

# Municipality of Lakeshore

## Regular Council Meeting Agenda



Tuesday, April 8, 2025, 5:00 PM

Council Chambers, 419 Notre Dame Street, Belle River

Pages

1. Call to Order

2. Closed Session

Note: if the closed session is complete before 6:00 PM, a recess will be called until 6:00 PM and the open session will resume at that time.

Should the closed session still be in session at 6:00 PM, the open session will resume once the closed session is complete.

**Recommendation:**

Move into closed session in Council Chambers at \_\_\_\_ PM in accordance with:

- a. Paragraph 239(2)(b), (d) and (f) of the *Municipal Act, 2001* to discuss personal matters about an identifiable individual, including municipal or local board employees, labour relations or employee negotiations, and advice that is subject to solicitor-client privilege, including communications necessary for that purpose, relating to an employee.

3. Singing of O Canada

4. Land Acknowledgement

5. Moment of Reflection

6. Disclosures of Pecuniary Interest

7. Recognitions

8. Announcements by Mayor

9. Public Meetings under the Planning Act

10. Public Presentations

11. Delegations

1. **Oriole Park Subdivision – Request for Extended Length of the Cul-de-Sac**

8

**Recommendation:**

Direct Administration to proceed with Option 2 to support a phased approach to the development with a temporary cul-de-sac length of 250 m in Phase 1 on 1714 Oriole Park Drive, as presented at the April 8, 2024 Council Meeting.

1. Dillon Consulting Limited

12. **Completion of Unfinished Business**

1. **Program Charter - Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (5-Year Plan) (deferred from the March 25, 2025 Council meeting)**

20

**Recommendation:**

Adopt the Program Charter entitled Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (WWMP) (5-Year Plan);

Approve the identified resources as described in the Program Charter in the following amounts from the specified funding source:

- Project Risk Manager (Senior Leader) in the amount of \$1,054,000.00 over 5 years to be funded by the identified capital project(s) under the Plan;
- Team Leader, Project Management Office (PMO) in the amount of \$712,000.00 over 5 years to be funded by the identified capital project(s) under the Implementation Plan (the Plan);
- Engineering Technologist, PMO in the amount of \$560,000.00 over 5 years to be funded by the identified capital project(s) under the Plan;
- Program Coordinator in the amount of \$532,000.00 over 5 years to be funded by water and wastewater rates;
- Financial Analyst in the amount of \$538,000.00 over 5 years to be funded by the water and wastewater rates; and

Approve the amount of \$100,000.00, including applicable HST, to develop a Sanitary Allocation Policy to be funded by the water and wastewater rates, as presented at the March 25 and April 8, 2025 Council meetings.

**13. Approval of Minutes**

**Recommendation:**

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

1. **March 25, 2025 Regular Council Meeting Minutes** 45

**14. Consent Agenda**

**Recommendation:**

Receive the items as listed on the Consent Agenda.

1. **2024 Corporate Training Summary** 54
2. **Water Wastewater Masterplan Debt Levels and Financial Impact Projection** 58

**15. Reports for Direction**

1. **Tender Award – 2025 Lifecycle Surface Treatment Program** 66

**Recommendation:**

Award the tender for the 2025 Lifecycle Surface Treatment Program contract to Shepley Road Maintenance Ltd. in the amount of \$1,459,603.37, including applicable HST; and

Approve an over budget amount of \$24,603.37 to be funded from the roads reserves as presented at the April 8, 2025 Council meeting.

2. **Tender Award – 2025 Surface Treatment Road Repairs** 71

**Recommendation:**

Award the tender for the 2025 Surface Treatment Road Repairs to Shepley Road Maintenance Ltd in the amount of \$202,136.07 including applicable HST, as presented at the April 8, 2025 Council meeting.

3. **Tender Award – 2025 Surface Treatment Spray Patching** 74

**Recommendation:**

Award the tender for the 2025 Surface Treatment Spray Patching to Shepley Road Maintenance Ltd in the amount of \$122,926.08 including applicable HST, as presented at the April 8, 2025 Council meeting.

**4. Purchase of Ice Resurface Machine**

77

**Recommendation:**

Waive the requirement of the Purchasing By-law relating to the Request for Tender process and direct Administration to purchase an Olympia Ice Resurface Machine for a total of \$139,250.00 plus applicable taxes, to be funded from the 2025 capital projects budget ATC-25-6518 from the Vehicles and Equipment reserve, all as presented at the April 8, 2025 Council meeting.

**5. Municipal Restructuring of Monroe Island**

79

**Recommendation:**

Direct the Clerk to read By-law 25-2025, being a By-law to approve the annexation of the property municipally known as 440 Brighton Road and legally described in Appendix “A” (“Monroe Island”) by the Town of Tecumseh (“Tecumseh”) and authorize the execution of a Boundary Adjustment Agreement between the Municipality of Lakeshore (“Lakeshore”), Tecumseh, and the County of Essex (the “County”), that is satisfactory in content to the Corporate Leader – General Counsel; and

Authorize Administration to submit an application for municipal restructuring to the Minister of Municipal Affairs and Housing (“Minister”) to facilitate the annexation of Monroe Island into Tecumseh, all as presented at the April 8, 2025 Council meeting.

**6. Enbridge Franchise Agreement Renewal**

96

**Recommendation:**

1. The Council of the Municipality of Lakeshore approves the form of draft by-law and franchise agreement presented at the April 8, 2025 Council meeting and attached hereto, and authorizes the submission thereof to the Ontario Energy Board for approval pursuant to the provisions of Section 9 of the *Municipal Franchises Act*.
2. Council requests that the Ontario Energy Board make an Order declaring and directing that the assent of the municipal electors to the attached draft by-law and franchise agreement pertaining to the Municipality of Lakeshore is not necessary pursuant to the provisions of Section 9(4) of the *Municipal Franchises Act*.

7. **2025 CWATS Paved Shoulder Program Funding Requirements** 111
- Recommendation:**  
Direct the Corporate Leader - Operations to advise the County of Essex that currently there is no funding available to proceed with the 2025 CWATS paved shoulder program within Lakeshore, as presented at the April 8, 2025 Council meeting.
8. **Affordable Housing Strategy – Update to the 2016 Strategy for the Housing Accelerator Fund program** 121
- Recommendation:**  
Waive the requirements of the Procurement By-law relating to a competitive bidding process and award the consulting services for an Affordable Housing Strategy update to the 2016 Affordable Housing Strategy to SHS Inc.;
- Approve up to \$51,000, including applicable HST, funded from the Housing Accelerator Fund Round 2 grant to cover the cost of the work; and
- Authorize the Corporate Leader - Growth and Sustainability to enter into an agreement with SHS Inc., as presented at the April 8, 2025 Council meeting.
9. **2025 Budget- Belle River Business Improvement Area** 167
- Recommendation:**  
Approve the Budget as approved by the Belle River Business Improvement Area Board of Management for the year ending December 31, 2025, as presented at the April 8, 2025 Council meeting.
10. **2025 Final Levy and Tax Rate** 176
- Recommendation:**  
Direct the Clerk to read By-law 28-2025 establishing the 2025 Municipal Tax Levy and Tax Rates, as presented at the April 8, 2025 Council meeting.
16. **Notices of Motion**

1. **Councillor Santarossa - Signalisation at County Road 22 and Willowwood Drive** 178

**Recommendation:**

That the Council of the Municipality of Lakeshore request that the County of Essex include the full signalisation of Willowwood Drive in Phase 1 of the County Road 22 expansion.

2. **Councillor Kerr - Lakeview Park Splash Pad** 179

**Recommendation:**

Direct Administration to prepare, before Lakeshores 2026 budget deliberations, an engineering report with costs ready to send out for a Request For Proposal for the refurbishment of the splashpad area of Lakeview Park.

The funding for this motion to come from the Plans and Studies Reserve fund. This fund's expected end of year balance is \$660,000.

The intent of this motion is to have ready, should Council choose at our 2026 budget deliberation, to start a refurbishing project of the outdated splashpad that would be placed on top of existing infrastructure. This would be a size appropriate splashpad to the existing infrastructure but updated in functions similar to River Ridge Park. The intent also, is to have this project ready to apply for upper level of government grants such as Community Sport and Recreation infrastructure fund (CSRIF), or the Ontario Trillium Foundation should it qualify.

17. **Reports from County Council Representatives**

18. **Report from Closed Session**

19. **Consideration of By-laws**

**Recommendation:**

By-laws 29-2025, 31-2025 and 32-2025 be read a first and second time and provisionally adopted; and

By-laws 25-2025, 28-2025 and 34-2025 be read and passed in open session on April 8, 2025.

1. **By-law 25-2025, Being a By-law to Approve the Annexation of Monroe Island (440 Brighton Road) by the Town of Tecumseh** 180

2. **By-law 28-2025, Being a By-law to Adopt the Tax Rates and to Provide for Penalty and Interest in Default of Payment for the year 2025** 181

3.	By-law 29-2025, Being a By-law for the Bridge over the McCann Drain in the Municipality of Lakeshore	196
4.	By-law 31-2025, Being a By-law for the Bridge over the Hostine Drain in the Municipality of Lakeshore	199
5.	By-law 32-2025, Being a By-law for the Webbwood Drain in the Municipality of Lakeshore	202
6.	By-law 34-2025, Being a By-law to Confirm the Proceedings of the March 25th Council meeting	205
20.	Non-Agenda Business	
21.	Addendum	
22.	Adjournment	

**Recommendation:**

Adjourn the meeting at \_\_\_\_ PM.

