive review and update to the Town's Transportation Master Plan, tentatively anticipated for 2017.

The Transportation Master Plan has not been reviewed or updated as this resolution had anticipated due to competing priorities in the annual budget cycle. The current Strategic Plan indicates the Transportation Master Plan is set for review in 2022.

In addition to the Youth Council at their November 7th 2019 meeting passed the following resolution:

Youth in the Town of Lakeshore experience barriers to accessing services, employment and social opportunities and wishes to:

1. Advise Council of their support of item 2.3 in the strategic plan;
2. Requested that Council study the need for transportation options in Lakeshore;
3. Do so in consultation of the youth advisory committee.

The Youth Committee has set transit as its number two priority to explore.

Lakeshore's Official Plan has a number of policies speaking to the importance of transit as it relates to development of the municipality.

7.2.3 Public Transit Systems

While there is no existing comprehensive public transit system in the Town of Lakeshore, the Town will support public transit system connections to the Town of Tecumseh and the City of Windsor. County Road 22 is envisaged as a strategic corridor for the creation of a public transit system which connects the Primary Nodes and the Mixed Use Node by a higher intensity, mixed use corridor. The following will be the policy of the Town:

- a) *The Town will encourage connections with a Regional public transit system.*
- b) *The Town will support County Road 22 as a mixed use transit supportive corridor and work with the neighbouring municipalities, the Region, and transit providers to provide a viable transit service for the Town. Where transit corridors exist or are to be developed, the Town will identify density targets for areas adjacent or in proximity to these corridors.*
- c) *The Town will promote public transit connections to major community destinations, including shopping areas, Employment Areas, institutional and public services and major recreational destinations.*

Comments

Transit is a vital and necessary service provided by urban and urbanizing municipalities. While transit is commonly thought of as a social service, its larger value lies in the impact it has on economic development, smart and cost effective urban development, supporting healthy lifestyles, and perhaps most significantly, reducing medium to long term transportation infrastructure costs.

While Lakeshore is the second largest and fastest growing municipality in the Windsor-Essex Region, it is the only municipality that does not have access to a public transit service with the exception of Amherstburg which is currently moving forward with a proposed pilot transit program. Tecumseh and LaSalle have local services and Kingsville, Essex, and Leamington share an inter-municipal service. Over time, the absence of transit may erode Lakeshore's competitive advantage with development to the rest of the region.

Transit is a future facing service, meaning there typically isn't vocal or overwhelming demand from the public as the existing population has made choices to live or work in a community knowing they must be automobile dependent. The high costs of automobile ownership when added on top of costs of home ownership can act as a barrier to creating inclusive communities and exasperate affordable housing issues.

Youth and seniors tend to be the two most disadvantaged groups when transit service is absent. Aging in place is a principle in sustainable community development and is fundamentally connected to transportation options. Whether you are a student needing to travel to post-secondary schooling or a senior unable to continue driving or afford the increasing costs of automobile ownership, the absence of a transit services increases the likelihood that these two demographic groups will be forced to leave their community as a result of mobility issues.

A transit service allows municipalities to plan better and become more cost effective in service delivery by reducing the need for more costly road improvements in the future. Transit enhances the efficient movement of people and allows for more strategic movement of goods as a result of less congestion on the road network.

The absence of a public transit service is also a barrier to economic development. Many larger businesses will not look at locating offices in a municipality without public transit as it presents barriers to the mobility of their labour force.

Traditionally, transit service is thought of as a looped service that runs continuously through a neighborhood to a common destination such as an employment centre, education district or downtown. Today, transit has taken on a number of different forms that provide municipalities a range of options to deliver such as on-demand service, commuter peak service, rapid bus inter-municipal service, autonomous buses or trolleys that offer a number of cost effective alternatives to the traditional model.

Administration is recommending proceeding with a transit service options study in advance for commencing an update to the Transportation Master Plan as this is typically an input to that larger body of work.

If Council supports a resolution to proceed with a Transit Options Study, will it mean we are committed to delivering transit?

No, Administration will return to Council with the results of the study which would then be Council's decision point on whether or not to proceed. Administration anticipates bringing this back to Council in late Q3.

Financial Impacts

The Transit Options Study will require \$60,000 and is proposed to be funded from the Plans and Studies Reserve.

Federal/Provincial Transit Funding

Senior orders of government are currently providing considerable funding to support the operating and capital costs of transit. Lakeshore has not been able to take advantage of these funding streams due to not providing a transit service. At the time of writing this report, Administration is not aware of any grant funding to study transit options.

Attachment(s): Appendix A – Transit Service Review

Report Approval Details

Document Title:	Transit Options.docx
Attachments:	- Appendix A - Transit Service Review.docx
Final Approval Date:	Dec 3, 2020

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

Truper McBride

Rosanna Pellerito

Kristen Newman

Truper McBride

Municipality of Lakeshore – Report to Council

Finance & Technology

Financial Planning & Analysis



To: Mayor & Members of Council

From: Jessica Gaspard, Interim Corporate Leader – Finance & Technology

Date: October 6, 2021

Subject: Funding for Denis St. Pierre Water Pollution Control Plant Expansion

Recommendation

Approve external debt to be taken in the principal amount of \$ 45,281,427.72 for the Plant Expansion;

Update the Development Charge Study related to wastewater to reflect the costs according to the tender results; and,

Update the 2018 Wastewater User Rates Study as the capital and operating expenditures have considerably changed since the previous study, all as further described in the report presented at the October 12, 2021 Council meeting.

Background

At the September 14, 2021 Council meeting, Council approved the following resolution:

282-09-2021

Award the tender for the Denis St. Pierre Water Pollution Control Plant Expansion Project to North America Construction (1993) Ltd. in the amount of \$43,911,679.00 (plus applicable HST); and

Approve additional funds in the amount of \$2,368,697.60 for the Rourke Line Road Reconstruction to be funded in the 2022 budget from the roads reserve, all as described in the September 14, 2021 Council report.

The total project cost of the expansion is \$55,181,427.72. The combined approved funding from the 2019 and 2021 budgeted totaled \$9,900,000. This resulted in a shortfall of \$45,281,427.72

At the September 16, 2021 special Council Meeting the discussion relating to the source of funding was postponed.

Others Consulted

Watson and Associates

Financial Impacts

At the September 14th Council meeting Administration recommended financing the project using external debt only.

Municipalities in Ontario have an Annual Repayment Limit (ARL) which indicates the maximum amount of debt payment (principal and interest) a municipality can incur. Most municipalities set a limit of 25% of their own annual revenue (property taxes, user fees investment income) that will be allocated to service the debt payments.

Currently, the Municipality is utilizing 6.4% of net revenues to service debt payments. The additional \$45.28M loan for 20 years at 2.49% interest, the Municipality would be at 11.62% of net revenues which would remain below the 25% threshold.

As this project is 90% growth-related, 90% of the principal and interest charges may be funded from the Wastewater Development Charges. The ability to externally finance the project would allow for the non-wastewater reserves and reserve funds to be used for their original intended purposes and continue the capital projects program as intended.

Debt financing can be arranged through Infrastructure Ontario and private banks. A cost benefit analysis will be done to determine which source of external financing would be most cost efficient when the terms and conditions are received.

Currently, Infrastructure Ontario provides short-term financing which is available during the construction period. Interest only payments are calculated and payable monthly. Our current rate is 0.67%. Open repayment of the principal and interest is available any time during construction phase. The construction phase for this project is from January 1st 2022 to March 31, 2023. Once the construction is completed and the amount is debentured the payments are locked in for the entire term of the loan (20 years). The current borrowing rate on long term loans is 2.49%.

The annual principal and interest charges are expected is \$2.9 million over the next 20 years (\$58 million). The repayment of the principal and interest charges would be funded from the Development Charges Wastewater Reserve Fund and supplemented by Wastewater Reserves, Federal Gas Tax and OCIF (up to \$5.8M or the non-growth related portion of the project).

A cash flow analysis (see attachments) was completed to determine the shortfall from the Development Charges Revenue that would require to be supplemented from the other sources noted above. The number of building permits estimated to be issued for

the next 20 years were provided by the Development Charge Study (Dated October 2020)

In Version A, using the current 2021 rates the annual development charges revenue will be approximately \$2 million. This leaves a funding gap of approximately \$900,000 that will be anticipated to close upon the end of the loan.

In Version B, if the development charges for wastewater were to increase from \$10,391 to \$14,265 for a single and semi-detached home the annual revenues will increase to approximately \$2.5 million dollars. The funding gap will be approximately \$300,000. As a result of the indexing of fees at an estimated 2% a year we anticipate the gap to close in approximately 8 years.

As noted above, Administration recommends an update on both the Development Charge Study and the User Rates for the portion related to Wastewater, as the capital and operating expenditures have increased. The rates charged should support the increase in operating and capital program costs that will be required to complete in the future.

Attachments

Funding Strategy – Denis St. Pierre Version A - Current Rates

Funding Strategy – Denis St. Pierre Version B – Increased Rates

Report Approval Details

Document Title:	Funding for Denis St Pierre Expansion.docx
Attachments:	- Funding Strategy Denis St Pierre Version A - Current Rates.pdf - Funding Strategy Denis St Pierre Version B - Increased Rates.pdf
Final Approval Date:	Oct 7, 2021

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

Kristen Newman

Truper McBride

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version A - Current Rates

	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026
DC Charges					
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion					
Single & Semi Detached	149.00	153.00	149.00	149.00	149.00
Multiples	27.00	33.00	27.00	27.00	27.00
Apartments	22.00	29.00	29.00	29.00	29.00
Cash Inflow					
Current DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year					
Single & Semi Detached	10,599.00	10,811.00	11,027.00	11,248.00	11,473.00
Multiples	6,195.48	6,319.00	6,445.00	6,574.00	6,705.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	4,709.00	4,803.00	4,899.00	4,997.00	5,097.00
Estimated DC Collections at Current Rates					
Single & Semi Detached	1,579,251.00	1,654,083.00	1,643,023.00	1,675,952.00	1,709,477.00
Multiples	167,278.00	208,527.00	174,015.00	177,498.00	181,035.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	103,598.00	139,287.00	142,071.00	144,913.00	147,813.00
Total Collected At Current Rates	<u>1,850,127.00</u>	<u>2,001,897.00</u>	<u>1,959,109.00</u>	<u>1,998,363.00</u>	<u>2,038,325.00</u>
Cash Outflow					
Interest	242,708.45	638,561.18	1,094,490.09	1,049,548.58	1,003,481.08
Principal	-	880,348.16	1,793,713.79	1,838,655.30	1,884,722.80
Total Debt Payments Required	<u>242,708.45</u>	<u>1,518,909.34</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>
Cash Net flow					
Net Cash Surplus/(Deficit) from DCs	<u>1,607,418.55</u>	<u>482,987.66</u>	<u>(929,094.88)</u>	<u>(889,840.88)</u>	<u>(849,878.88)</u>

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version A - Current Rates

	Year 6 2027	Year 7 2028	Year 8 2029	Year 9 2030	Year 10 2031
DC Charges					
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion					
Single & Semi Detached	149.00	149.00	149.00	149.00	149.00
Multiples	27.00	27.00	27.00	27.00	27.00
Apartments	29.00	29.00	29.00	29.00	29.00
Cash Inflow					
Current DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year					
Single & Semi Detached	11,702.00	11,936.00	12,175.00	12,419.00	12,667.00
Multiples	6,839.00	6,976.00	7,116.00	7,258.00	7,403.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	5,199.00	5,303.00	5,409.00	5,517.00	5,627.00
Estimated DC Collections at Current Rates					
Single & Semi Detached	1,743,598.00	1,778,464.00	1,814,075.00	1,850,431.00	1,887,383.00
Multiples	184,653.00	188,352.00	192,132.00	195,966.00	199,881.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	150,771.00	153,787.00	156,861.00	159,993.00	163,183.00
Total Collected At Current Rates	2,079,022.00	2,120,603.00	2,163,068.00	2,206,390.00	2,250,447.00
Cash Outflow					
Interest	956,259.34	907,854.47	858,236.81	807,375.98	755,240.83
Principal	1,931,944.54	1,980,349.41	2,029,967.07	2,080,827.90	2,132,963.05
Total Debt Payments Required	2,888,203.88	2,888,203.88	2,888,203.88	2,888,203.88	2,888,203.88
Cash Net flow					
Net Cash Surplus/(Deficit) from DCs	(809,181.88)	(767,600.88)	(725,135.88)	(681,813.88)	(637,756.88)

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version A - Current Rates

	Year 11 2032	Year 12 2033	Year 13 2034	Year 14 2035	Year 15 2036
DC Charges					
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion					
Single & Semi Detached	149.00	149.00	149.00	149.00	149.00
Multiples	27.00	27.00	27.00	27.00	27.00
Apartments	29.00	29.00	29.00	29.00	29.00
Cash Inflow					
Current DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year					
Single & Semi Detached	12,920.00	13,178.00	13,442.00	13,711.00	13,985.00
Multiples	7,551.00	7,702.00	7,856.00	8,013.00	8,173.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	5,740.00	5,855.00	5,972.00	6,091.00	6,213.00
Estimated DC Collections at Current Rates					
Single & Semi Detached	1,925,080.00	1,963,522.00	2,002,858.00	2,042,939.00	2,083,765.00
Multiples	203,877.00	207,954.00	212,112.00	216,351.00	220,671.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	166,460.00	169,795.00	173,188.00	176,639.00	180,177.00
Total Collected At Current Rates	<u>2,295,417.00</u>	<u>2,341,271.00</u>	<u>2,388,158.00</u>	<u>2,435,929.00</u>	<u>2,484,613.00</u>
Cash Outflow					
Interest	701,799.43	647,019.06	590,866.17	533,306.37	474,304.40
Principal	2,186,404.45	2,241,184.82	2,297,337.71	2,354,897.51	2,413,899.48
Total Debt Payments Required	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>
Cash Net flow					
Net Cash Surplus/(Deficit) from DCs	<u>(592,786.88)</u>	<u>(546,932.88)</u>	<u>(500,045.88)</u>	<u>(452,274.88)</u>	<u>(403,590.88)</u>

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version A - Current Rates

	Year 16 2037	Year 18 2038	Year 18 2039	Year 19 2040	Year 20 2041
DC Charges					
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion					
Single & Semi Detached	149.00	149.00	149.00	149.00	149.00
Multiples	27.00	27.00	27.00	27.00	27.00
Apartments	29.00	29.00	29.00	29.00	29.00
Cash Inflow					
Current DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year					
Single & Semi Detached	14,265.00	14,550.00	14,841.00	15,138.00	15,441.00
Multiples	8,336.00	8,503.00	8,673.00	8,846.00	9,023.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	6,337.00	6,464.00	6,593.00	6,725.00	6,860.00
Estimated DC Collections at Current Rates					
Single & Semi Detached	2,125,485.00	2,167,950.00	2,211,309.00	2,255,562.00	2,300,709.00
Multiples	225,072.00	229,581.00	234,171.00	238,842.00	243,621.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	183,773.00	187,456.00	191,197.00	195,025.00	198,940.00
Total Collected At Current Rates	2,534,330.00	2,584,987.00	2,636,677.00	2,689,429.00	2,743,270.00
Cash Outflow					
Interest	413,824.15	351,828.56	288,279.67	223,138.56	156,365.35
Principal	2,474,379.73	2,536,375.32	2,599,924.21	2,665,065.32	2,731,838.53
Total Debt Payments Required	2,888,203.88	2,888,203.88	2,888,203.88	2,888,203.88	2,888,203.88
Cash Net flow					
Net Cash Surplus/(Deficit) from DCs	(353,873.88)	(303,216.88)	(251,526.88)	(198,774.88)	(144,933.88)