# Municipality of Lakeshore – Report to Council

## Growth and Sustainability

### Planning Services



**To:** Mayor and Members of Council

**From:** Daniel Mercer, urbaniste, RPP, MCIP, Division Leader - Community Planning

**Date:** March 27, 2025

**Subject:** Oriole Park Subdivision – Request for Extended Length of the Cul-de-Sac

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### Recommendation

Direct Administration to proceed with Option 2 to support a phased approach to the development with a temporary cul-de-sac length of 250 m in Phase 1 on 1714 Oriole Park Drive, as presented at the April 8, 2024 Council Meeting.

### Strategic Objectives

This report does not relate to a Strategic Objective.

### Background

Cooper Estates Ltd. requested a delegation to Council to make a presentation regarding the length of a proposed cul-de-sac within the Oriole Park Draft Plan of Subdivision. The property is located at 1714 Oriole Park Drive in the community of Woodslee, north of County Road 46, and currently contains a single detached dwelling. It is an irregular shaped lot of 13.5 acres in total, with limited frontage along Oriole Park (approximately 60 m) and a large rear section behind eight other residential dwellings and backing onto the Belle River (Attachment 1),

The plan of subdivision is in the design and background study stage. The approval authority, the County of Essex, has been actively involved in the review of the draft plan but has not yet deemed the application to be complete.

The proposed residential plan of subdivision includes ten (10) single detached dwellings and twenty-six (26) semi-detached dwelling units and is appropriately zoned for the proposed use. The proposed 20 m (66 ft) right-of-way cul-de-sac providing access from Oriole Park Drive is 318 m (1043 ft). Lakeshore's Development Manual currently allows for a length of up to 250 m (800 ft) for temporary cul-de-sacs, where development is planned to proceed in stages. The maximum permanent cul-de-sac length is 150 m. The extended length proposed by Cooper Estates Ltd. for Oriole Park accommodates a



potential future phased approach to the subdivision should future property acquisition become available (Attachment 1, Figure 1.0: Concept Plan).

It is understood that the draft plan incorporates a 15 m (49 ft) turning radius to accommodate the Municipality's emergency response vehicles (Attachment 1, Figure 2.0: Fire Route Plan). As part of their review, Operations has confirmed that the proposed cul-de-sac layout provided by the developer meets these requirements.

## Comments

Planning supports the intensification and diversification of housing options in the Community of Woodslee, especially the current proposal which includes semi-detached lots. While this lot presents particular challenges, residential development through infill development will be a positive benefit to the community, and a different type of housing choice not currently available. There is sewage servicing capacity available in Woodslee. The subject property is designated in the Official Plan as residential and is zoned as Hamlet Residential (HR) – permitting low density residential. In order to develop the rear portion of the property to allow for more infill residential development, the only street configuration option currently available would be as a cul-de-sac. The proposal generally conforms to the Official Plan and Zoning By-law. Through discussions with the developer and the County of Essex, it is proposed that part of the rear of the lot along the Belle River can be placed into a common ownership block to preserve the natural heritage features.

The length of the proposed cul-de-sac exceeds the length contained in the Lakeshore Development Manual. The comments from Lakeshore Operations are included as Attachment 2. Operations does not support the permanent extended length of 318 m, and has requested a redesign of the subdivision to accommodate the guidelines in the Development Manual. The risks in allowing longer cul-de-sacs are highlighted in the memo but, generally, the concerns are that there is no alternative access into and out of the subdivision during emergencies, a longer cul-de-sac length could increase traffic speed and congestion, and that non-looped water and sewer lines are not as reliable in long cul-de-sac designs. It should be noted that a temporary cul-de-sac are constructed differently than permanent cul-de-sacs and does not require full build out of curbs at the end of the bulb as the intent would be to allow for an extension in the future. Overall, the best option is that a road has two exits and is not designed as a cul-de-sac.

The developer wishes to keep the longer length to make the best use of the parcel of land and create the maximum number of lots for single detached and semi-detached units as infill development in the Community of Woodslee. If the land becomes available at some future time, the developer intends to extend the development to the south into a future phase and would extend the road to make a Crescent, eliminating the cul-de-sac. However, since no further land is currently available, this cul-de-sac layout would be considered "permanent" as per the Development Manual, as a future phased approach cannot be guaranteed. Hence, the developer has requested the delegation to Council for consideration of an exemption considering the unique circumstances of this irregular-shaped parcel and the positive community impacts of providing additional housing.

With the current 13.5 acre irregular-shaped parcel with only a single 60 m frontage on Oriole Park Drive, changing the proposed design would effectively leave a large portion of the rear of the lot as undevelopable as duplexes or singles

- If the cul-de-sac length was shortened to 150 m (as required in the Development Manual for permanent cul-de-sacs in instances where the property owner does not have a second access to a roadway), 15 dwelling units could be potentially lost versus the current lot layout.
- If the cul-de-sac was reduced to 250 m (as required in the Development Manual for temporary cul-de-sacs for phased developments where the property owner does have a second frontage option on a roadway), 12 dwelling units could be potentially lost versus the current layout
- If the cul-de-sac length was permanently reduced to 200 m (which aligns with several recent approvals for permanent cul-de-sac lengths), 8 dwelling units could be potentially lost versus the current layout.

Reducing the cul-de-sac length to any of these options from the current proposed layout of 318 m may result in permanently removing the best-case scenario, which is that the cul-de-sac be eliminated in the future in favour of a crescent shaped road with two accesses. This best-case scenario would eliminate all concerns related to emergency access, congestion, and all servicing concerns.

The following options are presented for Council consideration, with Administration recommending **Option 2**:

**Option 1:** Council support a maximum cul-de-sac length of 200 m, as one option proposed in the Operations Memo report (Attachment 2), which would be identified as a 'permanent' cul-de-sac in the Plan of Subdivision.

**Option 2:** Council support a phased approach to the development with a temporary cul-de-sac length of 250 m in Phase 1.

This option would permit the intent to extend the cul-de-sac and loop back to Oriole Park Drive should that become available through future property acquisition. The Plan of Subdivision would identify Phase 1 and 2 on the existing irregular lot at 1714 Oriole Park Drive. Phase 1 would permit development of the proposed lots up to a 250 m road length. Phase 2 would permit future development of proposed lots past the 250 m road length to the current property line. Development could only occur if a future second access is identified. A Plan of Subdivision could be proposed in the future to identify Phase 3 to incorporate future property acquisition, should it become available.

**Option 3:** Council support a maximum cul-de-sac length of 318 m, which would be identified as a 'permanent' cul-de-sac in the Plan of Subdivision.

As per the delegation, this option is the preferred option by the developer.

**Others Consulted**

County of Essex

**Financial Impacts**

There are no financial impacts resulting from the recommendations.

**Attachments**

Attachment 1: Delegation Request from Cooper Estates Limited

Attachment 2: Lakeshore Operations memo

**Report Approval Details**

Document Title:	Oriole Park subdivision request for longer cul-de-sac.docx
Attachments:	- Attachment 1 Request for delegation 1714 Oriole Park Dr - Cul-De-Sac .pdf - Attachment 2 - Operations Memo.pdf
Final Approval Date:	Apr 1, 2025

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

Prepared by Daniel Mercer

Submitted by Tammie Ryall

Approved by Tyson Cragg

February 21, 2025

Municipality of Lakeshore  
419 Notre Dame St.  
Belle River, ON  
N0R 1A0

Attention: Mayor and Members of Council

1714 Oriole Park Drive  
Draft Plan of Subdivision  
Cul-De-Sac Length Extension  
Municipality of Lakeshore

On behalf of our client, Cooper Estates Ltd., we formally request to present a delegation to Lakeshore Council regarding the proposed cul-de-sac length within the Oriole Park Draft Plan of Subdivision. The property is located at 1714 Oriole Park Drive in the community of Woodslee, north of County Road 46, herein referred to as the 'Subject Site'.

The proposed residential development includes ten (10) single detached dwellings and twenty-six (26) semi-detached dwelling units and is appropriately zoned for the proposed use. The new 20m (66 ft) right-of-way cul-de-sac providing access from Oriole Park Drive is 318 m (1043 ft), exceeding Lakeshore's 250 m (800 ft) policy for temporary cul-de-sacs in staged developments. The extended length accommodates a future phased approach to the subdivision. (refer to [Figure 1.0: Concept Plan](#)). In consultation with the Municipality of Lakeshore Fire Chief, the updated plan incorporates a 15 m (49 ft) turning radius to accommodate the Municipality's emergency response vehicles (refer to [Figure 2.0: Fire Route Plan](#)).

We have successfully developed several new streets in the region with longer cul-de-sac designs, demonstrating effective planning without any issues. Extended cul-de-sacs optimize land use by increasing housing capacity and fostering a sense of community and safety due to reduced through traffic. They also allow for future infrastructure flexibility and help preserve green spaces. This proposed development within the existing settlement area offers diverse housing options to the Woodslee Hamlet community, providing future residents with convenient access to local amenities. Additionally, it addresses the need for infill residential development within settlement areas and aligns with the housing goals outlined in the Provincial Planning Statement (PPS), County Official Plan, and Lakeshore Official Plan.

We understand that such changes require Council approval and we kindly request to be included on the next available Council meeting agenda. We are eager to present our detailed plans and background studies on the proposed development.

1 Riverside Drive W.  
Windsor, Ontario  
Canada  
N9A 5K3  
Telephone  
519.948.5000  
Fax  
519.948.5054

Municipality of Lakeshore  
Page 2  
February 21, 2025

Thank you for your time and consideration. Should you have any questions or require additional information please do not hesitate to contact the undersigned at [afarkas@dillon.ca](mailto:afarkas@dillon.ca).

Sincerely,

DILLON CONSULTING LIMITED



Amy Farkas, MCIP RPP  
Associate  
AMF:dt

Our File: 24-7804

Encl.

cc: John Vanderwerf – Cooper Estates Ltd  
Brent Klundert – BK Cornerstone  
Tammie Ryall – Municipality of Lakeshore



**COOPER ESTATES LTD**  
 1714 ORIOLE PARK DRIVE  
 LAKESHORE ONTARIO

**CONCEPT PLAN**  
 FIGURE 1.0

- SUBJECT AREA  
(±5.42 ha/ 13.40 ac)
- PROPOSED SINGLE DETACHED  
(10 LOTS)
- PROPOSED SEMI-DETACHED  
(13 LOTS-26 UNITS)
- PROPOSED LANDSCAPE
- PROPOSED SWM POND  
(±0.20 ha)
- PROPOSED ROW
- PROPOSED SIDEWALK
- 1:100 YEAR FLOOD LINE
- DRAIN (BELLE RIVER)
- SIGNIFICANT VALLEY LAND  
(ERCA)
- NATURAL ENVIRONMENT/ SIGNIFICANT  
TERRESTRIAL FEATURE (ESSEX COUNTY)
- NATURAL ENVIRONMENT/ SIGNIFICANT  
TERRESTRIAL FEATURE 10.0m BUFFER

**SITE MATRIX**

PROPOSED ZONE	- HR (HAMLET RESIDENTIAL)
MIN. LOT AREA	- 500 m <sup>2</sup> / 270m <sup>2</sup>
MIN. LOT FRONTAGE	- 15m / 9.0m or 12.0m
SETBACKS (MIN.):	
FRONT YARD DEPTH	- 7.5m
REAR YARD DEPTH	- 7.5m
SIDE YARD DEPTH	- 1.5m
EXTERIOR YARD DEPTH	- 4.5m
UNIT COUNT	- 36 UNITS

SCALE: 1:1500 (11x17)



**MAP/DRAWING INFORMATION:**  
 THIS DRAWING IS FOR INFORMATION PURPOSES ONLY. ALL DIMENSIONS AND  
 BOUNDARY INFORMATION SHOULD BE VERIFIED BY AN O.L.S PRIOR TO CONSTRUCTION.

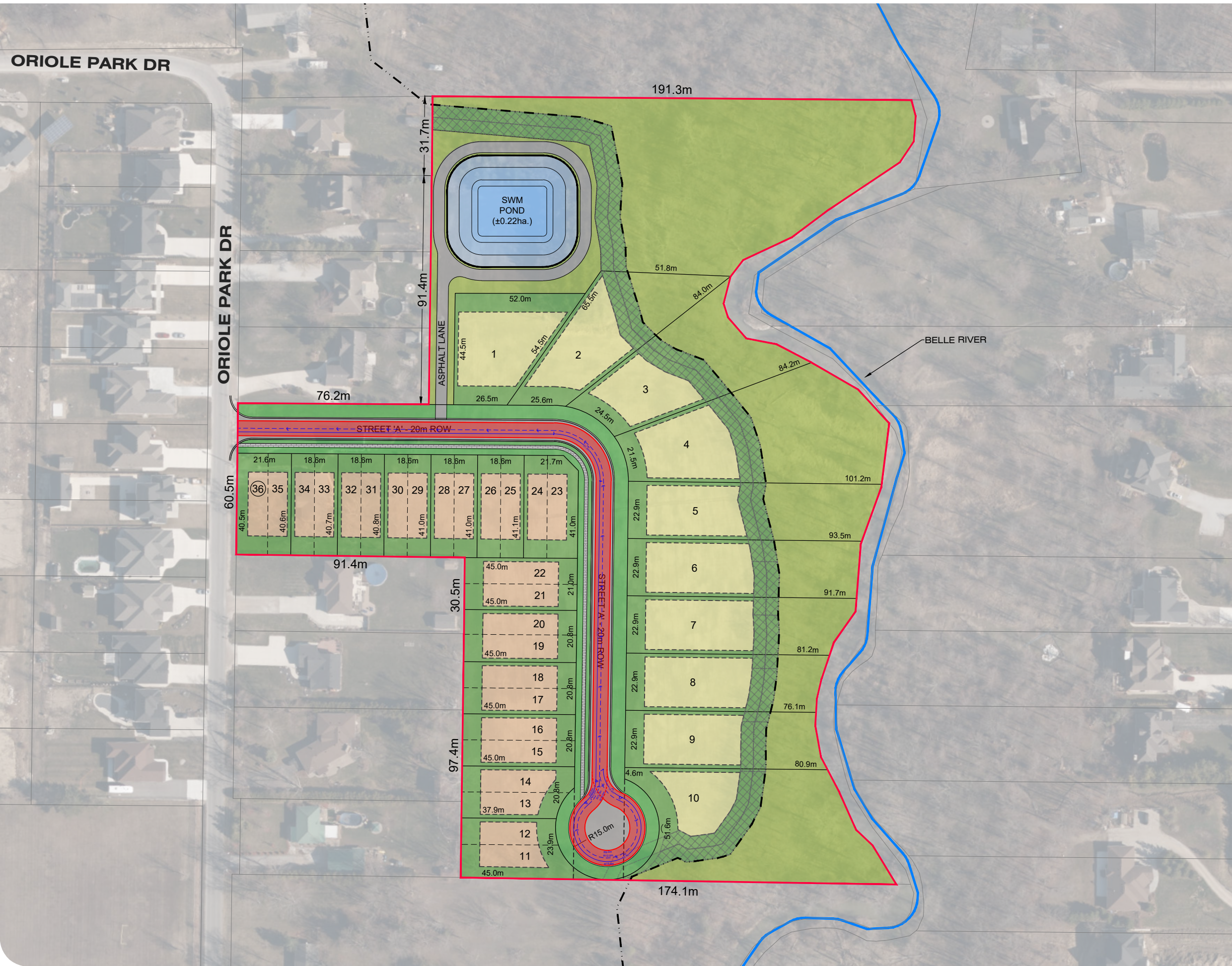
CREATED BY: NTH  
 CHECKED BY: KNE  
 DESIGNED BY: NTH

SOURCE: COUNTY OF ESSEX AERIAL  
 PHOTOGRAPHY (2023)

PROJECT: 24-7804  
 STATUS: FINAL  
 DATE: 12/17/2024









ORIOLE PARK DR

ORIOLE PARK DR



**COOPER ESTATES LTD**  
 1714 ORIOLE PARK DRIVE  
 LAKESHORE ONTARIO

**FIRE ROUTE PLAN**  
 FIGURE 2.0

-  SUBJECT AREA  
(±5.42 ha/ 13.40 ac)
-  PROPOSED FIRE ROUTE
-  PROPOSED SINGLE DETACHED  
(10 LOTS)
-  PROPOSED SEMI-DETACHED  
(13 LOTS-26 UNITS)
-  PROPOSED LANDSCAPE
-  PROPOSED SWM POND  
(±0.20 ha)
-  PROPOSED ROW
-  PROPOSED SIDEWALK

SCALE: 1:1500 (11x17)



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CREATED BY: NTH  
 CHECKED BY: KNE  
 DESIGNED BY: NTH

SOURCE: COUNTY OF ESSEX AERIAL PHOTOGRAPHY (2023)

PROJECT: 24-7804  
 STATUS: FINAL  
 DATE: 12/17/2024

March 21, 2025

Daniel Mercer  
Division Leader - Community Planning  
Municipality of Lakeshore

**RE: Response Memorandum to Oriole Park Subdivision Increased Cul-De-Sac Length Greater than Lakeshore’s Development Standards**

Dear Daniel,

This memo has been prepared in response to the delegation request received from Dillon Consulting Limited, on behalf of Cooper Estates Ltd., dated February 25, 2025 (attached) related to the proposed cul-de-sac length for the Oriole Park Subdivision. This delegation seeks Council support to exceed the maximum allowable cul-de-sac length that is outlined in the Lakeshore Development Manual and is based on industry best practices.

This delegation is following the denial of the request at the pre-consultation stage by the Engineering Division to allow a cul-de-sac length of 318 metres.

The original Lakeshore Development Manual was created in 1999 which indicated a maximum cul-de-sac length of 100 meters. The manual was updated in 2009 and recommended an increase the maximum cul-de-sac to 150 metres. The latest revision was completed in 2017, solidifying the approach related to the maximum allowable cul-de-sac length of 150 metres. More recent approvals have been provided for cul-de-sac lengths up to 200 metres for permanent cul-de-sacs (also could be recommended for this project) but support to allow approvals over this length are problematic.

Based on the delegation request we have completed a detailed review of other Municipalities in the Windsor-Essex Region related to allowable maximum cul-de-sac lengths.

The maximum allowable cul-de-sac lengths in Windsor-Essex regions have been summarized below:

Municipality/Town	Maximum Temporary Cul-de-sac length (metre)	Maximum Permanent Cul-de-sac length (metre)	Reference
Lakeshore	250	150	Cul-de-sacs and other single access roadways may be permitted when they are 150 metres or less in length measuring from the intersecting right-of-way to the end of the cul-de-sac or the farthest extent of the single access road. For staged development temporary dead-end roads shall have a maximum length of 250 metres.
Essex	250	150	Cul-de-sacs shall be permitted when they are 150 m in length or less in length measuring from the intersecting right-of-way.