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version A - Current Rates

	Year 21 2042	Year 22 2043	Total
DC Charges			
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion			
Single & Semi Detached	149.00	149.00	3,282.00
Multiples	27.00	27.00	600.00
Apartments	29.00	29.00	631.00
Cash Inflow			
Current DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year			
Single & Semi Detached	15,750.00	16,065.00	289,343.00
Multiples	9,203.00	9,387.00	169,096.48
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	6,997.00	7,137.00	128,544.00
Estimated DC Collections at Current Rates			
Single & Semi Detached	2,346,750.00	2,393,685.00	43,155,351.00
Multiples	248,481.00	253,449.00	4,603,519.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	202,913.00	206,973.00	3,694,813.00
Total Collected At Current Rates	2,798,144.00	2,854,107.00	51,453,683.00
Cash Outflow			
Interest	87,919.13	17,757.98	12,800,165.64
Principal	2,800,284.75	1,426,343.87	45,281,427.72
Total Debt Payments Required	2,888,203.88	1,444,101.85	58,081,593.36
Cash Net flow			
Net Cash Surplus/(Deficit) from DCs	(90,059.88)	1,410,005.15	(6,627,910.36)

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version B - If Rates Were Increased

	Year 1 2022	Year 2 2023	Year 3 2024	Year 4 2025	Year 5 2026
DC Charges					
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion					
Single & Semi Detached	149.00	153.00	149.00	149.00	149.00
Multiples	27.00	33.00	27.00	27.00	27.00
Apartments	22.00	29.00	29.00	29.00	29.00
Proposed New Rates for DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year					
Single & Semi Detached	14,265.00	14,550.00	14,841.00	15,138.00	15,441.00
Multiples	6,195.48	6,319.00	6,445.00	6,574.00	6,705.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	4,709.00	4,803.00	4,899.00	4,997.00	5,097.00
Estimated DC Collections at Increased Rates					
Single & Semi Detached	2,125,485.00	2,226,150.00	2,211,309.00	2,255,562.00	2,300,709.00
Multiples	167,278.00	208,527.00	174,015.00	177,498.00	181,035.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	103,598.00	139,287.00	142,071.00	144,913.00	147,813.00
Total Collected At Current Rates	<u>2,396,361.00</u>	<u>2,573,964.00</u>	<u>2,527,395.00</u>	<u>2,577,973.00</u>	<u>2,629,557.00</u>
Cash outflow					
Interest	242,708.45	638,561.18	1,094,490.09	1,049,548.58	1,003,481.08
Principal	-	880,348.16	1,793,713.79	1,838,655.30	1,884,722.80
Total Debt Payments Required	<u>242,708.45</u>	<u>1,518,909.34</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>
Net Cash Surplus/(Deficit) from DCs	<u>2,153,652.55</u>	<u>1,055,054.66</u>	<u>(360,808.88)</u>	<u>(310,230.88)</u>	<u>(258,646.88)</u>

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version B - If Rates Were Increased

	Year 6 2027	Year 7 2028	Year 8 2029	Year 9 2030	Year 10 2031
DC Charges					
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion					
Single & Semi Detached	149.00	149.00	149.00	149.00	149.00
Multiples	27.00	27.00	27.00	27.00	27.00
Apartments	29.00	29.00	29.00	29.00	29.00
Proposed New Rates for DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year					
Single & Semi Detached	15,750.00	16,065.00	16,386.00	16,714.00	17,048.00
Multiples	6,839.00	6,976.00	7,116.00	7,258.00	7,403.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	5,199.00	5,303.00	5,409.00	5,517.00	5,627.00
Estimated DC Collections at Increased Rates					
Single & Semi Detached	2,346,750.00	2,393,685.00	2,441,514.00	2,490,386.00	2,540,152.00
Multiples	184,653.00	188,352.00	192,132.00	195,966.00	199,881.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	150,771.00	153,787.00	156,861.00	159,993.00	163,183.00
Total Collected At Current Rates	<u>2,682,174.00</u>	<u>2,735,824.00</u>	<u>2,790,507.00</u>	<u>2,846,345.00</u>	<u>2,903,216.00</u>
Cash outflow					
Interest	956,259.34	907,854.47	858,236.81	807,375.98	755,240.83
Principal	<u>1,931,944.54</u>	<u>1,980,349.41</u>	<u>2,029,967.07</u>	<u>2,080,827.90</u>	<u>2,132,963.05</u>
Total Debt Payments Required	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>
Net Cash Surplus/(Deficit) from DCs	<u>(206,029.88)</u>	<u>(152,379.88)</u>	<u>(97,696.88)</u>	<u>(41,858.88)</u>	<u>15,012.12</u>

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version B - If Rates Were Increased

	Year 11 2032	Year 12 2033	Year 13 2034	Year 14 2035	Year 15 2036
DC Charges					
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion					
Single & Semi Detached	149.00	149.00	149.00	149.00	149.00
Multiples	27.00	27.00	27.00	27.00	27.00
Apartments	29.00	29.00	29.00	29.00	29.00
Proposed New Rates for DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year					
Single & Semi Detached	17,389.00	17,737.00	18,092.00	18,454.00	18,823.00
Multiples	7,551.00	7,702.00	7,856.00	8,013.00	8,173.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	5,740.00	5,855.00	5,972.00	6,091.00	6,213.00
Estimated DC Collections at Increased Rates					
Single & Semi Detached	2,590,961.00	2,642,813.00	2,695,708.00	2,749,646.00	2,804,627.00
Multiples	203,877.00	207,954.00	212,112.00	216,351.00	220,671.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	166,460.00	169,795.00	173,188.00	176,639.00	180,177.00
Total Collected At Current Rates	<u>2,961,298.00</u>	<u>3,020,562.00</u>	<u>3,081,008.00</u>	<u>3,142,636.00</u>	<u>3,205,475.00</u>
Cash outflow					
Interest	701,799.43	647,019.06	590,866.17	533,306.37	474,304.40
Principal	<u>2,186,404.45</u>	<u>2,241,184.82</u>	<u>2,297,337.71</u>	<u>2,354,897.51</u>	<u>2,413,899.48</u>
Total Debt Payments Required	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>	<u>2,888,203.88</u>
Net Cash Surplus/(Deficit) from DCs	<u>73,094.12</u>	<u>132,358.12</u>	<u>192,804.12</u>	<u>254,432.12</u>	<u>317,271.12</u>

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version B - If Rates Were Increased

	Year 16 2037	Year 18 2038	Year 18 2039	Year 19 2040	Year 20 2041
DC Charges					
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion					
Single & Semi Detached	149.00	149.00	149.00	149.00	149.00
Multiples	27.00	27.00	27.00	27.00	27.00
Apartments	29.00	29.00	29.00	29.00	29.00
Proposed New Rates for DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year					
Single & Semi Detached	19,199.00	19,583.00	19,975.00	20,375.00	20,783.00
Multiples	8,336.00	8,503.00	8,673.00	8,846.00	9,023.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	6,337.00	6,464.00	6,593.00	6,725.00	6,860.00
Estimated DC Collections at Increased Rates					
Single & Semi Detached	2,860,651.00	2,917,867.00	2,976,275.00	3,035,875.00	3,096,667.00
Multiples	225,072.00	229,581.00	234,171.00	238,842.00	243,621.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	183,773.00	187,456.00	191,197.00	195,025.00	198,940.00
Total Collected At Current Rates	3,269,496.00	3,334,904.00	3,401,643.00	3,469,742.00	3,539,228.00
Cash outflow					
Interest	413,824.15	351,828.56	288,279.67	223,138.56	156,365.35
Principal	2,474,379.73	2,536,375.32	2,599,924.21	2,665,065.32	2,731,838.53
Total Debt Payments Required	2,888,203.88	2,888,203.88	2,888,203.88	2,888,203.88	2,888,203.88
Net Cash Surplus/(Deficit) from DCs	381,292.12	446,700.12	513,439.12	581,538.12	651,024.12

Denis St Pierre Funding Model
Construction Loan and Long Term Financing from Infrastructure Ontario
Version B - If Rates Were Increased

	Year 21 2042	Year 22 2043	Total
DC Charges			
Annual Housing Forecast for Urban Locations per the 2020 DC Study, projections included development growth due to Denis St Pierre Expansion			
Single & Semi Detached	149.00	149.00	3,282.00
Multiples	27.00	27.00	600.00
Apartments	29.00	29.00	631.00
Proposed New Rates for DC Charge for Wastewater - Indexed on a yearly basis, estimated index 2% a year			
Cash Inflow			
Single & Semi Detached	21,199.00	21,623.00	389,430.00
Multiples	9,203.00	9,387.00	169,096.48
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	6,997.00	7,137.00	128,544.00
Estimated DC Collections at Increased Rates			
Single & Semi Detached	3,158,651.00	3,221,827.00	58,083,270.00
Multiples	248,481.00	253,449.00	4,603,519.00
Apartments (Average of Between 2 Classes (2 Bedroom vs 1 Bedroom & Bachelor)	202,913.00	206,973.00	3,694,813.00
Total Collected At Current Rates	3,610,045.00	3,682,249.00	66,381,602.00
Cash outflow			
Interest	87,919.13	17,757.98	12,800,165.64
Principal	2,800,284.75	1,426,343.87	45,281,427.72
Total Debt Payments Required	2,888,203.88	1,444,101.85	58,081,593.36
Net Cash Surplus/(Deficit) from DCs	721,841.12	2,238,147.15	8,300,008.64

Municipality of Lakeshore

Minutes of the Special Council Meeting

Thursday, September 16, 2021, 6:30 PM

Electronically hosted from Town Hall, 419 Notre Dame Street, Belle River



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

Members Absent: Councillor Steven Wilder

Staff Present: Chief Administrative Officer Truper McBride, Corporate Leader - Growth & Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Corporate Leader - Strategic & Legal Affairs Kristen Newman, Division Leader - Roads, Parks & Facilities Jeff Wilson, Division Leader - Community Services Frank Jeney, Division Leader - Financial Analysis & Planning Jessica Gaspard, Division Leader - Civic Affairs Brianna Coughlin, Division Leader - Capital Projects Wayne Ormshaw, Team Leader - Civic Engagement Alex Denonville, Interim Division Leader - Information Management & Technology Solutions Mark Donlon

1. Call to Order

Mayor Bain called the meeting to order at 6:32 PM in Council Chambers. All other members of Council participated in the meeting through video conferencing technology from remote locations.

6. Completion of Unfinished Business

1. Delegations

1. Draft Animal Care and Control By-law – Results of Public Consultation

Sarah Aubin and Mackenzie Porter were present electronically and provided concluding remarks from their presentation that began September 14, 2021.

Mayor Bain advised that Councillor Wilder had been called away on a medical emergency and could not be in attendance.

284-09-2021

Moved By Councillor Kerr

Seconded By Deputy Mayor Bailey

Direct Administration to include provisions in the Animal Care and Control By-law for minimum primary enclosure space requirements that exceed the level of the *Provincial Animal Welfare Act*, and include additional resources for education and enforcement in the 2022 Budget, as presented at the September 14, 2021 Council meeting.

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

Opposed (1): Councillor Janisse

Carried

285-09-2021

Moved By Councillor Santarossa

Seconded By Councillor Janisse

Direct Administration to review the minimum distance requirement for kennels to neighbouring properties and present the draft by-law for review.

Carried Unanimously

2. Consent Agenda

286-09-2021

Moved By Councillor Santarossa

Seconded By Councillor Walstedt

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

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

Opposed (1): Councillor Kerr

Carried

1. August 10, 2021 Regular Council Meeting Minutes
2. August 12, 2021 Special Council Meeting Minutes
3. City of Brantford Actively Participate in the Year of the Garden
4. Howard Armstrong Request Amendment to By-law 67-2017 Off-Road Vehicles on Rural Roads

3. Reports for Information

1. Police Services Board Meeting Minutes – June 28, 2021
2. Property Standards Committee Hearing Minutes – July 21, 2021
3. Committee of Adjustment Meeting Minutes – August 18, 2021
4. Drainage Board Meeting August 9, 2021
5. Rock Rink Air Conditioning – Option 1 Rooftop or West Exterior Wall HVAC Unit

287-09-2021

Moved By Councillor Santarossa

Seconded By Councillor Kerr

Bring forward the Rock Rink Air Conditioning project in 2022 Budget.

In Favour (5): Deputy Mayor Bailey, Councillor Janisse, Councillor Santarossa, Councillor Kerr, and Councillor McKinlay

Opposed (2): Mayor Bain, and Councillor Walstedt

Carried

6. Unbudgeted Funds Approved by Council in 2021

288-09-2021

Moved By Councillor Santarossa

Seconded By Councillor Kerr

Receive the Reports for Information as listed on the agenda.

Carried Unanimously

4. Reports for Direction

1. Support for National Day for Truth and Reconciliation

289-09-2021

Moved By Deputy Mayor Bailey

Seconded By Councillor Santarossa

Whereas the Truth and Reconciliation Commission released its final report on June 2, 2015, which included 94 Calls to Action to redress the legacy of residential schools and advance the process of Canadian reconciliation;

And whereas the recent discoveries of remains and unmarked graves across Canada have led to increased calls for all levels of government to address the recommendations in the TRC's Calls to Action;

And whereas all Canadians and all orders of government have a role to play in reconciliation;

And whereas Recommendation #80 of the Truth and Reconciliation Commission called upon the federal government, in collaboration with Aboriginal peoples, to establish, as a statutory holiday, a National Day for Truth and Reconciliation to ensure that public commemoration of the history and legacy of residential schools remains a vital component of the reconciliation process;

And whereas the Federal Government has announced September 30th 2021 as the first National Day for Truth and Reconciliation (National Orange Shirt Day) and a statutory holiday;

Therefore be it resolved that the Council of the Municipality of Lakeshore commits to recognizing September 30th 2021 as the National Day for Truth and Reconciliation (National Orange Shirt Day) by sharing the stories of residential school survivors, their families, and communities.

Recognize September 30th as a paid holiday for all Lakeshore employees.

In Favour (4): Mayor Bain, Deputy Mayor Bailey, Councillor Santarossa, and Councillor Kerr

Opposed (3): Councillor Janisse, Councillor Walstedt and Councillor McKinlay

Carried

2. Tender Award – Railway Avenue Watermain Replacement

290-09-2021

Moved By Councillor Kerr

Seconded By Councillor Janisse

Award the tender for Railway Avenue Watermain Replacement to SheaRock Construction for a total cost of \$1,144,500.00 plus applicable HST, as presented at the September 14, 2021 Council meeting.

Carried Unanimously

3. Tender Award – Fire Hall Asphalt Replacement

291-09-2021

Moved By Councillor Walstedt

Seconded By Councillor McKinlay

Award the tender for the Fire Hall Asphalt Replacement to Quinlan Inc. in the amount of \$89,807.50 plus applicable HST for asphalt replacement, as described in the September 14, 2021 Council Report.

Carried Unanimously

4. Tender Award – Denis St. Pierre Water Pollution Control Plant Expansion

292-09-2021

Moved By Councillor Janisse

Seconded By Councillor Kerr

Defer consideration until the September 28, 2021 meeting.

Carried Unanimously

5. County Wide Active Transportation System (CWATS) 2022 Project, County Rd 2 Lake-9 Segment

293-09-2021

Moved By Councillor Kerr

Seconded By Councillor Janisse

Approve the construction of a paved shoulder (Lake-9) along Tecumseh Road (County Road 2) between the Moison Creek Bridge to Stuart Lane for submission to the CWATS Committee for consideration in 2022; and

Direct Administration to include \$268,857.00 for the construction of the paved shoulder in the 2022 budget, as further described in the September 14, 2021 Council report.