LaSalle	Not Applicable	300	The use of cul-de-sacs is discouraged within the Town and, wherever possible, crescents and modified grid systems should be used when designing and constructing new roads to promote and facilitate walking within neighborhoods and the efficiency of the public transit system. Where cul-de-sacs are required to be used within new developments, they should be designed in such a manner as to not exceed 300 metres in length.
Windsor	180	230/ 25 Dwelling Units	Refer Standard Specification for length of cul-de-sac of City of Windsor AS-228 & AS-545 A for 20 metres ROW, AS-545 B for 15 metres ROW.
Amherstburg	Not Applicable	225	It is the policy of the Town to minimize the use of cul-de-sac by utilizing through street and crescents within the road system. Temporary situations will be permitted with the approval of the Manager of Public Services. i) The maximum length of permanent cul-de-sac shall be 225 metres to the start of the bulb. If the length is exceeded, secondary emergency access is to be provided. This shall include 'P' loops.
Tecumseh	Not Applicable	150	The use of cul-de-sacs is discouraged within the Town and, wherever possible, a modified grid system should be used when designing and constructing new roads in order to promote and facilitate walking within neighborhoods and the efficiency of the public transit system. Where cul-de-sacs are required to be used within new developments because of unique design constraints, they should be designed in such a manner as not to exceed 150 metres in length.
Kingsville	250	150	All dead-end streets shall have turn-arounds and shall meet the requirements of the OPSD. Temporary dead-ends shall not exceed 250 metres in length measured to the end of the cul-de-sac.
Leamington	Not Applicable	150	The use of cul-de-sacs is discouraged within the Town and, wherever possible, a modified grid system should be used when designing and constructing new roads to promote and facilitate walking within neighborhoods and efficiency of the public transit system. Where cul-de-sacs are required to be used within new developments because of unique design constraints, they should be designed in such a manner as not to exceed 150 metres in length.

Moreover, the Essex-Windsor Regional Transportation Master Plan dated October 2005 section 5.1.2 Access Management, subsection Subdivision Road Network (found on Page 71) recommends a suggested maximum

cul-de-sac length of 225 metres and/or 25 dwelling units, stating the importance of keeping traffic volumes and speeds low on local residential streets.

As outlined in the table above, many Municipalities in Windsor-Essex adhere to similar maximum cul-de-sac lengths and further discourage the use of cul-de-sacs where it can be avoided.

Amherstburg has identified that they are proposing to reduce their current 225 metres to 150 metres, and this has been included in their updated draft manual.

Further, most Ontario municipalities follow similar principles when setting the maximum length for cul-de-sacs or dead-end streets. The maximum length is typically between 150 metres and 200 metres.

Cul de sac lengths are recommended to be limited in length based on the following:

- **Diminished Ability to Provide Emergency Services:** A longer cul-de-sac could diminish the ability to provide emergency services (ambulance, fire, police) and increase response time in instances where road blockages occur (e.g., accidents, fallen trees, flooding). These delays could pose serious safety risks. This is extremely important in this case considering the proximity of the development to the Belle River and the development being along the established flood plain.
- **Increase Speed and Traffic Congestion at Intersection:** Longer cul-de-sacs encourage faster driving, increasing the risk of accidents, particularly with higher density housing. Longer cul-de-sacs without a limitation on the number of dwelling units (which now include Additional Dwelling Units (ADU's)) can contribute to traffic congestion at intersections. Shorter cul-de-sacs assist with keeping vehicle volumes down and speeds slower, minimizing the impact of fast-moving traffic in a confined area. This is important because higher speeds on narrow streets can lead to more severe accidents.
- **Service looping and reliability:**
  - **Watermain:** Longer dead-end watermains pose health risks due to stagnant water losing chlorine residual. They also reduce fire protection capacity, particularly during peak water usage. Looping watermains is preferred practice and minimizing dead-end watermains to ensure adequate circulation; and
  - **Sanitary Sewer and Utilities:** Longer dead-end sanitary sewers and utility lines increase the impact of utility disruptions, affecting a larger number of residents in the event of blockages or strikes.

Service looping allows for the majority of services to be back fed including water, hydro, etc.

It should be noted that in cases where exemptions are made for maximum cul-de-sac lengths, that alternative emergency access (i.e. driveway or pathway) be provided to satisfy emergency and servicing requirements. It does not appear that this is a viable option in this case and was not presented as a consideration.



The developer is proposing a cul-de-sac that is 318 metres long and consists of 36 dwelling units, including semi-detached homes which increases the population density within the cul-de-sac. The length and population of the proposed cul-de-sac significantly exceeds the standards of virtually all municipalities in Windsor-Essex and is double the allowable cul-de-sac length identified in Lakeshore's Development Manual.

Due to the above various factors, the length of the proposed cul-de-sac should be reduced to meet Lakeshore's Development Standards however, based on recent approvals, it is recommended that the proposed permanent cul-de-sac does not exceed 200 metres in length, specifically without establishment of an alternative emergency access.

Consideration could be given to allowing a temporary cul-de-sac length (with a maximum of 250 metres) if the Developer wishes to continue to pursue the connection through the adjacent lands, and an agreement could be established, however this was not presented as a consideration as part of the request.

Allowing a significant increase to the maximum cul-de-sac length places the Municipality at risk. Some of these risks have been included below:

- This approval will set precedent on recent and future requests, which will allow other developers to come forward with similar requests to extend cul-de-sac lengths, which have been recently denied (anything over 200 metres);
- Exposure to potential litigation from historic denials as well as a specific recent case whereby the denial of a cul-de-sac length of 250 metres (with a proposed an emergency access) necessitated a redesign be completed to decrease to 200 metres;
- Administration to-date has been recommending that current cul-de-sacs that were established prior to set standards (i.e. Major Street) be connected to municipal roads and this approach may be compromised if standards/industry best practices are not adhered to ;
- Failure to consistently apply Lakeshore's Development Manual and industry best practices and design standards places risk on all established design standards. Council approval in excess of 200 metres will likely increase the number of public presentations to Council to request departure from standards set by Administration and adopted by Council compromising decision making and delegated authority; and
- If the temporary cul-de-sac maximum is allowed (250 metres), and the future connection of the roadway is not successfully undertaken by the Developer, this may become a liability of the Municipality in the future to obtain these lands and complete the recommended road connection.

The above items should be considered in the review of an exemption to the maximum cul-de-sac length as requested.

Regards,



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Krystal Kalbol, P. Eng,  
Corporate Leader - Operations

# Municipality of Lakeshore – Report to Council

## Operations

### Corporate Leader - Operations



**To:** Mayor and Members of Council

**From:** Krystal Kalbol, P. Eng., Corporate Leader – Operations

**Date:** March 17, 2025

**Subject:** Program Charter - Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (5-Year Plan)

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### Recommendation

Adopt the Program Charter entitled Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (WWMP) (5-Year Plan);

Approve the identified resources as described in the Program Charter in the following amounts from the specified funding source:

- Project Risk Manager (Senior Leader) in the amount of \$1,054,000.00 over 5 years to be funded by the identified capital project(s) under the Plan;
- Team Leader, Project Management Office (PMO) in the amount of \$712,000.00 over 5 years to be funded by the identified capital project(s) under the Implementation Plan (the Plan);
- Engineering Technologist, PMO in the amount of \$560,000.00 over 5 years to be funded by the identified capital project(s) under the Plan;
- Program Coordinator in the amount of \$532,000.00 over 5 years to be funded by water and wastewater rates;
- Financial Analyst in the amount of \$538,000.00 over 5 years to be funded by the water and wastewater rates; and

Approve the amount of \$100,000.00, including applicable HST, to develop a Sanitary Allocation Policy to be funded by the water and wastewater rates, as presented at the March 25, 2025 Council meeting.

### Strategic Objectives

The following is the strategic objective related to this report:

1b) Building and Stewarding Municipal Infrastructure - Complete infrastructure delivery plans for the Water/Wastewater Master Plan and Stormwater Master Plan, including development of a stormwater levy

## Background

Based on the value of infrastructure works and the critical timelines identified in the WWMP Implementation Plan, it was determined that a Program Charter would be required to provide oversight and resources to ensure success in delivering the Plan.

## Comments

The details of the Program Charter can be found attached to the report.

## Financial Impacts

The following provides a summary of the financial impacts of the Program Charter to meet the immediate needs of the Program:

<b>Program Item</b>	<b>Cost</b>
Project Risk Manager (Senior Leader) (over 5 years)	\$1,054,000.00
Team Leader, PMO (over 5 years)	\$712,000.00
Engineering Technologist, PMO (over 5 years)	\$560,000.00
<b>Total funded by Capital Projects under the Plan</b>	<b>\$2,326,000.00</b>
Program Coordinator (over 5 years)	\$532,000.00
Financial Analyst, PMO (over 5 years)	\$538,000.00
Sanitary Allocation Policy (one time cost)	\$100,000.00
<b>Total funded by Water and Wastewater Rates (and will be included in the updated study)</b>	<b>\$1,170,000.00</b>
<b>Total</b>	<b>\$3,496,000.00</b>

Staffing costs will average \$670,000.00 annually over the proposed 5 years. It is recommended that identified staffing be put in place to deliver the projects in the amount of \$211 million over the 5-year duration as identified in the WWMP.

It should be noted that the \$2,326,000 to be funded by capital projects under the Plan represents approximately 1.1% of the total 5-year plan (\$211 million) and 2.5% of the total capital project approved under Canadian Housing Infrastructure Fund (CHIF) (Conveyance Group 1 and 2 in the amount of \$93 million).

## Attachments

Attachment 1: Program Charter, Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (5-Year Plan)

## Report Approval Details

Document Title:	Program Charter - Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Waster Wastewater Master Plan.docx
Attachments:	-Attachment 1: Program Charter, Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (5-Year Plan)
Final Approval Date:	Mar 24, 2025

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

Prepared by Krystal Kalbol

Approved by Justin Rousseau and Tyson Cragg

# Program Charter:

**Program Date:** March 14, 2025

**Program Name:** Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (5-Year Plan)

## Program Understanding:

At the October 8, 2024 Meeting of Council, a resolution was passed to receive and support Lakeshore's 2024 Water Wastewater Master Plan (WWMP) Update. The resolution is as follows:

323-10-2024

Receive the 2024 Water Wastewater Master Plan Update – Draft Final Report prepared by Jacobs Consultancy Canada Inc.;

Direct the Corporate Leader - Operations to utilize this plan as a reference document to support the Municipality of Lakeshore's infrastructure improvements and to incorporate the implementation plan, as recommended, into future budget submissions for Council consideration; and

Direct the Corporate Leader- Chief Financial Officer to undertake a Development Charge Study Update and a Water Wastewater Rate Study update at a cost of \$95,000 as recommended, in the report for Council consideration, as presented at the October 8, 2024 Council meeting.

Based on the value of infrastructure works and the critical timelines identified in the WWMP Implementation Plan (the Plan), it was determined that a Program Charter (the Program) would be required to provide oversight and resources to ensure success in delivering the Plan.

The development of the Program adopted a collaborative, whole-of-government approach, bringing together multiple departments to address the longstanding and systemic infrastructure challenges across the Municipality. The Program is projected to span a critical timeline of up to five years. The Plan is attached as Appendix A.

The purpose of the Program is to:

- Clarify a vision and obtain Council support;
- Adopt an advocacy and strategic approach to fund the Plan;
- Develop a plan to meet grant application timelines, commitments, conditions and obligations, including collaboration, cross regional and provincial advocacy;
- Confirm responsibilities and accountabilities through delivery of the Program; and
- Identify resourcing that will be required to deliver the Plan.

To date, the following grant applications related to the Plan have been applied for:

<b>Funding Application</b>	<b>Application Submission Date</b>	<b>Application Amount</b>	<b>Expected Grant Contribution</b>	<b>Outcome</b>
Housing-Enabling Water System Fund, Intake 1	April 19, 2024	\$41,598,657	\$30,367,042	Unsuccessful
Housing-Enabling Water System Fund, Intake 2	November 1, 2024	\$44,208,000	\$32,272,388	Unsuccessful
Canada Housing Infrastructure Fund (CHIF)	February 11, 2025	\$92,036,000	\$36,814,400	Successful

Most recently, Lakeshore has been successful in the CHIF funding in the amount of \$36,814,400. The CHIF grant application commitment letter has been attached as Appendix B for reference and will be incorporated into the Program.

Further, Lakeshore was also successful in securing \$7,436,162 from the Government of Canada’s Housing Accelerator Fund, Round 2 (HAF2) which targets increasing housing supply at a faster pace.

There are several commitments related to the above successful funding applications. These commitments include but are not limited to working side-by-side with other mayors and/or councils to collaborate with and focus on a shared interest across the province and Canada to tackle the housing crisis.

The Program will include prioritizing the elements laid out, providing updates on the progress, providing a clear channel to communicate any risks in delivering the Program, and looking for opportunities to expand and improve the Program through the necessary channels, as required.

**Program Vision:**

The successful implementation of Lakeshore’s updated WWMP over the next five years will be driven by a focused, proactive and collaborative approach. The Program Vision is centered around strategic planning, robust advocacy, and securing targeted funding opportunities to ensure the efficient execution of key WWMP projects. These efforts will be guided by a commitment to long-term sustainability and resilience, supporting both the current needs and future growth of the community.



## **Program Elements:**

The WWMP consists of the following Plan elements:

- Delivering a 212-million-dollar Infrastructure Improvement Plan in addition to the existing Operational and Capital Plans over the next 5 years;
- The completion of various field monitoring and water/wastewater models to obtain accurate information to responsibly support planning and development plans; and
- The implementation of a Sanitary Allocation Policy to support the future growth of Lakeshore in a responsible manner.

To be successful in delivering the Plan, the Program will focus on the following elements:

- Intergovernmental advocacy planning and implementation, including liaison with mayors across the province/country to tackle the infrastructure constraints to increase the supply of housing, including sharing the direction that Lakeshore is undertaking as part of the HAF initiatives with C4C;
- Funding applications and grant stabilization plan;
- Project progress through Environmental Assessment and/or the detailed design process(es);
- Project execution and construction;
- Monitor the success of the program and establish Project Management Office (PMO) protocol and the required resources if and when funding becomes available to deliver the projects based on the aggressive timelines laid out in the Plan as well as meeting funding and reporting timelines; and
- Supporting and meeting the grant reporting requirements throughout the delivery of these projects.

During delivery and implementation of these elements, the purpose and vision of the Program should be kept top of mind and revisited to ensure the Program remains relevant and ensures success through its delivery.

## **Key Objectives:**

The following key objectives will be the focus of the Program:

### **Proactive Strategic Planning**

Develop and execute a clear, detailed plan for implementing the WWMP, ensuring alignment with municipal priorities, regulatory requirements, and long-term sustainability goals.

### **Collaborative Team Approach**

Foster a unified, cross-departmental team comprised of municipal staff, consultants, external partners, and key stakeholders. This collaborative approach will ensure that risks are identified early, and best practices are applied in decision-making.

### **Continuous Advocacy and Stakeholder Engagement**

Advocate for the importance of the WWMP to municipal leaders and funding partners. Engage regularly with stakeholders to keep them informed, gather feedback, and build trust in the process.

### **Targeted Grant and Funding Opportunities**

Actively pursue relevant grant opportunities and funding streams to maximize financial resources, ensuring the efficient delivery of WWMP projects and minimizing the burden on municipal rates and development charges.

### **Sustainability and Resiliency**

Design and implement WWMP projects with a focus on resilience and sustainability. Incorporate modern technologies and adaptive solutions to mitigate climate change impacts, enhance water conservation, and ensure long-term infrastructure integrity.

### **Support for Growth**


Equip the Municipality with the necessary water and wastewater infrastructure to support both present and future growth, ensuring that new developments are seamlessly integrated into Lakeshore's water and wastewater systems and that servicing is responsibly done (i.e. through the adoption of a Sanitary Allocation Policy).

# Program Management Plan:

The Program will be managed using the following guide:


**Develop Program Charter and Validate Scope**

Develop a Program Charter, Vision and deliverables. Program Scope is defined and identifies requirements to deliver the Program. Validate scope through approval and support by the Program Owner.




**Develop a Program Management Plan and Supporting Documents**

Develop direction and ensure processes are clear through Team formation and collaboration. Ensure communication channels are developed, and deliverables are understood and achievable.




**Direct and Manage Program Work with Synergy Team**

Develop clear roles and accountabilities. Engage in regular team meetings. Foster a collaborative, cross-functional team environment that ensures effective coordination, information sharing, and timely decision-making throughout the program lifecycle.




**Monitor and Control the Program**

Monitor Program status and scope. Provide formal updates on the progression of the Program. Continuous monitoring of the health of the Program will ensure improvements are investigated and implemented to ensure Program success.



**Perform Integrated Change Control**

Ensure Program changes are clear, and impact is known. Communicate changes as required.



**Close Projects/Program**

Formalize and recognize progress and completion of the deliverables of the Program.



## Staffing Management Plan (Program Synergy Team):

The Program Synergy Team will take a layered approach and involve a Program Owner, Program Sponsor, a Program Manager (the Leader), a Core Team and a Support Team, as required. The Program Synergy Team is further outlined below:

- **Executive Team** – The Program Manager will be Accountable to the Executive Team throughout the delivery of the Program.
- **Core Team** – The Core Team will be accountable to the Program Manager in delivery of the Program. The Core Team meets biweekly and/or as required to coordinate and track progress, provides information and updates to the team, discuss and resolve risks to the plan and focus on delivering the Program as a priority
- **Support Team** – The Support Team will be accountable to the Program Manager related to delivery of the Program and will be assigned to support delivery the program elements, as required.

Role	Team Member	Role Description
<b>Executive Team</b>		
<b>Program Owner</b>	Council	Supports, adopts and funds the Program. Receives updates to the Program, as required and at key milestones.
<b>Program Executives</b>	Council Members Mayor & Councillor (Ward 1)	Supports the Program Manager, as required through the process, where identified, with a focus on Advocacy and the Stakeholder and Relationship Management Plan components of the Program.
<b>Program Sponsor</b>	Chief Administration Officer	Approves the Program. Provides support as needed to the Program Manager. Ensures project is delivered in alignment to corporate goals, Council objectives, and consistent with the Program Charter. Attends some key meetings for support.
<b>Core Team</b>		
<b>Program Manager</b>	Corporate Leader, Operations	Develop and follow the Program as approved by the Program Owner. Initiates, plans, executes and monitors for the duration of the Program. Leads the Program Team and is accountable to the Program Owner and Program Executives.