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

Opposed (1): Councillor Walstedt

Carried

6. Atlas Tube Recreation Centre South East Exit Door

294-09-2021

Moved By Councillor Kerr

Seconded By Councillor Walstedt

Approve the repurposing of the South East exit door at the Atlas Tube Recreation Centre to an accessible door, the cost of which is to be paid from the Facilities Reserve in 2021.

Carried Unanimously

7. ATRC Splash Pad – Use, Operations, Lifecycle, Infrastructure

295-09-2021

Moved By Councillor Kerr

Seconded By Deputy Mayor Bailey

Receive the report.

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

Opposed (4): Mayor Bain, Councillor Janisse, Councillor Walstedt, and Councillor McKinlay

Lost

296-09-2021

Moved By Deputy Mayor Bailey

Seconded By Councillor McKinlay

Bring back a report on the cost to decommission (not remove) the splash pad at the ATRC.

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

Opposed (1): Councillor Janisse

Carried

8. 2020 Year End Variance Report

Mayor Bain called a recess at 9:05 PM. Council returned to the meeting at 9:14 PM.

297-09-2021

Moved By Deputy Mayor Bailey

Seconded By Councillor Walstedt

Receive the report regarding the 2020 Year End Variances for the general (taxation funded), wastewater (sanitary sewer) and water funds;

Approve the taxation supported surplus of \$1,578,084 for the year ended December 31, 2020;

Approve a transfer of \$1,375,407 to the Working Funds Reserve;

Approve a transfer to the Legal reserve of \$129,293 representing the 2020 surplus in the Legal expense account budget;

Approve a transfer to the Insurance reserve of \$73,384 representing the 2020 surplus in the overall insurance claims expense account budget;

Approve a transfer of \$283,375 to the Building Services – Operating reserve fund to transfer the 2020 Accumulated Net Surplus per the draft 2020 Building Services Statement;

Approve a transfer of \$491,562 representing a surplus from Wastewater (sanitary sewer) operations for the year ended December 31, 2020 to the Wastewater (Sanitary Sewer) Reserve Fund; and

Approve a transfer of \$189,600 representing a surplus from Water operations for the year ended December 31, 2020 be transferred to the Water Reserve Fund.

In Favour (5): Mayor Bain, Deputy Mayor Bailey, Councillor Santarossa, Councillor Walstedt, and Councillor McKinlay

Opposed (2): Councillor Janisse, and Councillor Kerr

Carried

9. 2020 Capital Variance Report

298-09-2021

Moved By Councillor Walstedt

Seconded By Councillor McKinlay

Approve the net capital transfer to/from projects of (\$295,531) as identified in Appendix A of the 2020 Capital Variance Report for the year ended December 31, 2020 and approve the transfer of \$14,861,791 to the encumbrance reserve.

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

Opposed (1): Councillor Janisse

Carried

10. Accessibility Advisory Committee Draft Meeting Minutes, May 4, 2021

299-09-2021

Moved By Deputy Mayor Bailey

Seconded By Councillor Walstedt

Direct Administration to prepare a report for the Accessibility Advisory Committee regarding Evacuation Chairs;

Direct Administration to advertise to replace the two vacancies on the Committee; and

Receive the Accessibility Advisory Committee Meeting Minutes of May 4, 2021.

Carried Unanimously

11. Exchange Server Migration

300-09-2021

Moved By Councillor Kerr

Seconded By Councillor Santarossa

Authorize Administration to spend up to \$100,000 from the Working Funds Reserve to undertake the emergency migration of the Exchange Server to Office 365 and the requisite Cloud Strategy to support the work.

Carried Unanimously

5. Consideration of By-laws

301-09-2021

Moved By Councillor Santarossa

Seconded By Deputy Mayor Bailey

By-law 72-2021 be read and passed in open session on September 16, 2021.

In Favor (6): Mayor Bain, Deputy Mayor Bailey, Councillor Janisse, Councillor Santarossa, Councillor Walstedt, and Councillor McKinlay

Opposed (1): Councillor Kerr

Carried

302-09-2021

Moved By Councillor Walstedt

Seconded By Councillor Santarossa

By-law 73-2021 be read and passed in open session on September 16, 2021.

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

Opposed (1): Councillor Janisse

Carried

303-09-2021**Moved By** Councillor Santarossa**Seconded By** Deputy Mayor Bailey

By-law 67-2021 be read a first and second time and provisionally adopted;

By-laws 48-2021, 57-2021 and 58-2021 be read a third and adopted; and

By-laws 68-2021, 71-2021 and 74-2021 be read and passed in open session on September 16, 2021.

Carried Unanimously

1. By-law 48-2021, Being a By-law for the No. 3 Government Drain in the Municipality of Lakeshore
2. By-law 57-2021, Being a By-law for the 3rd Concession Drain - East of little Creek in the Municipality of Lakeshore
3. By-law 58-2021, Being a By-law for the 2nd Concession drain - South Malden Road in the Municipality of Lakeshore
4. By-law 67-2021, Being a By-law for the Brown Drain Enclosure in the Municipality of Lakeshore
5. By-law 68-2021, Being a By-law to Confirm the Proceedings of Council for August 10th and August 12th Meetings
6. By-law 71-2021, Being a By-law to Authorize a Grant to the John Freeman Walls Historic Site & Underground Museum
7. By-law 72-2021, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-24-2021)
8. By-law 73-2021, Being a By-law to Amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-25-2021)
9. By-law 74-2021, Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-01-2021)

304-09-2021**Moved By** Councillor Kerr**Seconded By** Councillor McKinlay

Extend the meeting past the 9:30 PM deadline.

In Favour (2): Councillor Kerr, and Councillor McKinlay

Opposed (5): Mayor Bain, Deputy Mayor Bailey, Councillor Janisse,
Councillor Santarossa, and Councillor Walstedt

Lost

7. Adjournment**305-09-2021****Moved By** Councillor Walstedt**Seconded By** Councillor Santarossa

Council adjourn its meeting at 9:30 PM.

In Favor (6): Mayor Bain, Deputy Mayor Bailey, Councillor Janisse, Councillor Santarossa, Councillor Walstedt, and Councillor McKinlay

Opposed (1): Councillor Kerr

Carried

Tom Bain
Mayor

Kristen Newman
Clerk

Municipality of Lakeshore

Minutes of the Regular Council Meeting

Tuesday, September 28, 2021, 5:00 PM

Electronically hosted from Town Hall, 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, Corporate Leader - Growth & Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Corporate Leader - Strategic & Legal Affairs Kristen Newman, Division Leader - Civic Affairs Brianna Coughlin, Division Leader - Community Services Frank Jeney, Division Leader - Economic Development & Mobility Ryan Donally, Division Leader - Workforce Development Lisa Granger, Planner I Ian Search, Planner III Aaron Hair, Team Leader - Revenue Michelle Heslop, Interim Division Leader - Information Management & Technology Solutions Mark Donlon

1. Call to Order

Mayor Bain called the meeting to order at 5:04 PM in Council Chambers. All other members of Council participated in the meeting through video conferencing technology from remote locations.

2. Closed Session

306-09-2021

Moved By Councillor Wilder

Seconded By Councillor Santarossa

Council move into closed session in Council Chambers at 5:05 PM in accordance with:

- a. Paragraph 239(2)(e), (f) and (k) of the *Municipal Act, 2001* to discuss litigation affecting the municipality, advice that is subject to solicitor-client privilege, including communications necessary for that purpose, 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 the Amy Croft area;

- b. Paragraph 239(2)(a) of the *Municipal Act, 2001* to discuss the security of the property of the municipality relating to information technology security;
- c. Paragraph 239(2)(d) and (f) of the *Municipal Act, 2001* to discuss labour relations or employee negotiations and advice that is subject to solicitor-client privilege, including communications necessary for that purpose, relating to a mandatory vaccination policy;
- d. Paragraph 239(2)(d) of the *Municipal Act, 2001* to discuss labour relations or employee negotiations relating to collective agreements relating to a paid holiday; and
- e. Paragraph 239(2)(b) and (d) of the *Municipal Act, 2001* to discuss personal matters about an identifiable individual, including municipal or local board employees and labour relations or employee negotiations, relating to the recruitment of an employee.

Carried Unanimously

3. Return to Open Session

The closed session was adjourned at 6:47 PM and Mayor Bain called a recess at that time.

Council returned to open session at 7:00 PM.

4. Moment of Reflection

5. Disclosures of Pecuniary Interest

6. Recognitions

Mayor Bain recognized National Day for Truth and Reconciliation on September 30th and encouraged residents to learn more regarding local events and educational resources.

Mayor Bain also recognized the following Lakeshore residents who received citations at the Police Services Board meeting September 27, 2021:

- Wendy Howlett, Deacon Ross, Carter Faust and Mustafe Mansour were awarded Commissioner's Citations for Lifesaving; and
- Robert Thoms and Kenneth Baker were awarded the Commissioner's Citation for Bravery.

7. Public Meetings under the *Municipal Act, 2001*

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

307-09-2021

Moved By Councillor Janisse

Seconded By Councillor Wilder

Authorize the reduction of taxes under s. 357 of the *Municipal Act, 2001* totaling \$16,051.16 for adjustments affecting the 2020, 2021 taxation years, as outlined in the report from Finance Services presented at the September 28, 2021 Council meeting.

Carried Unanimously

9. Delegations

1. Data Backup and Disaster Recovery – Service Levels

308-09-2021

Moved By Councillor Walstedt

Seconded By Councillor Wilder

Authorize a first charge in the amount of \$30,000 to the base budget commencing in the 2022 budget to support annualized costs of the proposed data backup and discovery strategy, as presented at the September 28, 2021 Council Meeting.

Carried Unanimously

10. Completion of Unfinished Business

11. Consent Agenda

309-09-2021

Moved By Councillor Santarossa

Seconded By Deputy Mayor Bailey

Approve minutes of the September 14, 2021 meeting.

Carried Unanimously

310-09-2021

Moved By Councillor Santarossa

Seconded By Deputy Mayor Bailey

Defer consideration of the September 16, 2021 minutes pending corrections.

Carried Unanimously

1. **September 14, 2021 Regular Council Meeting Minutes**
2. **September 16, 2021 Special Council Meeting Minutes**

12. Reports for Information

1. **Drainage Board meeting July 5th, 2021**

311-09-2021

Moved By Councillor Walstedt

Seconded By Councillor Janisse

Receive the Drainage Board meeting July 5th, 2021 report.

Carried Unanimously

2. **Recruitment Challenges**

312-09-2021

Moved By Councillor Wilder

Seconded By Deputy Mayor Bailey

Defer consideration of the report pending the upcoming report relating to retention.

Carried Unanimously

13. Reports for Direction

1. **Short-term Accommodation Rentals – Results of Public Consultation Process**

313-09-2021

Moved By Deputy Mayor Bailey

Seconded By Councillor Santarossa

Defer consideration of the report pending a further report regarding regulatory options for short term rentals, including business licensing, number of permitted short term rentals, definition of primary residence and types of dwelling.

Carried Unanimously

2. COVID-19 Resilience Infrastructure Stream Grant – Local Government Intake

314-09-2021

Moved By Councillor Kerr

Seconded By Councillor McKinlay

Direct the Clerk to read By-law 84-2021 authorizing the Mayor and Clerk to execute the COVID-19 Resilience Infrastructure Stream transfer payment agreement for \$479,000 during the “Consideration of the By-laws”, as further described in the September 28, 2021 Council meeting report.

Carried Unanimously

3. A By-law to Deem a Certain Lot to no longer be a Registered Lot on a Plan of Subdivision (Lot 1, Registered Plan 1568) in the Municipality of Lakeshore

315-09-2021

Moved By Councillor Santarossa

Seconded By Councillor Wilder

Direct the Clerk to read By-law 79-2021 during the “Consideration of By-laws” in order to deem Lot 1 in Registered Plan 1568 in the Municipality of Lakeshore as no longer forming part of a plan of subdivision, as further described in the report presented at the September 28, 2021 Council meeting.

Carried Unanimously

4. Subdivision Agreement of the Lakeshore New Centre Estates Phase 3B

316-09-2021

Moved By Deputy Mayor Bailey

Seconded By Councillor Walstedt

Direct the Clerk to read By-law 78-2021, during the “Consideration of By-laws” to authorize the Mayor and Clerk to execute a Subdivision Agreement with the Owner of Phase 3B of Lakeshore New Centre Estates.

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

Opposed (1): Councillor Wilder

Carried

5. Tracey Estates Phase 2 Subdivision Agreement

317-09-2021

Moved By Councillor McKinlay

Seconded By Councillor Walstedt

Direct the Clerk to read By-law 77-2021, during the “Consideration of By-laws” to authorize the Mayor and Clerk to execute a Subdivision Agreement with the Owner of Phase 2 of Tracey Estates.

Carried Unanimously

6. Employee Vaccination Policy for the Municipality

318-09-2021

Moved By Deputy Mayor Bailey

Seconded By Councillor McKinlay

Direct Administration to revise draft Council Policy - Employee COVID-19 Vaccination Policy, as presented at the September 28, 2021 Council meeting, to include a two-test requirement for employees that are not vaccinated.

Carried Unanimously

15. Reports from County Council Representatives

Deputy Mayor Bailey provided an update regarding County of Essex Council matters.

17. Notices of Motion

18. Question Period

19. Non-Agenda Business

20. Consideration of By-laws

320-09-2021

Moved By Councillor Santarossa

Seconded By Councillor Walstedt

By-laws 77-2021, 79-2021 and 84-2021 be read and passed in open session on September 28, 2021.

Carried Unanimously

321-09-2021

Moved By Councillor Santarossa

Seconded By Councillor Walstedt

By-law 78-2021 be read and passed in open session on September 28, 2021.

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

Opposed (1): Councillor Wilder

Carried

- 1. By-law 77-2021, Being a By-law to authorize the execution of a Subdivision Agreement pertaining to Raymond Joseph Tracey & Deborah Dalane Tracey (Tracey Estates Phase 2)**
- 2. By-law 78-2021, Being a By-law to authorize the execution of a Subdivision Agreement pertaining to Lakeshore New Centre Estates Ltd. (Phase 3B)**
- 3. By-law 79-2021, Being a By-law to Deem Certain Lots to no Longer be Registered Lots on a Plan of Subdivision**
- 4. By-law 82-2021, Being a By-law to Confirm Proceedings of Council for September 14th and September 16th, 2021**
- 5. By-law 83-2021, Being a By-law to Adopt an Employee COVID-19 Vaccination Policy for the Municipality of Lakeshore**
- 6. By-law 84-2021, Being a By-law to Authorize the Mayor and Clerk to Execute the COVID-19 Resilience Infrastructure Stream Transfer Payment Agreement**

21. Adjournment**322-09-2021****Moved By** Councillor McKinlay**Seconded By** Councillor Walstedt

Council adjourn its meeting at 8:58 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



234-2021-4356

September 29, 2021

**SUBJECT: Expiry of Temporary Regulations (130/20 and 131/20) Limiting
Municipal Authority to Regulate Construction Noise**

Dear Head of Council:

As you may know, as part of the Province's measures to respond to COVID-19, in April 2020, our government introduced temporary limits on municipal authority to regulate noise from construction to help support expedited construction of healthcare and other projects. I am writing to update you that **these changes are scheduled to expire on October 7, 2021.**

The temporary measures have supported construction of critical healthcare-related infrastructure, while helping to protect the health and safety of construction workers throughout the pandemic.

From October 7 onwards, municipalities will again have the authority to regulate construction noise in their communities at all times of day and night. Should there be priority projects that a municipality wishes to help expedite, as before, municipalities can explore addressing those projects through their local noise bylaws. If your municipality has any questions on these changes, I would encourage you to contact your local [Municipal Services Office](#).

Thank you for your continued support and collaboration throughout the COVID-19 emergency. I look forward to continuing to work together to support Ontario's communities.