<p><b>* Program Coordinator</b>  <b>*NEW ROLE CONTRACT (5 YEARS)</b></p>	<p>Research and Program Coordinator</p>	<p>Daily effort to plan and organize to ensure successful delivery of the Program including coordination and delivery of all tasks related to the Program Charter. Organizes and coordinates between all members of the Core and Support Teams. Accountable to the Program Manager. Focus is on research, planning and implementing the advocacy plan and grant opportunities. Ensures all follow up is being completed.</p>
<p><b>Advocacy Support Partner</b></p>	<p>Corporate Leader, CFO</p>	<p>CFO acts as the Advocacy Partner to the Program Manager. Supports and certifies grant applications.</p>
<p><b>Financial &amp; Grant Manager</b></p>	<p>Division Leader, Financial Planning &amp; Analysis</p>	<p>Understands the requirements of and provides financial assistance and guidance to support the Program. Ensures grant applications submission and reporting timelines are met. Includes accountability to provide updates to the Core Team on the DC and W/WW rates studies.</p>
<p><b>Communication &amp; Engagement</b></p>	<p>Division Lead, Communication and Engagement</p>	<p>Accountable to the Program Manager to assist with required communications, engagement and templates to deliver the Program.</p>
<p><b>*Project Risk Manager</b>  <b>*NEW ROLE PERMANENT</b></p>	<p>Senior Leader, Engineering &amp; Project Risk Manager</p>	<p>Accountable to the Program Manager including understanding of the Plan and relative timelines. Responsible for providing oversight and risk management to Capital Projects as outlined in the Plan, including design and construction with the support of the Program Manager in conjunction with Engineering and Capital Projects. Also backfills and supports the Corporate Leader in Engineering and project delivery related to day-to-day activities.</p>
<p><b>Project Manager</b></p>	<p>Division Leader, Capital Projects</p>	<p>This role will act as the Project Manager to deliver and implement projects with a focus on the Plan. This role will lead the PMO roles through the duration of the Program. Prepares reports to Council related to budget requests for approval of individual capital projects.</p>

<b>Project Management Leadership Support</b> <b>*NEW ROLE CONTRACT (5 YEARS)</b>	Team Leader, Project Management Office	Supports the Plan and assists the Project Manager with delivery of projects. This Plan will require additional technical support and enhanced documentation.
<b>Project Technical Support</b> <b>*NEW ROLE CONTRACT (5 YEARS)</b>	Engineering Technologist, Project Management Office	Supports the Plan and assists the Project Manager with delivery of projects. This Plan will require the enhancement of field and inspection reporting.
<b>Project Finance Support</b> <b>*NEW ROLE CONTRACT (5 YEARS)</b>	Finance Analyst, Project Management Office	Supports the Plan and assists the Project Manager with delivery of projects. This Plan will require additional financial support based on the complexity of the project and enhanced documentation for grant reporting. This role will also support the Financial and Grant Manager through the application process.
<b>Support Team</b>		
<b>Land Use Planning Advisor</b>	Corporate Leader Growth & Sustainability	Assist the Program Manager (and Project Manager) as required through the detailed design process to confirm and review growth projections, planning applications, existing and future land use, etc. Updates the Program Manager with other land use planning approvals that may impact the Program. Assists in the development of the Sanitary Sewage Allocation Policy.
<b>Procurement Support</b>	Purchasing Specialist	Provides procurement support through Project delivery and/or as required through procurement of resources to support EA/design/construction.
<b>Legal Support</b>	Legal Counsel	Provide legal support related to contract delivery of the WWMP procurement works (as required) including creation of and/or larger project contract review. This may include coordination with external legal as required. Any costs associated with the use of external legal will be incorporated into project costs.

<b>Engineering Reviews and Approvals</b>	Division Leader, Engineering	Supports detailed design and approvals. Ensure project involvement from an Engineering perspective throughout the project approvals and CLI process.
<b>Operations Support</b>	Water Management	Supports detailed design and approvals. Ensure project involvement from an Operations perspective throughout the project approvals and CLI process.
<b>Project Coordinator</b>	Capital Projects Coordinator	Financial spending and progress through project design and construction. Supports Project Manager and Financial & Grant Manager through the required grant reporting process and phasing.
<b>Project Technical Support</b>	Engineering Technologist – Capital Projects	Supports the Plan and assists the Project Manager with delivery of projects. This Plan may require the enhancement of field and inspection reporting.

Other Team Members may be assigned as required.  
 All additional staff and roles are to be confirmed with the Program Manager.  
 Other 3<sup>rd</sup> party consultants will be used, as required, to deliver the plan.

A chart of the Synergy Team has been included in Appendix C: Program Synergy Team.

**Human Resources Strategy:**

To deliver the Program, the following resources are required, as outlined within the Staffing Management Plan and form part of the Core Team:

- A new role entitled **Research and Program Coordinator**. This role will maintain the daily requirements and focus all effort on the Program. This role should be approved for a 5-year duration.
- A new role as a **Senior Leader, Engineering and Project Risk Manager** to oversee and assist with Project and Risk Management of the Plan. This role is required to backfill the current Core Team roles and responsibilities within Operations. This role will report to the Corporate Leader – Operations and will oversee both the Capital Projects and Engineering Divisions and will play a vital role in the design and construction of the Plan. This is expected to be a permanent role which will continue once the 5-year program is complete to continue to deliver infrastructure programs in line with the long-term plan of the

Municipality. This role will assist with current CL Operations and DL Capital Projects and DL Engineering accountabilities. This role will act as the lead for the PMO Office in the future when the Program duration is completed.

- Three (3) new project roles to support the PMO:
  - **Team Leader, PMO;**
  - **Engineering Technologist, PMO;** and
  - **Financial Analyst, PMO.**

These roles should be approved for a 5-year duration.

Other 3<sup>rd</sup> party support will likely be required however these costs will be incorporated during project delivery and budgeting for these resources will be through the budget approval process.

## **Advocacy Planning Framework:**

The advocacy planning framework will be based on the following 7 steps:

### **Step 1: Planning and Understanding of Key Stakeholders**



This step will include research and understanding of the key stakeholders, their needs, identify synergies and conduct initial outreach. This will assist with the creation and implementation of the Advocacy Plan under the direction of the Program Manager.

### **Step 2: Identification of Opportunity**



This step will identify clear opportunities for advocacy outreach (critical events, grant announcements, media releases, etc.). This will be coordinated with the Program Manager to obtain approval for the outreach.

### **Step 3: Confirmation of Objectives and Messaging**



This step will use research and team collaboration to create and confirm the objectives and goals of the outreach. This step will clarify who should be advocating and will create a consistent and unified approach.

### **Step 4: Coordinate and Set Up Opportunity**



This step will coordinate the outreach, prepare a formal agenda with clear messaging and ensure the required team support is in place to support the opportunity.



## Step 5: Team Preparation and Action Plan Review



This step will include the preparation of the team in advance of the outreach to create a controlled and organized environment where team members are all on the same path.

## Step 6: Meeting Confirmation/Purpose and Follow Up Items



This step will summarize the meeting, follow up on any items related to the outreach and clarify next steps (i.e. obtain support letters, coordinate meetings, etc.).

## Step 7: Continuous Monitoring



This step will ensure relationship management continues including monitoring of any new opportunities and/or future plans related to this outreach. This step will monitor the success of the Advocacy Plan and any improvements/enhancements.

## Program Element and Milestones

The following outlines the Program Elements and Milestones:

Program Element	Program Milestone
Acceptance of the WWMP Draft Final Report and Implementation Plan	Q2 2024 (Complete)
Assemble Program Team and Staff Recruitment	Q2/Q3 2025
Develop Clear Objectives and Goals for Advocacy Outreach and Opportunities	Q2 2025
Develop a yearly project schedule (working with the current WWMP 5-year plan)	Q2 2025 - 2030 This is meant to be a multi-year plan and should be updated to reflect progress as project funding gets approved
Development of Key Stakeholders consistent with the Plan	Ongoing
Research Grants and other resources for funding of the WWMP	Ongoing
Report to Senior Planning Team (challenges and wins)	Bi-weekly
Updates to Council	Quarterly
Updates to Council related to health of the program	Annually
Monitor media and other sources for continued communications of stakeholders and/or plan	Ongoing
Continuation of Opportunities and Building key stakeholder relationships	Ongoing
Develop Advocacy Opportunities. Researched in order to strategically be at events	Ongoing

Develop Financial Management Plan that includes the Outreach and Opportunities and costs associated	Q2 2025
Develop Stakeholder and Relationship Management Plan including key messaging for Opportunities	Q2 2025
Preparation of Advocacy team in advance of opportunities including key messaging, key stakeholders and any media training that may be required.	Q2 2025
Follow-up with Program owner(s) on meetings and outreach to summarize	Q3 2025
Review process and plan for benchmarks, strengths, risks/threats, weakness/challenges and opportunities. Change strategies as required	Q3 2025
Engineering & Design for BR forcemain & pump station upgrades	Q2 2025 – Q2 2026
County Road 22 - Sanitary Trunk & Pump Station Upgrades - Engineering Design	Q3 2025 – Q3 2026
Environmental Assessment – Eastern Community Treatment Plant	Q3 2025 – Q3 2026
Construction costs for Comber watermain replacement Phase 1B	Q2 2025 – Q2 2026
BR forcemain & pump station upgrades - Construction	Q3 2026 – Q3 2027
County Road 22 - Sanitary Trunk & Pump Station Upgrades - Construction	Q4 2026– Q4 2027
Common Mechanical Treatment Plant - Stoney Point - Detailed Design	Q2 2026 – Q2 2027
Design - Comber Watermain Replacement Phase 2	Q1 – Q4 2026
Common Mechanical Treatment Plant - Stoney Point - Construction	Q1 – Q4 2027
Construction costs for Comber watermain replacement Phase 2A	Q1 – Q4 2027
Construction of PS and forcemain from Comber to Stoney Point	Q1 – Q4 2027
Construction costs for Comber watermain replacement Phase 2B	Q1 – Q4 2028
Stoney Point & Comber Floating Storage (Design)	Q1 – Q4 2028
Stoney Point WTP Optimization Study	Q1 – Q4 2029
Wastewater Conveyance Group 1 - Wallace Woods to West Pike Creek Road (Design)	Q1 – Q4 2029
Stoney Point & Comber Floating Storage (Construction)	Q1 – Q4 2029
Wastewater Conveyance Group 1 - Wallace Woods to West Pike Creek Road (Construction)	Q1 – Q4 2030

Some of the above Program Milestones (those specific to project timelines) are based on the Plan and may be subject to a change based on funding sources, priorities and/or

construction management risks. Updates to the Program will be provided as part of the framework.

## **Financial Management Plan**

The following Financial Management Plan Support will be required to deliver the Program:

- Identified resources and/or roles required to deliver the Program;
- There is a need for specialized consulting services to support the preparation of grant applications. These services include the development of technical memos and documentation required to secure external funding for critical infrastructure initiatives in alignment with the infrastructure projects identified in the Wastewater Master Plan (WWMP). \$100,000 was put in the 2025 budget to assist with the Program and includes an estimated 3-4 large grant submissions;
- Fund the cost to develop a Sanitary Allocation Policy. This item was deferred as part of the 2025 budget and is required to be developed in conjunction with sanitary allocation being made available as part of these projects. It is recommended that Council fund this policy development to provide a comprehensive and complete Program. The Policy will be brought to Council for adoption when complete;
- Travel expenses related to attendance at key conferences (individual conference budgets) may be required; and
- Capital Project budgets (as approved through the annual Budget process and/or as needed) will be managed as required; and
- Additional enhancements will continue to be brought forward for Council support through Council approval and/or through the budget process to continue to support the 5 Year Program.

## **Scope and Change Management Plan/Protocol**

The scope of the project is to be managed through three processes:

- (i) Planning – Program Plan is created, and any work processes are required to ensure delivery.
- (ii) Controlling – Project tracking and monitoring of progress which includes documentation during each phase, communication of the Program status, and approvals of any scope changes.

- (iii) Delivery – Project review and audit of all deliverables and retrieving final Program results.

The Program may require adjustments and/or additions during delivery of the Program through the next 5 years. The change management plan ensures that any changes encountered are embraced by the Core Team to ensure clear communication and allow for enhancement of the delivery of the Program.

The following steps are to be implemented as part of the change management plan:

1. Define the change and ensure it aligns with the framework's vision and charter through submission of a Change Management Form (to be developed).
2. Identify any impacts and how it may affect specific individuals and resourcing.
3. If impact, obtain approval from the Project Owner (Council) to proceed with the change, incorporate into the Program and track program changes.
4. If budget is required, secure budget approvals through Council as the program process (through the Program updates) and/or the annual budget process (see Financial Management Plan above).
5. Measure the change process for effectiveness and proficiency.

## **Success Criteria**

- Demonstrable progress against the five-year horizon, this progress will be monitored and updated to the Core Team and to the Program Owner (Council), as per the milestones;
- Buy in from Synergy Team keeping the Program Charter top of mind through the duration;
- Council buy-in through updates and budget process; and
- Implementation plan at least 60% delivered based on the risks and financial support being achievable (unknown).

## **High-level Risks**

The high-level risks associated with the delivery of the Program are as follows:

- Variability of government commitment in future infrastructure funding opportunities;
- Unknown support of grant applications resulting in continued budget constraints that cannot be overcome;
- Debt limitations of the Municipality;
- Project risks and property requirements (Project risks require further design progression);

- Unrealistic expectations from Developers – demand of time of staff, expectation of changes to the plan, servicing in advance of project schedule, etc.;
- Tender Management and Scheduling (impact on contractor resources based on size of projects, timing of design and construction, etc.); and
- Ratepayers/constituents lack of support of WWMP and associated DC charges and W/WW rate increases.

## **Stakeholder list**

### **Internal Stakeholders:**

Mayor and Council  
Executive  
CAO  
Core Team  
Support Team

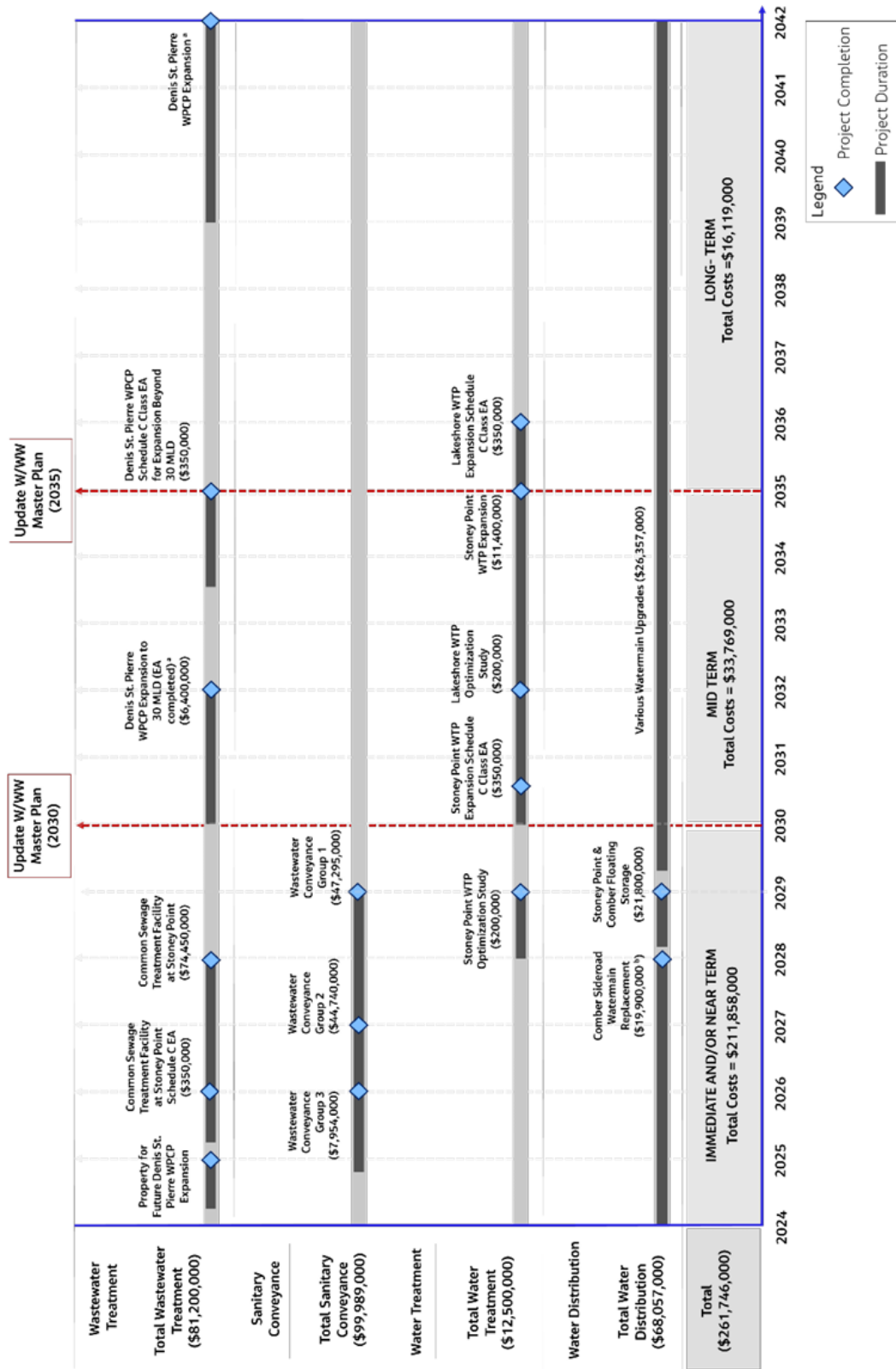
### **External Stakeholders:**

Local Government and Regulatory Bodies (e.g., Ministry of Environment)  
Environmental Advocacy Groups  
Granting Agencies and Funding Bodies

## **Appendix A: WWMP Implementation Plan**

### Implementation Plan

Figure ES-3. Implementation Plan



Legend  
 ◆ Project Completion  
 ─ Project Duration

## **Appendix B: CHIF Grant Application Commitment Letter**



**To The Honourable Nathaniel Erskine-Smith**

Minister of Housing, Infrastructure and Communities  
180 Kent Street Suite 1100  
Ottawa, Ontario K1P 0B6

I would like to first thank you for taking the time to discuss the role that the Municipality of Lakeshore has in addressing the housing crisis. This is a nationwide project, and we are proud to play a part as one of the fastest growing municipalities in Southwestern Ontario.

Most recently, we were grateful to receive over \$7 million from the Government of Canada's Housing Accelerator Fund. These funds will support the implementation of our Housing Action Plan, which will identify strategies that promote the development of a wide range of housing options within our communities. It will help us lay the foundation for unlocking Lakeshore's full potential over the next ten years.

However, we are not just passive recipients of funding - we are here to lead by example. As a mid-sized municipality that is home to both urban and rural communities, we are uniquely positioned to demonstrate what is possible when the priorities of local and national governments align to deliver results.

As the Mayor of Lakeshore, I am committed to standing side-by-side with mayors from similar-sized municipalities across Canada to tackle the housing crisis. I am open to sharing what has worked in Lakeshore and listening to the successes of others. While we may hail from different places, we are united as Canadians and as community leaders who want to solve problems.

I also know that success is not a product of the work of an individual, or even the work of a municipality. In our community, we stand by the motto of "Together we are Lakeshore," which reminds us that challenges must be overcome through cooperation and a focus on shared interests.

With that approach in mind, I would like to point out the feedback from local housing developers, particularly in this time of economic turmoil. What I have heard, time and time again, is the need for certainty amidst uncertainty. They struggle with the significant front-end cost of building new homes, not just in the cost of material and labour, but also local development charges. While development charges ensure that growth can support the infrastructure investments needed to service these new homes, I also recognize the role they can play in providing flexibility to give developers the confidence to take on the risk of a new project.

Considering those conversations, I am committed to incorporating two measures, as part of the ongoing implementation of our Housing Action Plan, to provide builders with some level of assurance in the face of uncertainty.

First, I will advocate for the waiver of municipal development charges on the first four units of multi-residential buildings. This will incentivize the creation of higher density housing options that are



suitable for younger people entering the housing market and older residents seeking to downsize. Second, I am committed to deferring the collection of development charges and interest, until new homes can be occupied. This will reduce the front-end cost to developers, giving them the ability to invest more in the building of new homes. Both measures would be incorporated into a Community Improvement Plan, which is an element of our Housing Action Plan.