Sincerely,

A handwritten signature in blue ink that reads "Steve Clark".

Steve Clark
Minister of Municipal Affairs and Housing

.../2

- c: The Honourable Monte McNaughton, Minister of Labour, Training and Skills
Development
Municipal Chief Administrative Officers and Clerks
Kate Manson-Smith, Deputy Minister of Municipal Affairs and Housing
Brian Rosborough, Executive Director, Association of Municipalities of Ontario

September 15, 2021

Windsor City Council
c/o Steve Vlachodimos
City Clerk
350 City Hall Square West, Room 530
Windsor, Ontario
N9A 6S1

VIA EMAIL - svlachodimos@citywindsor.ca; clerks@citywindsor.ca

Dear Mayor Dilkens and City Councillors:

Re: Regional Affordable Housing Strategy and Review of Social Housing Cost Sharing Agreement

More than ever before, residents of both the City of Windsor and County of Essex are struggling to find affordable housing options within the region. I think we can agree that we're experiencing an affordable housing crisis within the region and it's incumbent on the municipalities within the region to collaborate to develop a plan to address this crisis.

As the Service Manager for the region, Federal and Provincial funding opportunities do become available to you, however, we know they are often restrictive due to the tight deadlines which don't provide for ample time to develop proposals or to seek out private sector investors who may be able to offer some affordable housing partnership solutions.

At the August 11th, 2021 meeting of County Council, a proposal to support an application for a Round 2 Rapid Housing Initiative in Leamington, by way of a 20-year commitment to fund operational costs, was presented by City Administration. County Council was supportive of the project and agreeable to the funding commitment, however, it was recognized that going forward, there is a need for a regional Affordable Housing Strategy to be developed so plans are in place when funding and partnership opportunities are presented.

Subject of Letter Regional Affordable Housing Strategy and Review of Social Housing Cost Sharing Agreement

September 15, 2021

Similarly, County Council received a presentation on June 16, 2021 from the Windsor Essex Community Housing Corporation, providing an update on the state of the Social Housing stock and the challenges in implementing its capital repair, renewal and asset maintenance program within the region.

County Council recognizes that, it has been twenty-two years since the funding formulas for Ontario Works, Child Care and Social Housing were arbitrated and with respect to Social Housing, it would be appropriate to review the existing funding agreement for regional Social Housing costs and develop a new cost sharing agreement or addendum to the existing agreement.

On behalf of Essex County Council, I would ask that City Council support the immediate commencement of discussions on the development of a Regional Affordable Housing Strategy, including funding responsibilities. I would also ask that City Council support the commencement of discussions on the review of the 1999 Social Housing Cost Sharing arbitrated agreement, with a view to addressing cost sharing provisions for new regional units and regional housing and homelessness initiatives.

As a region, I have no doubt that we can work collaboratively to find creative solutions to address the affordable housing crisis facing our residents.

Sincerely yours,



Gary McNamara
Warden, County of Essex

Attachment

CC: All County of Essex Municipal Councils
Mike Galloway, Chief Administrative Officer, County of Essex
Jason Reynar, Chief Administrative Officer, City of Windsor



August 12, 2021

Re: Resolution of County Council – August 11, 2021

177-2021

Moved By Nelson Santos

Seconded By Marc Bondy

It is recommended that Essex County Council receive the memo from the Executive Director of Housing and Children's Services regarding the Rapid Housing Initiative for information, and further;

THAT Essex County Council pre-commit the annual operating budget funding required, currently estimated at \$48,000 in each of the post-construction operating years to a maximum of 20 years, to support the Round 2 Rapid Housing Initiative project for The Bridge, detailed in the Executive Director of Housing and Children's Services memo dated August 6, 2021, subject to refinement of the annual budget estimate as the developments are finalized, and further;

THAT Essex County Council approve, providing a letter of support to the City of Windsor for submission with the application to Canada Mortgage and Housing Corporation for the required operating and/or capital funding related to The Bridge project, and further;

THAT Essex County Council approve, entering into an agreement with the City of Windsor for the 20-year operating commitment for the County based on compliance with the Contribution Agreement with CMHC on the Rapid Housing Initiative, and further;

THAT Essex County Council request Windsor City Council to support the immediate commencement of discussions on the development of a Regional Affordable Housing Strategy, including funding responsibilities, and further;

THAT Essex County Council request Windsor City Council to support the commencement of discussions on the review of the 1999 Social Housing Cost Sharing arbitrated agreement, with a view to addressing cost sharing provisions for new regional units and regional housing and homelessness initiatives.

Carried

Municipality of Lakeshore – Report to Council

Operations

Roads, Parks & Facilities



To: Mayor & Members of Council
From: Jeff Wilson, Division Leader – Roads, Parks & Facilities
Date: October 12, 2021
Subject: Girard Park Tree Planting Project

Recommendation

This report is for information only.

Background

During the late spring of 2021 a concern by a resident was brought to the Municipality's attention involving kids playing soccer in Girard Park and errant soccer balls (and/or other items) being launched over the fence and into neighbouring private yards.

Although retrieval of the soccer balls may have been innocent enough, it did create concerns for residents with back yard pools and safety issues for kids being on private property. Girard Park is a neighborhood park with close proximity to homes and does not support this type of activity.

Comments

Girard Park is a 0.60 Acre Neighborhood Park located at 1410 Traditional Trail. It has a frontage of 100.39 ft and a depth of 100.62 ft. The amenities included in this neighborhood park are a play structure, 5 trees, 2 accessible park benches and a deep well trash collector.

During the COVID pandemic with most or all recreational activities and local sports not permitted to host league play, some Lakeshore youth had begun to utilize parks to play soccer. Due to the insufficient open space for such activities adjacent residents were experiencing soccer balls entering their backyards and pools.

The provincial step reopening of activities has seen youths returning to regular organized activities and since this time no other calls have been received by the Municipality.

It was identified that Girard Park still requires some barrier to protect this from occurring.

Administration's plan for Girard Park is to strategically place new trees to deter sports activities within this neighborhood park. Girard Park will receive an additional 4 trees along the southeast and the west side of the park to provide significant shade for parks users and enhance the tree canopy within the park to alleviate the concern noted above.

Tender values were received for the supply and planting of trees in various locations throughout the Municipality that included the planting of these trees.

Financial Impacts

The table below summarizes the cost for the placement of these trees in Girard Park.

Girard Park Tree Planting Project	Project Cost excluding non-refundable HST
Placement of 4 - 60mm Trees	\$395.90 each
Total Estimated Cost excluding non-refundable HST	\$1,583.60

The costs above will be funded from the approved Parks Operational Budget item.

Report Approval Details

Document Title:	Girard Park .docx
Attachments:	
Final Approval Date:	Oct 4, 2021

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

Krystal Kalbol

Jessica Gaspard

Kristen Newman

Truper McBride

Municipality of Lakeshore – Report to Council

Operations

Roads, Parks & Facilities



To: Mayor & Members of Council
From: Jeff Wilson, Division Leader – Roads, Parks & Facilities
Date: October 5, 2021
Subject: 2021 Tree Planting Pilot Program

Recommendation

This report is for information only.

Background

As proposed in the report to Council dated June 15th, 2020, a Tree Planting Pilot Program was initiated in order to plant trees in developments where tree planting was not a requirement in the subdivision agreement at that time. These development agreements were executed prior to 2012.

The pilot program was to be undertaken for 1 year, in advance of a more Municipal-wide program to determine interest from the residents and costs associated with the program.

This program will increase the tree canopy coverage within the Municipality to combat the impact of greenhouse gas emissions. In this time of climate change, shade is needed to provide protection to residents from sun exposure when walking or bicycling in neighborhoods. Tree canopy also creates character, beauty and will provide natural habitat for wildlife.

The pilot program criteria was based on those developments that were constructed with a subdivision agreement executed prior to 2012 (that did not include tree planting requirements). The program would commence with the earliest constructed subdivisions first, proceeding through with newer subdivisions that did not require Municipal trees.

In accordance with this criteria, Seasons at the Creek was identified as the first area that would meet the criteria for tree planting. A total of 191 trees (for both phases of the development) would be required. Trees would be planted over several years, based on approximately 40 trees a year (depending on tendered costs).

Other developments that would follow if this program proceeds would include Chelsea Park, Woodslee Estates & Lakeshore New Centre Estates (Phase 2D).

Comments

The approved budgeted amount for the 2021 Tree Planting Pilot project was \$20,000.

The tender for tree planting included the following projects:

- Tree planting for new residential developments (paid for through subdivision agreements);
- Tree planting replacement along roads and within park areas; and
- Tree Planting Pilot Program tree placement.

The tender was publicly advertised on Bids & Tenders website on September 10th, 2021 and closed on October 1st. The cost for planting new trees was \$395.90 per tree.

The attachment shows the placement of the trees for the pilot program. Administration has also included the planting of three trees around the storm water management pond within this development.

Administration will be conducting a survey for residents in the pilot project area to assess satisfaction with the tree planting program. Following completion of the survey Administration will make recommendations to continue the program in the draft 2023 Budget. If Council would like to continue this program ahead of the pilot program being fully assessed, direction would need to be provided to include funding in the draft 2022 Budget.

Financial Impacts

The table below summarizes the costs for the placement of trees for the 2021 Tree Planting Pilot Program for informational purposes.

2021 Tree Planting Pilot Program	Project Costs including non-refundable HST
Tendered Cost for each 60mm Tree	\$402.87
Total Estimated Cost to Plant 49 Trees	\$19,740.63

There is no financial impact as the above costs fall within the approved 2021 Tree Planting Pilot Program approved budget.

Attachments

Map of 2021 Pilot Tree Planting Program

Report Approval Details

Document Title:	2021 Pilot Tree Planting Program.docx
Attachments:	- 2021 Pilot Tree Planting Program.pdf
Final Approval Date:	Oct 7, 2021

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

Krystal Kalbol

Jessica Gaspard

Kristen Newman

Truper McBride



Municipality of Lakeshore – Report to Council

Growth & Sustainability

Community Planning



To: Mayor & Members of Council

From: Ayusha Hanif

Date: September 28, 2021

Subject: Removal of Holding Symbol ZBA-29-2021 and Site Plan Control Agreement SPC-2-2017 RE Glider Systems Inc.

Recommendation

Adopt By-law 89-2021 to remove the Holding Symbol (h2) for the subject property 4183 Richardson Side Road as shown on Appendix A – Key Map from General Employment Zone Exception 9 Holding Zone (M1-9)(h2) to General Employment Zone Exception 9 (M1-9);

Approve Site Plan Control Application SPC-2-2017 to approve plans and drawings showing a sewing area for the production of the rolling tarp system, additional truck bays, new office area, a warehouse, and a future eating establishment for the subject site 4183 Richardson Side Road as shown on Appendix A – Key Map, subject to the following condition:

- a. That the owner/development enter into a Site Plan Agreement with Lakeshore 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; and

The Clerk read By-law 81-2021 authorizing the Mayor and Clerk to execute the Site Plan Agreement, all as presented at the October 12, 2021 Council meeting.

Background

On April 20, 2021, Council approved an application for Glider Systems to rezone the subject lands to a General Employment Zone Exception 9 (M1-9) which includes a holding provision which shall be removed when a site plan agreement is entered into, and the Municipality is satisfied that there is a potable water supply.

The applicant has applied to have the holding symbol removed. The Lakeshore Official Plan notes that the Municipality may place a holding symbol on a zone that prevents development from occurring until the Municipality is satisfied that certain conditions have been met. Specific actions or requirements for lifting the holding provision are set

out in Section 5.5 of the Town of Lakeshore Zoning By-law (Holding Zones).

Holding Symbol	Permitted Use Until the holding symbol is removed.	Conditions for removal of the Holding Symbol.
H2	Existing uses shall be the only uses permitted in the interim.	<p>The holding symbol shall not be removed until such time as the following have been completed to the satisfaction of the Municipality of Lakeshore:</p> <ul style="list-style-type: none"> - The applicant enters into a site plan agreement with the Municipality of Lakeshore; and - That the applicant confirms that there is potable water provided to the property to the satisfaction of the Municipality of Lakeshore

The Municipality has received a letter dated April 29, 2021 regarding the KOA waterline which provides water services to the property acknowledging that the waterline will be sufficient for the expansion of the subject property 4183 Richardson Side Road. Therefore, the conditions for removing the holding symbol have been met and it is being recommended that the holding symbol be removed from the subject property.

The parcel of land subject of this application is located at 4183 Richardson Side Road. The subject property is zoned General Employment Zone Exception 9 (M1-9)(h2) in the Lakeshore Zoning By-law. The M1-9 zone exception permits the existing buildings to be in compliance with Lakeshore Zoning By-law 2-2012, and further permits a new sewing area for the production of the rolling tarp system, additional truck bays, new office area, a warehouse, and a future eating establishment.

Subject Land (4183 Richardson Side Road)	Lot Area— 7.06 ha (17.46 acre) Existing Use — Light manufacturing building/office and warehouse storage units Proposed Use – in addition to the existing uses, a new sewing area for the production of the rolling tarp systems (manufacturing, light), 10 additional truck bays (loading space), office area, 2 new warehouse facilities for storage and an eating establishment Access — access off of Richardson Side Road Services — private water line, septic
Neighbouring Land Uses	North: Highway 401/agricultural lands South: Agricultural lands East: Agricultural lands West: Agricultural lands
Official Plan	Urban Fringe
Existing Zoning	General Employment Zone Exception 9 (M1-9)(h2)
Proposed Zoning	General Employment Zone Exception 9 (M1-9)

Comments

Provincial Policy Statement

The proposed development is consistent with the policies of the 2020 Provincial Policy Statement (PPS) including the following:

- Promoting opportunities for intensification and redevelopment, taking into account the availability of suitable existing and planned infrastructure and public service facilities (Section 1.1.3.3);
- Major facilities and sensitive land uses shall be planned and developed to avoid, or if avoidance is not possible, minimize and mitigate any potential adverse effects from odour, noise and other contaminants, minimize risk to public health and safety, and to ensure the long-term operational and economic viability of major facilities in accordance with provincial guidelines, standards and procedures (Section 1.2.6.1).

County of Essex Official Plan

The subject site is located within the settlement area in the County of Essex Official Plan. Accordingly, the proposed development constitutes intensification of a site within the existing built-up area of the municipality and would represent cost-effective development.

Lakeshore Official Plan

The site is designated Urban Fringe in the Municipality's Official Plan. The Urban Fringe area consists of clusters of predominantly residential and commercial uses which have developed at the periphery of the Municipality of Lakeshore adjacent to Settlement Areas outside of the Municipality. These areas generally reflect the extent of existing uses and development patterns. The applicant wishes to intensify an existing property and business located within the Urban Fringe area.

The Urban Fringe Designation in the Official Plan permits residential, commercial, recreational and open space related uses.

Zoning By-law

The site plan SPC-2-2017, titled Glider Systems Inc. 4183 Richardson Side Road Site Plan Control, and dated July 30th 2021 conforms to the zoning by-law. The Municipality is satisfied that the conditions for the holding symbol have been met which include potable water to the site and entering into a site plan agreement with the Municipality and therefore recommend removal of the holding symbol from the subject property.

Site Plan

The site plan drawing (attached as Appendix B) details the proposed expansion.

Conclusion

Administration recommends that Council approve Zoning By-law Amendment ZBA-29-2021 and Site Plan Control Application SPC-2-2017 as it conforms to the Provincial Policy Statement, County of Essex Official Plan, Lakeshore Official Plan and Lakeshore Zoning By-law.

Financial Impacts

There are no budget impacts resulting from the recommendation.

Attachments

Appendix A – Key Plan
Appendix B – Site Plan

Report Approval Details

Document Title:	Removal of Holding Symbol ZBA-29-2021 and Site Plan Control Agreement SPC-2-2017 RE Glider Systems Inc. .docx
Attachments:	- Appendix A - Key Map 4183 richardson side road.pdf - Appendix B - Site Plan.pdf
Final Approval Date:	Oct 4, 2021

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

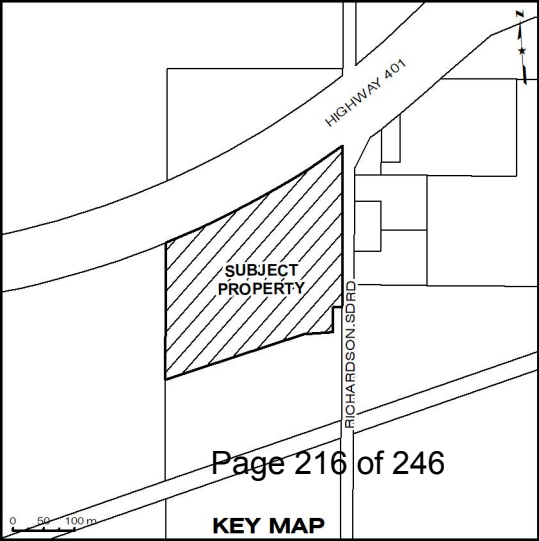
Aaron Hair

Tammie Ryall

Jessica Gaspard

Kristen Newman

Truper McBride



Page 216 of 246

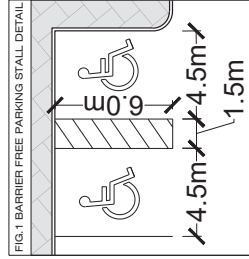
KEY MAP



LEGEND

- SUBJECT SITE
- EXISTING BUILDING
- EXISTING STORAGE BUILDING
- PROPOSED BUILDING
- PROPOSED WAREHOUSE
- PROPOSED SIDEWALK
- PROPOSED GRAVEL AREA
- PROPOSED ASPHALT
- PROPOSED CONCRETE
- PROPOSED FIRE SUPPRESSION POND EXPANSION
- PROPOSED LANDSCAPED AREA
- PROPOSED BERM
- PROPOSED DITCH
- EXISTING WEEPING BED
- EXISTING SCREENING FENCE
- PROPOSED SCREENING FENCE
- PROPOSED BIKEWAY
- POTENTIAL DEVELOPABLE LANDS

DESIGN NOTES:
TYPICAL PARKING SPACE = 3.0m x 6.0m
TYPICAL ACCESSIBLE PARKING SPACE = 4.5m x 6.0m
TYPICAL BICYCLE PARKING SPACE = 0.6m x 2.5m
NOTE 1. ALL ROADWAYS ARE TO BE TREATED AS FIRE ROUTES WITHIN THE DEVELOPMENT.
2. ALL WASTE WILL BE STORED IN RESPECTIVE BUILDING.
3. RESTAURANT PARKING BASED ON 1 PARKING SPACE PER 800' FOR 1/2 OF THE BUILDING UPA



SITE DATA MATRIX			
	REQUIRED	PROVIDED	
1 PROJECT DESCRIPTION	NA	COMMERICAL INDUSTRIAL	
2 ZONING DESIGNATION	CT-5	EXPANSION	
3 LAND USE	RURAL COMMERCIAL EMPLOYMENT	SITE SPECIFIC MAT	
4 SITE AREA	7.0ha	LIGHT INDUSTRIAL	
5 BUILDING AREA	NA	5,643.13 sq.m	
6 LOT COVERAGE	30%	7.98%	
7 MINIMUM LOT WIDTH	30m	224.48m	
8 MINIMUM FRONT YARD DEPTH	7.5m	28.77m	
9 MINIMUM REAR YARD DEPTH	7.5m	132.99m	
10 PARKING SPACES - TOTAL	97	103	
11 BICYCLE SPACES	NA	4	
12 TRUCK TRAILER PARKING	NA	79	
13 LOADING SPACES	5	5	
14 LANDSCAPED AREA - HARD	NA	31,129.61 m ² (44.4%)	
15 LANDSCAPED AREA - TOTAL	20%	1,571.97 m ² (2.2%)	
16 LANDSCAPED AREA - TOTAL	20%	32,701.58 m ² (46.6%)	
17 SCREENING FENCE LENGTH - NEW	NA	900.00m	
BUILDING 'A' MATRIX			
	REQUIRED	PROVIDED	
1 MAJOR OCCUPANCY	NA	LIGHT MANUFACTURING	
2 BUILDING AREA	NA	1,008m ²	
3 LOT COVERAGE	NA	1.44%	
5 PARKING SPACES - STANDARD	11 (1 per 55m ²)	11	
BUILDING 'B' MATRIX			
	REQUIRED	PROVIDED	
1 MAJOR OCCUPANCY	NA	LIGHT MANUFACTURING	
2 BUILDING AREA	NA	251m ²	
3 LOT COVERAGE	NA	0.36%	
5 PARKING SPACES - STANDARD	1	1	
BUILDING 'C' MATRIX			
	REQUIRED	PROVIDED	
1 MAJOR OCCUPANCY	NA	LIGHT MANUFACTURING	
2 BUILDING AREA	NA	2,506m ²	
3 LOT COVERAGE	NA	3.58%	
5 PARKING SPACES - STANDARD	27 (1 per 95m ²)	27	
BUILDING 'D' MATRIX			
	REQUIRED	PROVIDED	
1 MAJOR OCCUPANCY	NA	OFFICE SPACE	
2 BUILDING AREA	NA	140m ²	
3 GROSS FLOOR AREA	NA	297m ²	
4 LOT COVERAGE	NA	0.42%	
5 PARKING SPACES - STANDARD	12 (1 per 25m ²)	19	
BUILDING 'E' MATRIX			
	REQUIRED	PROVIDED	
1 MAJOR OCCUPANCY	NA	WAREHOUSE	
2 BUILDING AREA	NA	1,844m ²	
3 LOT COVERAGE	NA	2.63%	
5 PARKING SPACES - STANDARD	14 (1 per 140m ²)	14	

BUILDING 'G' MATRIX		REQUIRED	PROVIDED
1 MAJOR OCCUPANCY	NA	RESTAURANT	
2 BUILDING AREA	NA	322m ²	
3 LOT COVERAGE	NA	0.46%	
5 PARKING SPACES - STANDARD	20*	31	



GLIDER SYSTEMS INC.

4183 RICHARDSON SIDEROAD

SITE PLAN CONTROL

OVERALL SITE PLAN

PROJECT NO. 19-0704

SHEET NO. 2

DILLON CONSULTING

3300 Duff Drive, Suite 400, Markham, ON L3R 5G6

Phone: (905) 948-5005 Fax: (905) 948-5004

DATE	REV	BY	APP
2019-12-10	1	W. J. J.	
2019-12-10	2	W. J. J.	
2019-12-10	3	W. J. J.	
2019-12-10	4	W. J. J.	
2019-12-10	5	W. J. J.	

Municipality of Lakeshore – Report to Council

Operations

Capital Projects



To: Mayor & Members of Council
From: Jill Fiorito, Drainage Superintendent
Date: September 15, 2021
Subject: Brown Drain Enclosure

Recommendation

Award the tender for the Brown Drain Enclosure to Shepley Excavating & Road Maintenance Ltd. in the amount of \$128,386.38 excluding HST.

Background

A signed request under section 78 of the *Drainage Act* for drainage improvements on the Brown Drain was received on February 19th, 2020 from Mr. and Mrs. Lassaline. This request was for the enclosure of the Brown Drain due to the proposed development of four residential lots within Parcel 530.000.01201.

In order to facilitate the layout for this development, together with the requirements outlined by the Municipality of Lakeshore and the County of Essex for the development, it was established that drainage improvements (enclosure) would be required to the Brown Drain. With the Brown Drain having Municipal Drain status, the required works shall be conducted through the provisions of the Drainage Act.

Based on the details outlined within the Municipality of Lakeshore's Consent Application, the affected portion of the Brown Drain would need to be enclosed to better facilitate the development.

Comments

A drainage report was completed by N.J. Peralta Engineering Limited dated July 19th, 2021. The above project was publicly advertised on the Municipality of Lakeshore's Bids and Tenders website on August 27th, 2021. Tenders closed on September 10th, 2021.

The following four (4) tenders (excluding HST) were received:

Tenderer	Tender Amount (excluding HST)
Shepley Excavating & Road Maintenance Ltd.	\$128,386.38
Quinlan Inc.	\$173,020.00
D'Amore Construction Limited	\$186,000.00
Matassa Incorporated	\$326,253.00

N.J. Peralta Engineering Limited reviewed the four (4) bids and found them to be accurate and free of any mathematical errors or omissions.

The lowest tender received was that submitted by Shepley Excavating & Road Maintenance Limited (Shepley) for the amount of \$128,386.38 (excluding HST).

Additionally, Shepley's tender is approximately 1% lower than the Engineer's estimate of \$129,150.00 (excluding HST).

Administration is satisfied that the low tenderer has the required equipment and labour expertise to undertake this project and recommends Council award the above-noted tender to Shepley Excavating & Road Maintenance Ltd.

Others Consulted

N.J. Peralta Engineering Limited and Essex Regional Conservation Authority were consulted through the tender process.

Financial Impacts

The total project cost breakdown and funding source is summarized below:

Brown Municipal Enclosure	Total Cost
Construction Tendered Cost	\$128,386.38
Engineering and Incidentals	\$43,372.96
Non Refundable HST	\$3,022.96
Total Cost of Construction	\$174,782.30

Funding Source	Total
Estimated Landowner Assessment (<i>as per Drainage Report</i>)	\$174,782.30
Total Funding	\$174,782.30

Report Approval Details

Document Title:	Brown Drain Enclosure .docx
Attachments:	
Final Approval Date:	Sep 28, 2021

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

Krystal Kalbol

Jessica Gaspard

Kristen Newman

Truper McBride

Municipality of Lakeshore – Report to Council

Operations

Roads, Parks & Facilities



To: Mayor & Members of Council

From: Jeff Wilson, Division Leader – Roads, Parks & Facilities

Date: October 5, 2021

Subject: Tender Award – 2021 Sidewalk Lifecycle Replacement Program

Recommendation

Award the tender for the 2021 Sidewalk Lifecycle Replacement Program to Matassa Incorporated in the amount of \$106,479.19 plus non-refundable HST, as presented at the October 12, 2021 Council meeting; and,

Approve an over-expenditure of \$8,635.59 to be funded from the Trails reserve.

Background

A Five Year Sidewalk Replacement Plan was developed in 2015. This program identified a \$100,000 budget per year for 5 years. This program was implemented in 2015, 2016 and 2017 but was not brought forward in 2018 and 2019. In 2018 and 2019 only sidewalk repairs through the Public Works operating budget (\$25,000 per year) were completed to address minor sidewalk hazards.

In the 2020 budget, Council approved \$100,000 for the Sidewalk Lifecycle Replacement but due to the pandemic this program was formally deferred until 2021.

Lakeshore's Sidewalk Lifecycle Replacement Program is substantially behind. An amended and updated 5-year plan will be forthcoming in the 2022 budget with a recommendation to continue this program over the next 5 years.

Comments

The tender for the 2021 Sidewalk Lifecycle Replacement Program was publicly advertised on Bids & Tenders website on September 10, 2021.

The following tenders were received prior to tender closing time on October 1st, 2021:

Tenderer	Price (excluding HST)	Price (including non- refundable HST)
Matassa Incorporated	\$106,479.19	\$108,635.59
Neptune Security Services Inc.	\$249,459.00	\$259,143.17

The expected completion date of the program is early November.

Early fall is an ideal time of year for this type of work with restorations being completed and grass being planted with favourable conditions for growth.

Financial Impacts

2021 Sidewalk Lifecycle Replacement Program	Total Cost	Budget
Tender Amount (excluding HST)	\$106,479.19	
Non-refundable HST	\$1,156.47	
Total Project Cost	\$108,635.59	
2020 Approved Budget		\$100,000.00
Total Surplus/(Deficit)		(\$8,635.59)

The deficit will be funded out the Trails reserve.

Attachments

Map of 2021 Sidewalk Lifecycle Replacements

Report Approval Details

Document Title:	Tender Award - 2021 Lifecycle Sidewalk Replacement Program.docx
Attachments:	- 2021SidewalkLifecycleReplacement.pdf
Final Approval Date:	Oct 6, 2021

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

Krystal Kalbol

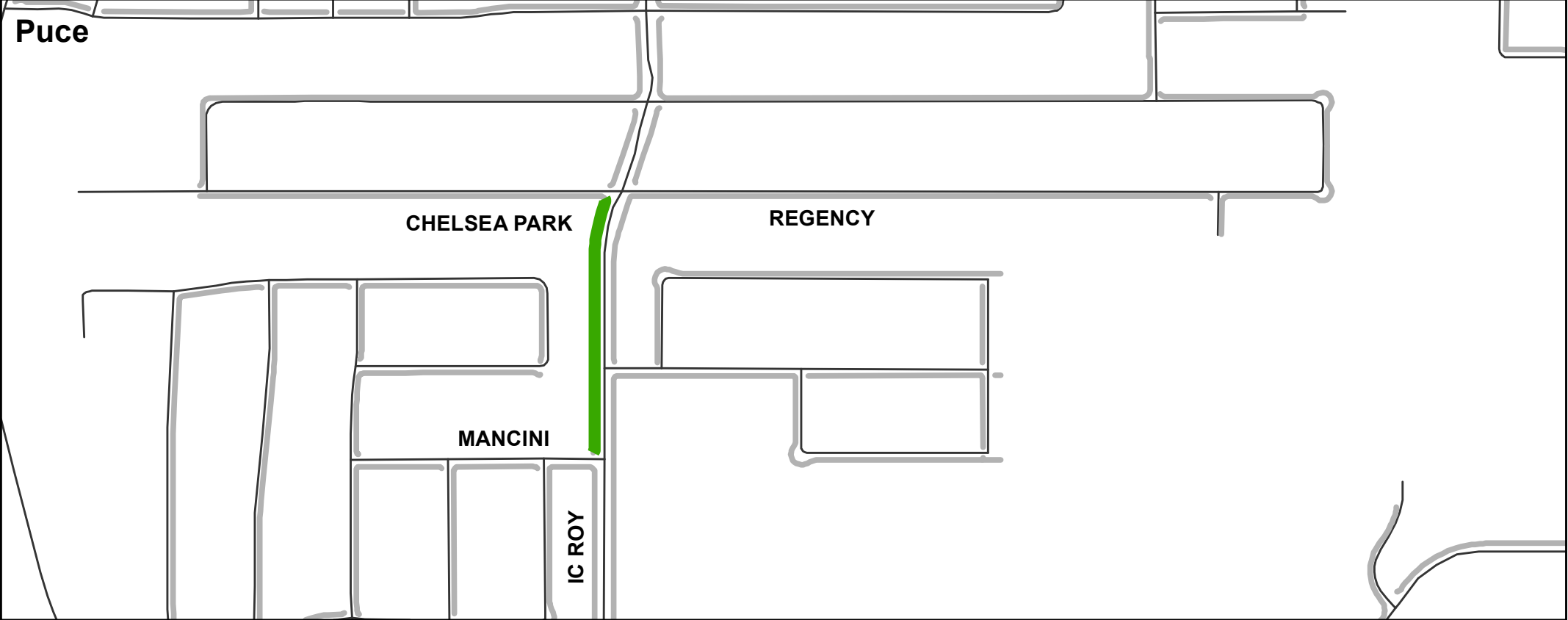
Jessica Gaspard

Kristen Newman

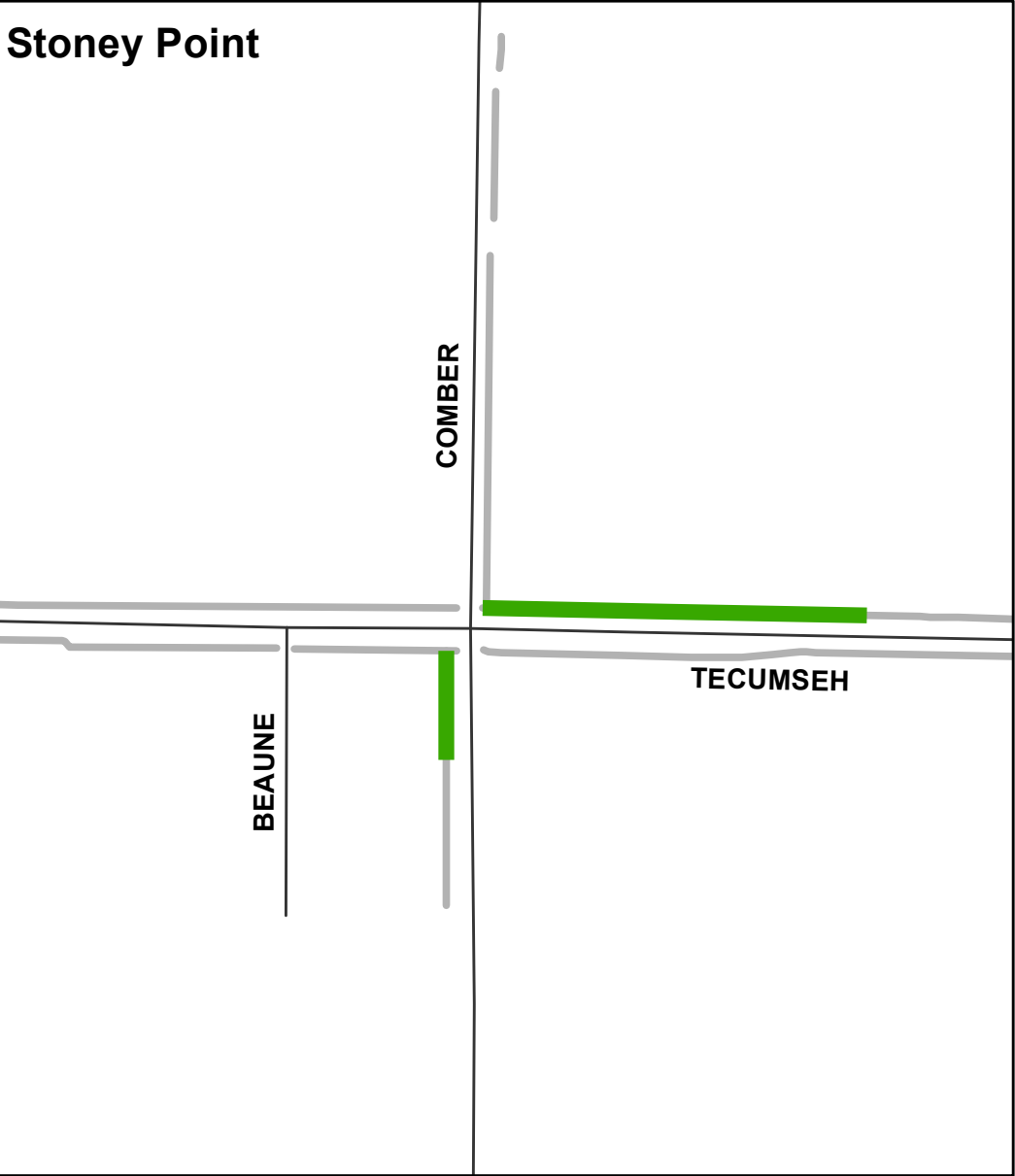
Truper McBride

2021 Sidewalk Life Cycle Replacement

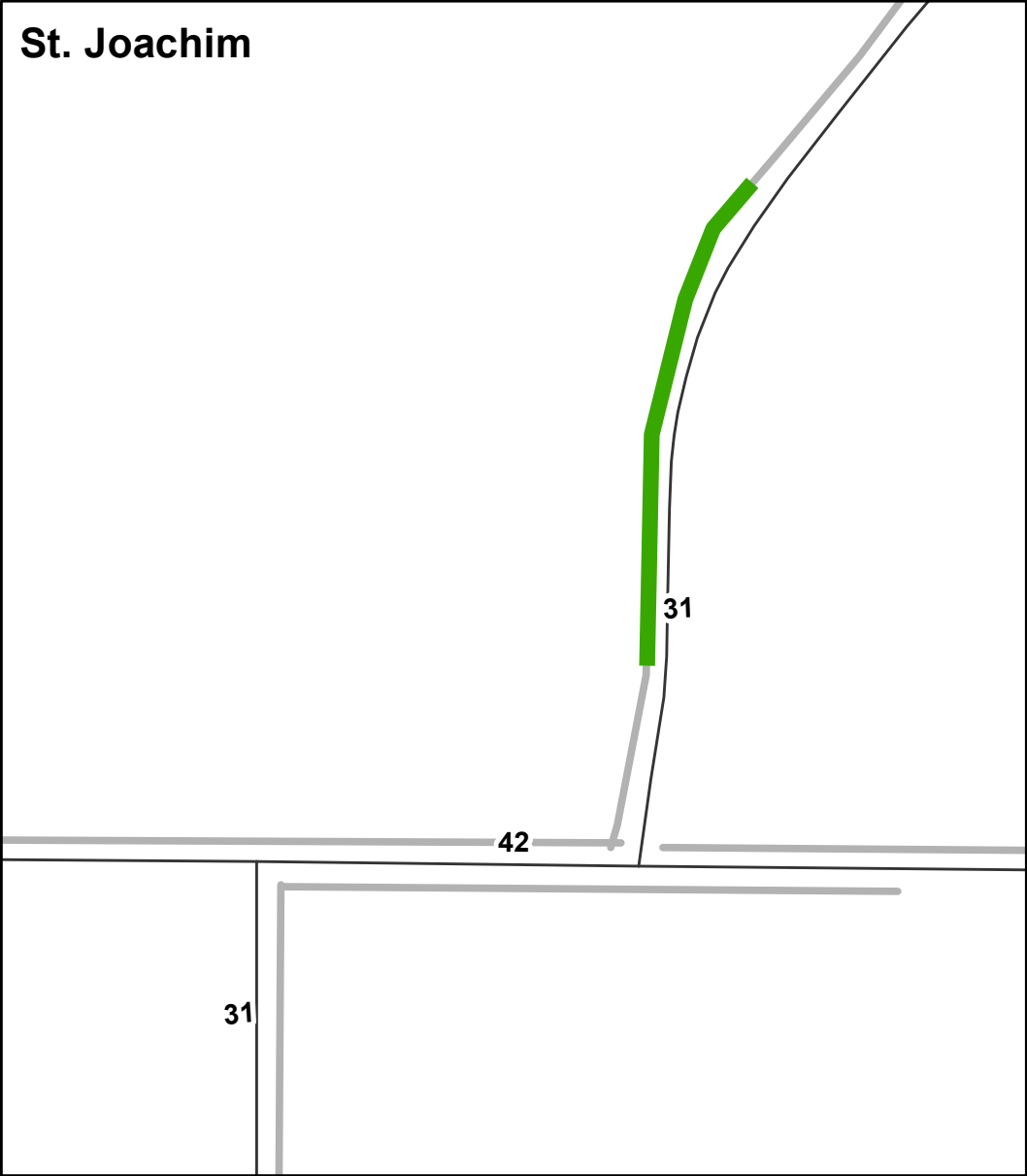
- Sidewalk Life Cycle Replacement
- Existing Sidewalk



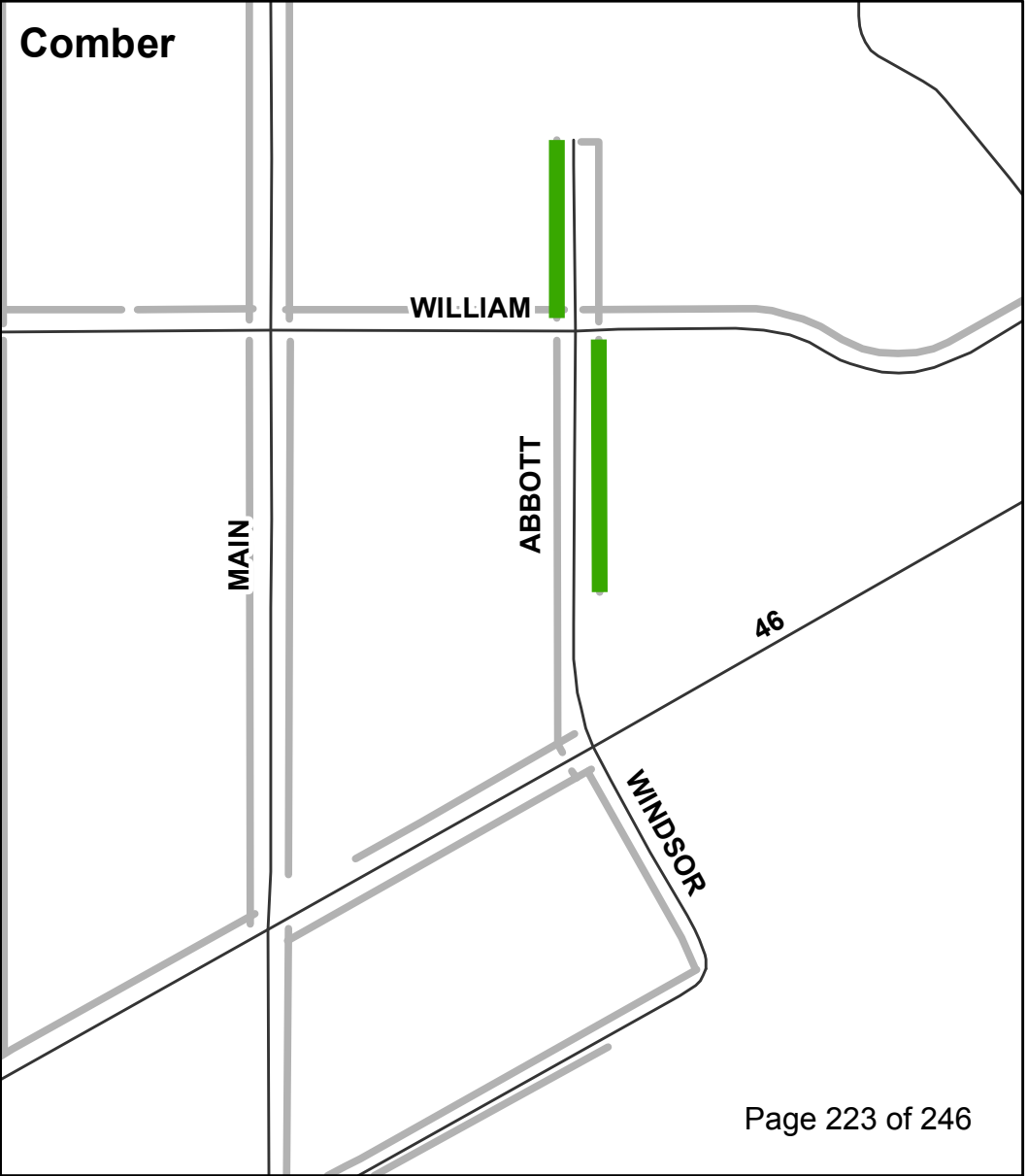
Stoney Point



St. Joachim



Comber



Municipality of Lakeshore – Report to Council

Operations

Capital Projects



To: Mayor & Members of Council

From: Wayne Ormshaw, P.Eng.
Division Leader – Capital Projects

Date: September 28, 2021

Subject: Tender Award - Belle River Dredging Project

Recommendation

Award the tender for the Belle River Dredging Project to Jones Group Ltd. for a total cost of \$231,000.00 plus applicable HST, as presented at the October 12, 2021 Council meeting.

Background

The project comprises the need to undertake the following:

- Dredging at the mouth of Belle River to improve hydraulic efficiency and mitigate potential formation of an ice jam at the river mouth;
- Utilize material from the Belle River dredging to correct the low grade problem of West Beach resulting from high lake levels washing water inland daily; and
- Eliminate the need for a large portion of the beach sand area to be continuously pumped down to mitigate stagnant water (which has been restricting beach use).

In order to complete the project Council approved (in 2021) a total budget of \$240,000 to correct the low grade problem with Belle River beach resulting from high lake levels.

On August 16, 2021, ICIP funding: 2020-11-1-1464869844 - West Beach Grading, Belle River Dredging, was approved in the amount of \$239,000. A condition of the funding is that the project must be substantially completed on or before December 31, 2023.

Comments

Tenders were placed on bids and tender on Monday September 13, 2021.

One (1) compliant tender was received prior to tender closing on Friday, September 24, 2021.

The tender amount is shown below.

Tenderer	Price (excluding HST)	Price (including non- refundable HST)
Jones Group Ltd	\$231,000.00	\$235,065.60

Administration is satisfied that the low tenderer has the required equipment and labour expertise to undertake this project and recommends that Council award the above-noted work to Jones Group Ltd.

Jones Group Ltd. have confirmed that work can commence on the project within a few weeks of award (pending receipt of all permits) and are expected to complete the work before the end of 2021.

Financial Impacts

A detailed breakdown of the project costs and budget for the Belle River Dredging Project are included below:

Belle River Dredging Project	Total Project Cost (including applicable HST)	Budget
Engineering Design, Tender and Approvals	\$17,000.00	
On-Site and Contract Administration of Project	\$8,000.00	
Permits	\$1,000.00	
Construction	\$231,000.00	
Non Refundable HST	\$4,523.20	
Total Cost (including HST)	\$261,523.20	
Approved Funding in the 2021 Budget - Parks Budget		\$240,000.00
Approved ICIP Funding ID 2020-11-1-1464869844		\$239,000.00
Total Surplus/(Deficit)		\$217,476.80

The funding required for the project is less than the budgeted amount by \$217,476.80, and, as such, that amount which will be returned to the Parks Development Reserve Fund.

Report Approval Details

Document Title:	Tender Award - Belle River Dredging Award.docx
Attachments:	
Final Approval Date:	Oct 6, 2021

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

Krystal Kalbol

Jessica Gaspard

Kristen Newman

Truper McBride

Municipality of Lakeshore – Report to Council

Finance & Technology

Accounting & Revenue



To: Mayor & Members of Council
From: Michelle Heslop, Team Leader – Revenue
Date: September 29, 2021
Subject: Write Off Uncollectible Property Taxes

Recommendation

Authorize the write-off of \$647.77 of property taxes and late payment charges for roll numbers 720 000 07001, 720 000 07801, 720 000 09301 and 720 000 26600 for the years 2017, 2018, 2019, 2020, 2021, in accordance with section 354 of the *Municipal Act, 2001*, as presented at the October 12, 2021 Council meeting.

Background

Section 354 of the *Municipal Act, 2001*, allows for the write-off of property taxes under certain circumstances.

Section 354.2(a) states:

The treasurer of a local municipality shall remove unpaid taxes from the tax roll if, (a) the council of the local municipality, on the recommendation of the treasurer, writes off the taxes as uncollectible;

Section 354.4(b) states:

Despite subsection (3), the local municipality may write off taxes under clause (2) (a) without conducting a tax sale under Part XI,

(b) if the recommendation of the treasurer under clause (2) (a) includes a written explanation of why conducting a tax sale would be ineffective or inappropriate.

Comments

The following roll numbers are properties that are under water in Lake St. Clair, however the *Assessment Act* directs that all property must be assessed. Therefore the

Municipal Property Assessment Corporation has reduced the residential assessment as follows:

Roll 720 000 07001 – 0 Admiral Drive – Assessed Value - \$2,200

Roll 720 000 07801 - 0 Admiral Drive – Assessed Value - \$3,600

Roll 720 000 09301 – 0 Admiral Drive – Assessed Value - \$2,500

Roll 720 000 26600 – 0 Peninsula St – Assessed Value - \$1,000

Administration does not recommend tax sale for these properties due the costs of the process and Per S.354.4 (b) of the *Municipal Act, 2001* which states, it is not in the best interest of the municipality to accumulate the unpaid taxes to conduct tax sales for these properties.

Financial Impacts

The following table summarizes the property tax arrears recommended to be written off:

Roll	Address	Municipal	County	Education	Penalty/ Interest	Total
720 000 07001	0 Admiral Drive	\$61.89	\$49.37	\$16.67	\$36.31	\$164.24
720 000 07801	0 Admiral Drive	\$85.49	\$68.12	\$22.63	\$44.24	\$220.48
720 000 09301	0 Admiral Drive	\$71.83	\$57.30	\$19.37	\$43.05	\$191.55
720 000 26600	0 Peninsula	\$29.25	\$23.34	\$7.91	\$11.00	\$71.50
Total		\$248.46	\$198.13	\$66.58	\$134.60	\$647.77

The Municipality's share of the tax arrears write-off includes the Municipal portion plus penalty/interest charges, totaling \$248.46. The Write-off amount will be an expense charged to the Finance and Technology budget centre.

Attachments

Location Maps

Report Approval Details

Document Title:	Write Off Uncollectible Property Taxes.docx
Attachments:	- Uncollectible Property Maps.pdf
Final Approval Date:	Oct 4, 2021

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

Kate Rowe

Jessica Gaspard

Kristen Newman

Truper McBride



Legend

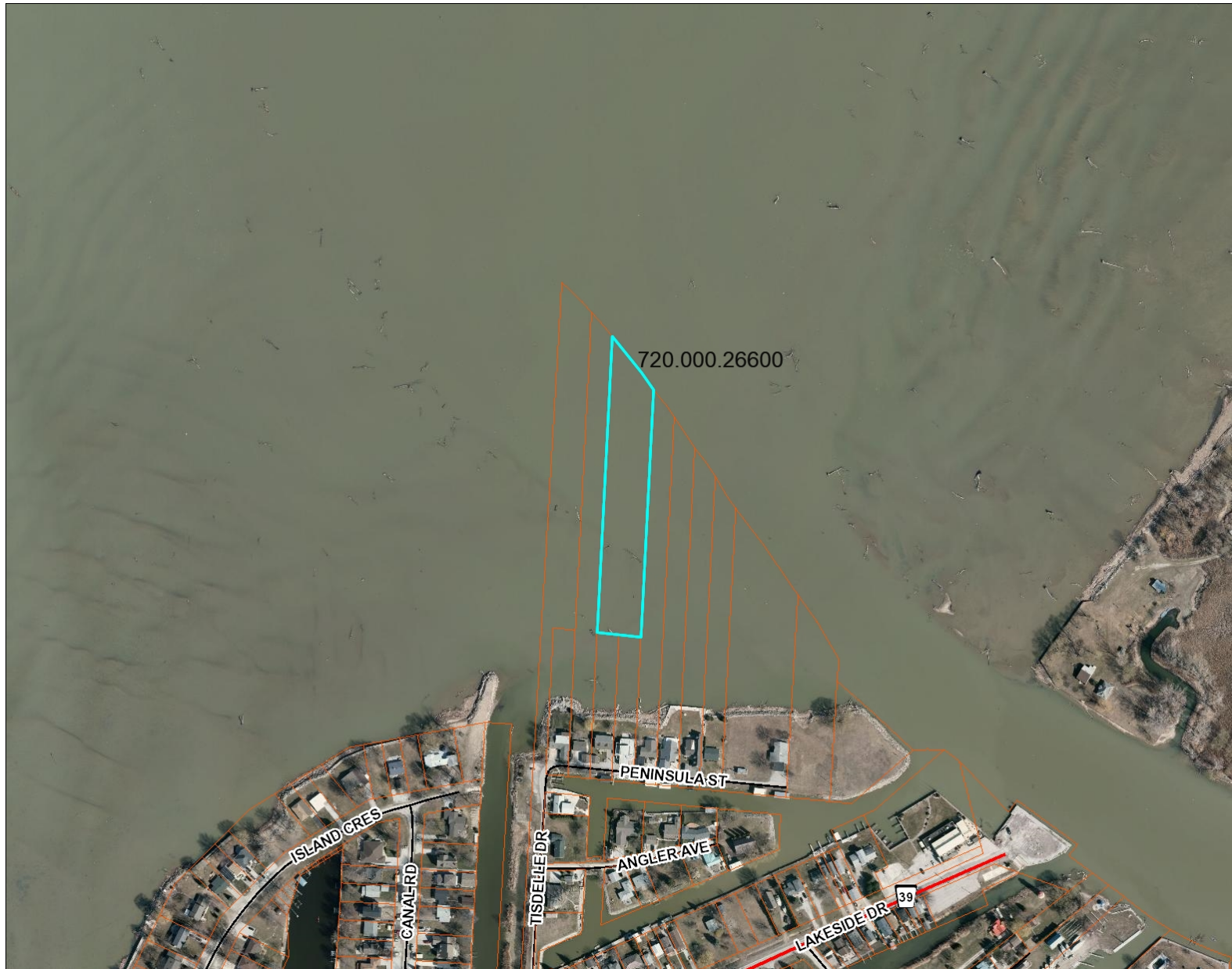
- Tax Parcel
- Street Centreline
 - <all other values>
 - CNTY
 - LAK
 - PRIV
 - PROV
- Railway

1: 3,839



Notes:

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION



Legend

- Tax Parcel
- Street Centreline
 - <all other values>
 - CNTY
 - LAK
 - PRIV
 - PROV
- Railway

1: 4,908



Notes:

This map is a user generated static output from an Internet mapping site and is for reference only. Data layers that appear on this map may or may not be accurate, current, or otherwise reliable. THIS MAP IS NOT TO BE USED FOR NAVIGATION

Municipality of Lakeshore

By-law 80-2021

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-15-2021)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of the Municipality of Lakeshore deems it in the interest of good planning to amend By-law 2-2012;

And whereas this amendment is in conformity with the Lakeshore Official Plan;

Now therefore the Council of the Municipality of Lakeshore enacts as follows:

1. Schedule "A", Map 29 to By-law 2-2012 is amended by changing the zoning classification on the portion of Part of Lot 24, Concession 2 Maidstone, shown on Schedule "A" attached and forming part of this By-law from "Agriculture (A) Zone" to "Agriculture Zone Exception 109 (A-109)".
2. Section 9.20, Agriculture (A) Zone Exceptions is amended by adding Subsection 9.20.109 to immediately follow Subsection 9.20.108 and to read as follows:

"9.20.109 Agriculture Zone Exception 109 (A-109) as shown on Map 29, Schedule "A" of this By-law.

a) Permitted Uses

- i) Notwithstanding Section 7, Table 7.1 or any other provision of this by-law to the contrary, a single detached dwelling shall be prohibited. All other uses are permitted.

b) Permitted Buildings and Structures

- i) Notwithstanding Section 7, Table 7.1 or any other provision of this by-law to the contrary, a single detached dwelling shall be prohibited.

c) Zone Regulations

- i) Notwithstanding Section 8.9 of this By-law to the contrary, the minimum lot area shall be 18.8 hectares."

3. This by-law shall come into force in accordance with section 34 of *Planning Act*, R.S.O. 1990, c. P.13.

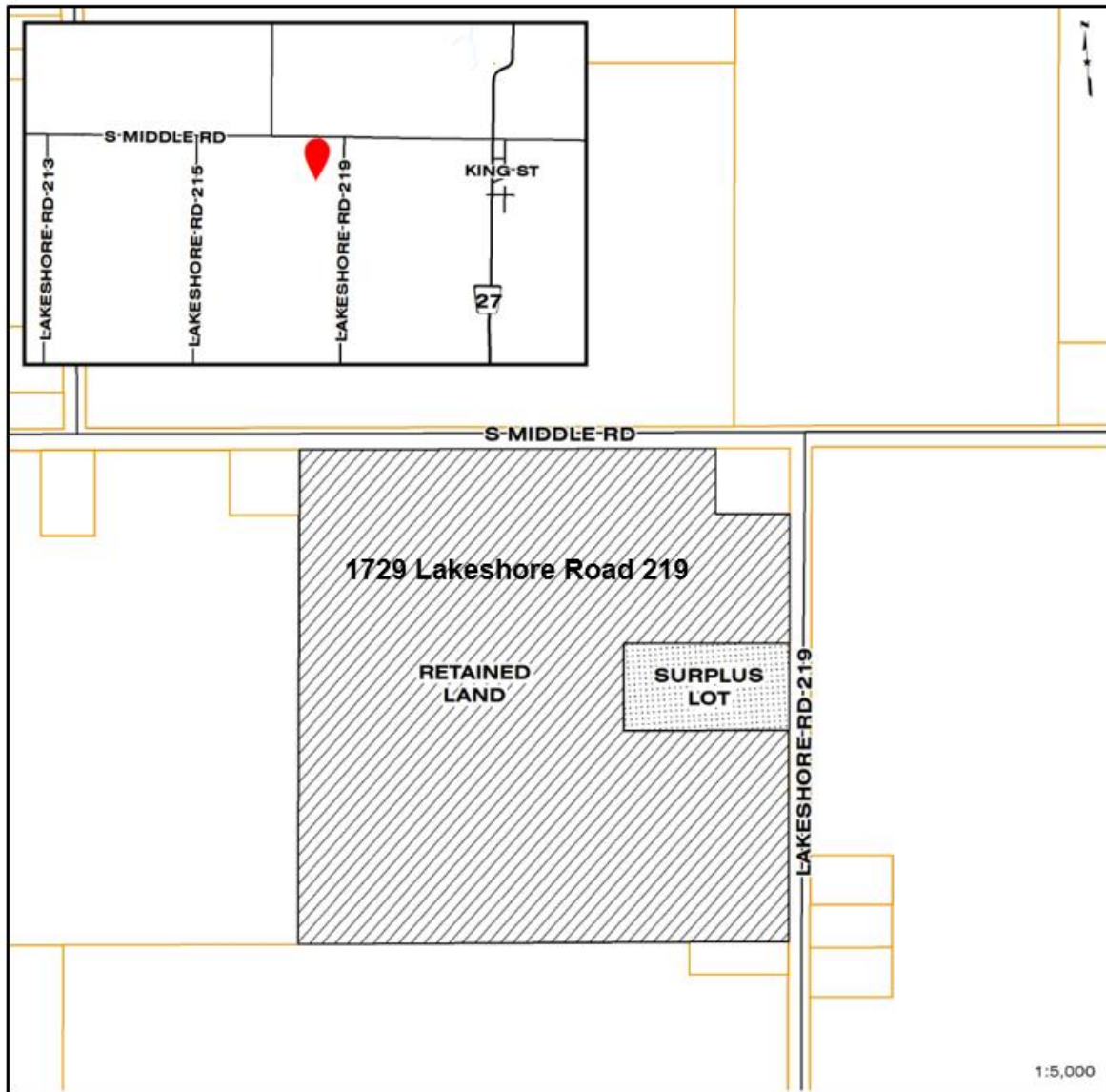
Read and passed in open session October 12, 2021.

**Mayor
Tom Bain**

**Clerk
Kristen Newman**

Schedule "A" to By-law 80-2021

Concession 2, Part of Lot 24,
Municipality of Lakeshore



Amend from "Agriculture (A) Zone" to "Agriculture Zone Exception 109 (A-109)".

Municipality of Lakeshore

By-law 81-2021

Being a By-law to authorize the execution of a Site Plan Agreement with 2477747 Ontario Inc. (4183 Richardson Side Road – SPC-2-2017)

Whereas pursuant to Section 41 of the *Planning Act*, R.S.O. 1990 c.P.13, 2477747 Ontario Inc. has applied for site plan amendment approval for the construction of a new sewing area for the production of the rolling tarp system, additional truck bays, new office area, a warehouse, and a future eating establishment, on a parcel of land located at 4183 Richardson Side Road in the Municipality of Lakeshore;

And whereas pursuant to Section 41 of the *Planning Act*, municipalities may impose certain conditions and enter into an agreement with respect to the approval of site plans;

Now therefore the Council of the Municipality of Lakeshore enacts as follows:

1. The Mayor and Clerk are authorized to execute the site plan agreement attached as Schedule "1" to this by-law on behalf of the Municipality of Lakeshore.
2. This by-law shall come into force and take effect in accordance with Section 41 of the *Planning Act*.

Read and passed in open session October 12, 2021.

**Mayor
Tom Bain**

**Clerk
Kristen Newman**

SITE PLAN AGREEMENT

THIS AGREEMENT made this _____ day of _____, 2021.

BETWEEN:

MUNICIPALITY OF LAKESHORE,
(hereinafter called the "Corporation"),

OF THE FIRST PART

-and-

2477747 Ontario Inc.
(hereinafter called the "Owner"),

OF THE SECOND PART

WHEREAS the Corporation has enacted a By-law designating the lands described in Schedule “A” hereto annexed, (hereinafter the “Subject Lands”) as a Site Plan Control Area pursuant to Section 41 of the *Planning Act*, R.S.O. 1990, c.P.13, as amended (hereinafter the “Act”);

AND WHEREAS the Owner is the registered owner of the Subject Lands and has applied to Site Plan Approval pursuant to the Act;

AND WHEREAS Council of the Corporation has approved the site plan (SPC-2-2017) submitted by the Owner subject to certain conditions in accordance with the provisions of the Act which approval is evidenced by the authorization and execution of this Agreement;

NOW THEREFORE in consideration of the premises and other good and valuable consideration, the receipt and sufficiency whereof the parties irrevocably acknowledge, the parties agree as follows:

1. The Parties warrant that the recitals hereto are true and agree that the same are incorporated into this agreement as though repeated herein.
2. The Owner agrees to provide and maintain, for the life of the development at the Owner's entire expense and to the Corporation's entire satisfaction, all buildings, sidewalks, driveways, parking facilities, buffering, landscaping, lighting, fencing, grading, drainage, stormwater management, road improvements, any necessary service connections, easements and other related items in accordance with drawings listed in Schedule “B” to this agreement (“Approved Drawings”). Lakeshore’s design criteria are contained in its Development Manual, current as of the date first mentioned above (hereinafter referred to as the “Development Manual”);
3. Without limiting the generality of the requirements set out in section 2, above, the Owner specifically agrees to satisfy each of the terms and conditions set forth in Schedule “C” to this agreement.
4. The Owner shall convey or dedicate, upon demand without cost and free of encumbrances, any and all easements, grants, conveyances and reserves as may be required by the Corporation, the applicable hydro authority, the applicable telecommunications, cable TV and internet service provider(s), any natural gas supplier and/or any other applicable utility provider in, through, over and under the Subject Lands and as may be required for drainage purposes, sewers, hydro, gas, watermains and telephone.
5. The fees, expenses and charges of the Corporation for the preparation, registration and enforcement of this Agreement shall be payable by the Owner to the Corporation upon demand.
6. All works required herein, unless otherwise stated, shall be completed within 365 days of the date of execution of this Agreement, provided however, that the said completion date may be extended with the approval of the Corporation. The granting of an extension shall be in the sole discretion of the Corporation and will be conditional upon the recalculation of all outstanding monies owed to the Corporation by the Owner pursuant to this Agreement. In this paragraph recalculation means the addition of a simple interest charge based on the average annual rate of debentures issued by the Corporation in the one year period to the terminal date being so extended.

7. All facilities and matters required by this Agreement shall be provided and maintained by the Owner at the Owner's sole risk and expense to the satisfaction of the Corporation and in default thereof and without limiting other remedies available to the Corporation, the provisions of Section 446 of the *Municipal Act, 2001*, S.O. 2001, c.25, as amended shall apply.
8. If any matter or thing required to be done by this Agreement is in default and such default continues, in addition to other remedies available to it, the Corporation may direct that such matter or thing be done at the expense of the Owner and the Corporation may recover the expense incurred in doing it through municipal taxes and the Owner hereby authorizes the Corporation to enter upon the said land to do such matters or things.
9. This Agreement shall be binding upon the Owner and the Owner's heirs, executors, administrators, successors and assigns and the Owner from time to time of the Subject Lands. This Agreement may be amended at any time with the consent of the Corporation and the registered Owner of the Subject Lands at the time of such amendment.
10. If any term, covenant or condition of this Agreement is, to any extent, declared invalid or unenforceable, the remainder of this Agreement shall not be affected thereby and each term, covenant or condition of this Agreement shall be valid and be enforced to the fullest extent permitted by law.
11. The Owner agrees to pay all municipal taxes pertaining to the Subject Lands in full at the execution of the Agreement.
12. The Owner hereby consents to the registration of this Agreement on the title of the Subject Lands.
13. This Agreement shall enure to the benefits of the parties hereto, their successors and assigns.
14. This Site Plan Agreement may be executed in one or more counterparts, each of which, when so executed, shall be deemed an original, and such counterparts together shall constitute one and the same instrument.
15. Lakeshore and the Owner agree that any signature to this Site Plan Agreement provided by facsimile or other electronic transmission shall be deemed to be an original and shall be as binding upon the party providing it as an original "wet ink" signature.

IN WITNESS THEREOF the said parties hereto have hereunto affixed their signatures and corporate seals attested to by the hands of their proper officers, duly authorized in that behalf.

2477747 Ontario Inc.

per: _____
Ed Beshiri, President

MUNICIPALITY OF LAKESHORE

per: _____
Tom Bain
Mayor

per: _____
Kristen Newman
Corporate Leader-Strategic and Legal
Affairs (Clerk)

SCHEDULE “A”
To SITE PLAN AGREEMENT BETWEEN MUNICIPALITY OF LAKESHORE AND 2477747 Ontario Inc.

LEGAL DESCRIPTION OF THE SUBJECT LANDS

LAND TITLES DIVISION OF ESSEX (12)

Part Lot 18, Concession 4; Parts 1 to 6 (incl.), 12R-26266.

Property Identifier Number 750760093

SCHEDULE “B”
To SITE PLAN AGREEMENT BETWEEN MUNICIPALITY OF LAKESHORE AND 2477747 Ontario Inc.

APPROVED DRAWINGS

Drawing No.	Title	Author	Date (YYYY/MM/DD)
1	Site Plan Control Overall Site Plan	Dillion Consulting	2020/02/10
2	Site Plan Control Overall Site Plan	Dillion Consulting	2021/07/30
3	Fire Route Plan	Dillion Consulting	2021/02/12
4	Truck Movement Plan	Dillion Consulting	2021/02/12
5	Site Servicing Plan	Dillion Consulting	2021/07/30
6	Grading Plan	Dillion Consulting	2021/07/30
7	Detail Plan	Dillion Consulting	2021/06/11

SCHEDULE "C"
TO SITE PLAN AGREEMENT BETWEEN MUNICIPALITY OF LAKESHORE AND 2477747 Ontario Inc.

TERMS AND CONDITIONS

Lot Grading Plan

1. The Owner shall submit to the satisfaction of the Corporation's Chief Building Official, a lot grading plan covering the Subject Lands for the Chief Building Official's approval prior to the issuance of any building permits. Once approved, the Owner shall implement the said lot grading plan and shall ensure that the drainage of the Subject Lands does not adversely affect adjacent properties.

Signs

2. The Owner shall ensure that all signs proposed to be erected or placed on the Subject Lands are erected or placed in compliance with the Corporation's Sign By-law.

On-Site Traffic Signage

3. The Owner shall provide on-site traffic signage and pavement markings to the satisfaction of the Corporation.

Dirt and Debris

4. The Owner shall keep the public highways adjacent to the Subject Lands free from dirt and debris from the demolition and/or construction process.

Repair of Highway

5. Any curbs, gutters, pavements or landscaped areas on the public highway that are damaged during demolition and/or construction on the Subject Lands shall be restored by the Owner at the Owner's expense and to the satisfaction of the Corporation.

Driveway Approaches and Parking Areas

6. The Owner shall construct driveway approaches in such manner, widths and location as approved by the Corporation. All vertical and painted signage related to parking spaces for persons with disabilities, shall be in conformance with Municipality of Lakeshore Zoning By-law 2-2012, General Provisions-Section 6.41.2 d).
7. The Owner shall maintain all gravel area(s) with a dust control measure that utilizes Calcium Chloride.

Driveway/Entrance Permits

8. The Owner shall obtain an entrance permit for driveway approaches where necessary.

Lighting

9. The Owner shall provide and implement a lighting plan of all the parking area and buildings to the satisfaction and approval of the Engineering Department. Lights used for the aforementioned illumination shall be full cut off and shall be arranged so as to divert the light away from adjacent properties.

Parking

10. The Owner shall provide adequate on-site parking in accordance with the Corporation's Zoning By-law, as amended, and as shown on the Approved Drawings.

Landscaping

11. The Owner shall provide a landscaping plan for review and approval by the Engineering Department. The Owner shall then install and maintain all landscaping features to the satisfaction of the Corporation.

Fire Protection

12. The Owner shall, if required by the Building Code, provide a water supply for firefighting

purposes in accordance with the Insurance Service Office Guidelines and Tables and to the satisfaction of the Corporation.

Hydrants

13. Any hydrant situated within the road allowance is the property of the Corporation and shall be maintained by it. The Corporation shall maintain any Corporation-owned hydrants located on private property. Hydrants owned and paid for by any persons other than the Corporation and located on private property shall be maintained by such persons in accordance with the Corporation's By-law number 136-2009. Flow testing shall be paid for by the Owner in accordance with the Corporation's Development Standard Manual.

Storm Water Management

14. The Owner shall obtain the necessary permit or clearance from Lower Thames Valley Conservation Authority (LTVCA) prior to undertaking site alterations and/or construction activities.
15. The Owner shall maintain (grade and keep groomed) the undeveloped portions of the Subject Lands.
16. In keeping with the requirements of the Ministry of the Environment, Conservation and Parks, in an effort to improve the quality of storm water runoff, the Owner shall equip all catch basins shown on the Approved Drawings with filter cloth inserts during the construction period.

Existing Watercourses and Natural Land Drainage

17. The Owner shall not block, abandon or otherwise alter natural watercourses during the course of construction of this development unless approved by the Corporation. No natural land drainage shall be cut off without adequate provision made for its interception to the satisfaction of the Corporation.

Drainage

18. The Owner shall meet any drainage requirements that LTVCA may have with respect to development of the Subject Lands.

Building Permit

19. The Owner covenants and agrees that neither it, nor any person claiming title through or from it, or under its' or their authority will not apply for, or require the issuance of, any building permit until it has first provided the Corporation with any and all revised plans, drawings and/or studies and has received confirmation from the Corporation's Division Leader-Engineering & Infrastructure that such revised plans, drawings and/or studies are acceptable.
20. The Owner covenants and agrees that neither it, nor any person claiming title through or from it, or under its' or their authority, will not apply for, or require the issuance of, any building permit to construct buildings on the subject lands, except in compliance with all applicable laws and in particular, without limiting the generality of the foregoing, in compliance with the requirements of the Corporation's Official Plan, as amended, Comprehensive Zoning By-law, as amended, its' Site Plan Control By-law and the provisions of this agreement.

Development Charges

21. The Owner shall pay to the Corporation on the issuance of a building permit, the appropriate development charge in accordance with the Corporation's Development Charges By-law, as amended.

As-Built Drawings

22. The Owner agrees to ensure that the “as-built” site servicing and landscaping drawings for each property be forwarded in digital format, to be AutoCad compatible, to the Corporation.

Financial Security

23. Upon execution of this agreement, the Owner shall provide cash or a certified cheque in the amount of \$5,000 as security for the performance of the Owner's obligations under this agreement. The Corporation may draw upon this security to complete any obligation imposed by this agreement that the Owner fails to complete. Once all of the works required by this agreement are completed to the satisfaction of the Corporation, any unused balance of the said \$5,000 shall be returned to the Owner, without interest, upon request.

Water Connection

24. Water Connection to the subject property shall be via the KOA Waterline Association. Should any changes to the waterline occur, it is the responsibility of the Owner to provide adequate water services to the subject property.

Municipality of Lakeshore

By-law 82-2021

**Being a By-law to Confirm the Proceedings of the
Council of the Municipality 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 municipality 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 Municipality of Lakeshore at these sessions be confirmed and adopted by By-law.

Now therefore the Council of the Municipality of Lakeshore enacts as follows:

1. The actions of the Council of the Municipality of Lakeshore in respect of all recommendations in reports of Committees, all motions and resolutions and all other actions passed and taken by the Council of the Municipality of Lakeshore, documents and transactions entered into during the September 14th & September 16th 2021 sessions of Council be adopted and confirmed as if the same were expressly embodied in this By-law.
2. The Mayor or the Deputy Mayor together with the Clerk are authorized and directed to execute all documents necessary to the action taken by this Council as described in paragraph 1 of this By-law and to affix the Seal of the Municipality of Lakeshore to all documents referred to in said paragraph 1 above.

Read and passed in an open session on October 12, 2021.

**Mayor
Tom Bain**

**Kristen Newman
Clerk**

/cl

Municipality of Lakeshore

By-law 89-2021

Being a By-law to amend By-law 2-2012, Zoning By-law for the Municipality of Lakeshore (ZBA-29-2021)

Whereas By-law 2-2012 is the Municipality's comprehensive zoning by-law regulating the use of lands and the character, location and use of buildings and structures within the Municipality of Lakeshore;

And whereas the Council of Municipality of Lakeshore deems it expedient and in the best interest of proper planning to amend By-law 2-2012;

And whereas this amendment is in conformity with the Lakeshore Official Plan;

Now therefore the Council of the Municipality Lakeshore enacts as follows:

1. Schedule "A", Map 90 and Map 92 to By-law 2-2012 is amended by changing the zoning classification of 4183 Richardson Side Road, legally described as, Part Lot 18, Concession 4; Parts 1 to 6 (incl.), 12R-26266 shown on Schedule "A" attached and forming part of this By-law from "General Employment Zone Exception 9 (M1-9)(h2)" to "General Employment Zone Exception 9 (M1-9)".
2. This by-law shall come into force and take effect in accordance with section 34 and 36 of the *Planning Act* R.S.O. 1990, c.P.13.

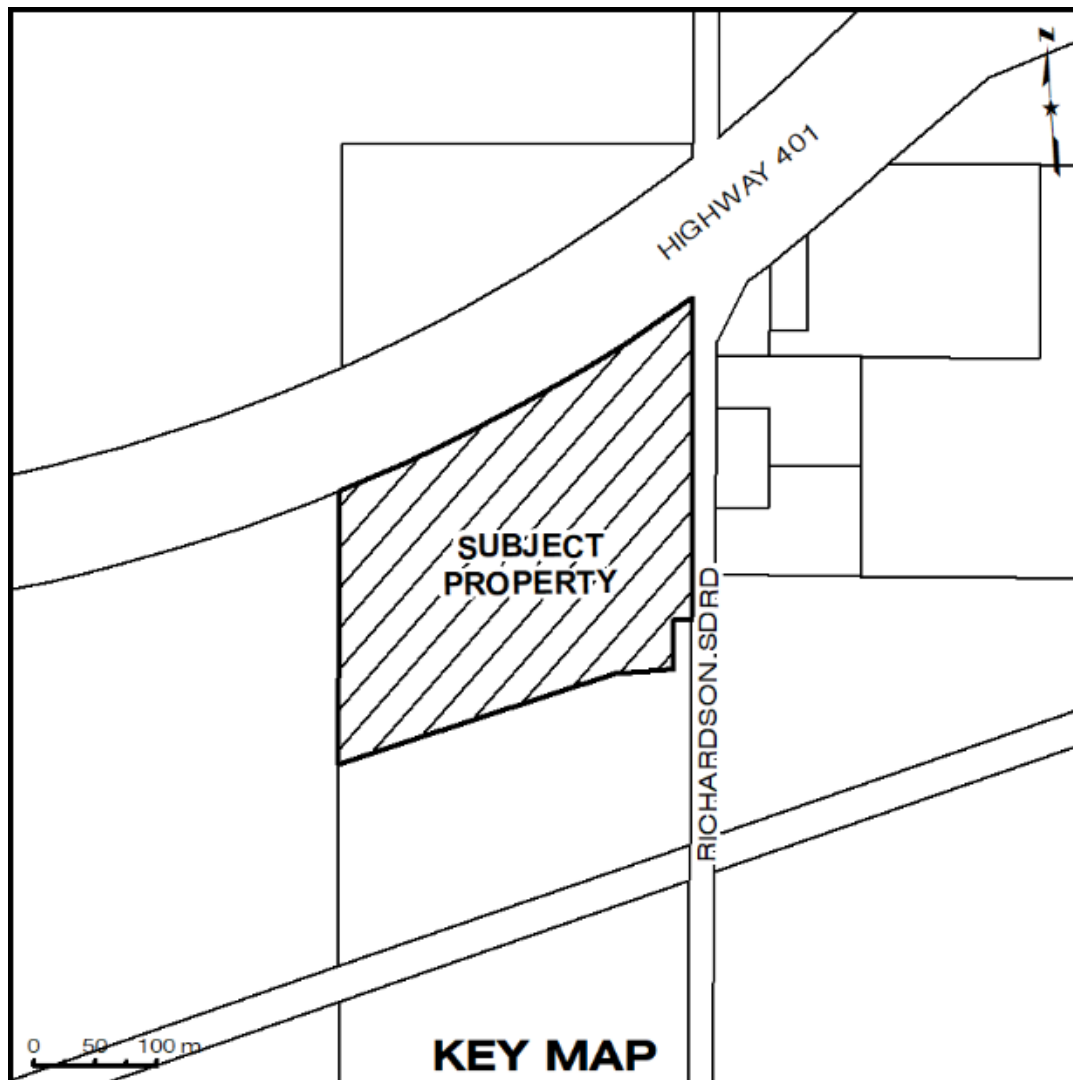
Read and passed in open session October 12, 2021.

**Mayor
Tom Bain**

**Clerk
Kristen Newman**

**Schedule “A”
to By-law 89-2021**

Part Lot 18, Concession 4; Parts 1 to 6 (incl.), 12R-26266 in the Municipality of Lakeshore



Amend from “General Employment Zone Exception 5 (M1-9)(h2)” to “General Employment Zone Exception 9 (M1-9)”.

Municipality of Lakeshore

By-law 90-2021

**Being a By-law to Confirm the Proceedings of the
Council of the Municipality 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 municipality 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 Municipality of Lakeshore at these sessions be confirmed and adopted by By-law.

Now therefore the Council of the Municipality of Lakeshore enacts as follows:

1. The actions of the Council of the Municipality of Lakeshore in respect of all recommendations in reports of Committees, all motions and resolutions and all other actions passed and taken by the Council of the Municipality of Lakeshore, documents and transactions entered into during the September 28, 2021 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 Seal of the Municipality of Lakeshore to all documents referred to in said paragraph 1 above.

Read and passed in an open session on October 12, 2021.

**Mayor
Tom Bain**

**Kristen Newman
Clerk**