Once again, I would like to thank you for the opportunity to discuss the role that the Municipality of Lakeshore plays in addressing the housing crisis. I look forward to welcoming you to Lakeshore as we continue this important work together.

Sincerely,

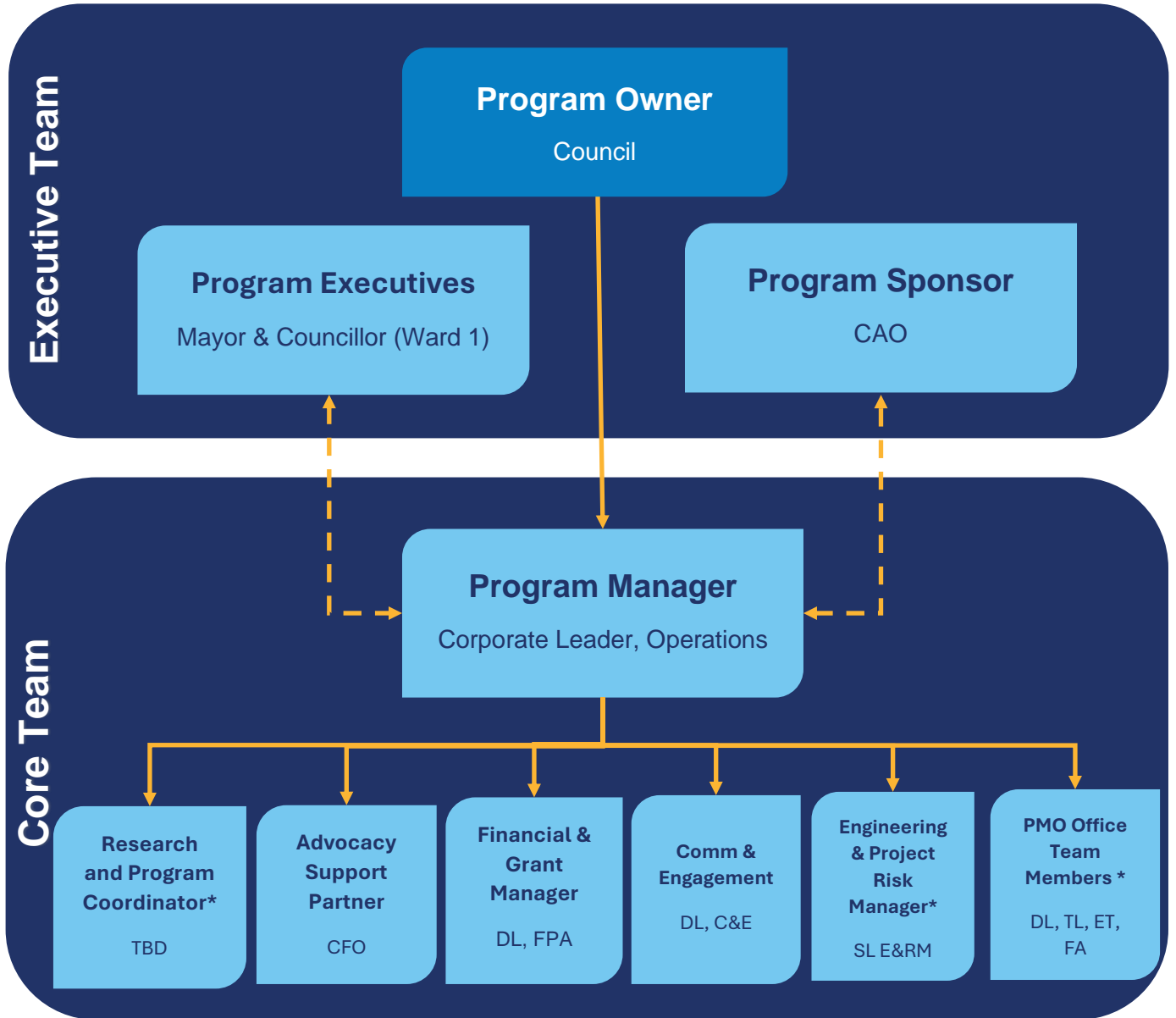


Mayor Tracey Bailey  
Municipality of Lakeshore

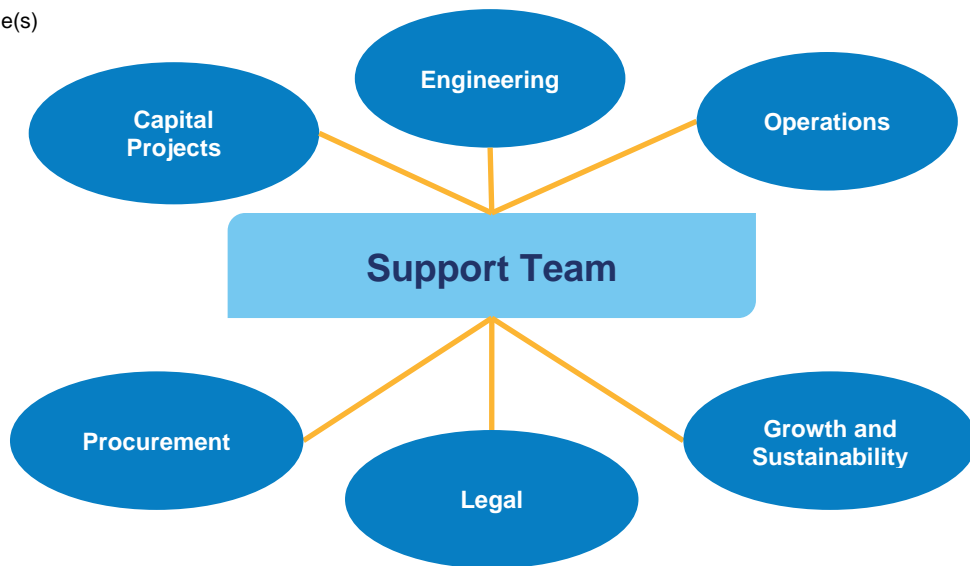
**CC: Irek Kusmierczyk**

Member of Parliament, Windsor—Tecumseh  
2-9733 Tecumseh Road East  
Windsor, Ontario N8R 1A5

## **Appendix C: Synergy Program Team**



\*Denotes new role(s)



# Municipality of Lakeshore

## Minutes of the Regular Council Meeting

Tuesday, March 25, 2025, 5:00 PM

Council Chambers, 419 Notre Dame Street, Belle River



Members Present: Mayor Tracey Bailey, Deputy Mayor Kirk Walstedt, Councillor Ryan McNamara, Councillor Kelsey Santarossa, Councillor John Kerr, Councillor Ian Ruston, Councillor Larissa Vogler

Members Absent: Councillor Michael Hoffman

Staff Present: Chief Administrative Officer Tyson Cragg, Deputy Chief Administrative Officer - Chief Financial Officer Justin Rousseau, Corporate Leader - Community Health and Safety Frank Jeney, Corporate Leader - General Counsel Susan Hirota, Corporate Leader - Growth and Sustainability Tammie Ryall, Corporate Leader - Operations Krystal Kalbol, Chief Information Officer Michael Martin, Chief Workforce Development Officer Lisa Granger, Division Leader - Capital Projects Wayne Ormshaw, Division Leader – Client Services Delivery Jenna Smith, Division Leader - Communication and Engagement Alex Denonville, Division Leader - Community Planning Daniel Mercer, Division Leader – Facilities and Parks William Quinlan, Division Leader – Financial Planning and Analysis Jessica Gaspard, Division Leader - Legislative Services Brianna Coughlin, Division Leader – Recreation Services Terry Symons, Fire Chief Jason Suchiu, Team Leader – Aquatics George Turnbull, Team Leader – Community Planning Urvi Prajapati, Team Leader - Legislative Services Cindy Lanoue, Team Leader – Recreation Jessica Marcoux, Communications and Engagement Coordinator Hannah Lebedyk, Financial Analyst Mathew Orosz, IT Technical Analyst Erik Pelland, Part-Time Facility Attendant Level II William Granger

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### 1. Call to Order

Mayor Bailey called the meeting to order at 5:01 PM in Council Chambers.

## 2. Closed Session

**72-03-2025**

**Moved By** Councillor Ruston

**Seconded By** Councillor Santarossa

Move into closed session in Council Chambers at 5:01 PM in accordance with:

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

**Carried Unanimously**

Council returned to open session at 5:07 PM. Mayor Bailey called a recess at this time and reconvened the meeting at 6:00 PM.

## 3. Singing of O Canada

## 4. Land Acknowledgement

## 5. Moment of Reflection

## 6. Disclosures of Pecuniary Interest

## 7. Recognitions

Mayor Bailey recognized the grant team for the Canada Housing and Infrastructure Fund: Justin Rousseau, Krystal Kalbol, Jessica Gaspard, Mathew Orosz and Hannah Lebedyk.

Mayor Bailey recognized Bill Granger, who was awarded the King Charles the Third Coronation Medal by MP Chris Lewis. Mr. Granger was recognized for his role in lifesaving efforts on April 28, 2023 at the Atlas Tube Recreation Centre when a visitor collapsed and needed medical attention. MP Lewis was present and congratulated Mr. Granger, as well as other members of Lakeshore staff who responded in the life saving efforts: Jessica Marcoux, Jenna Smith, George Turnbull, Luke Miles and Brian Prestyko.

## 8. Announcements by Mayor

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

**1. Section 357, Municipal Act Tax Adjustments**

Mayor Bailey opened the public meeting at 6:14 PM.

The Deputy Chief Administrative Officer - Chief Financial Officer provided an overview of the report and recommendation of Administration.

There were no members of public present to speak to the applications.

The public meeting concluded at 6:15 PM.

**73-03-2025**

**Moved By** Councillor Ruston

**Seconded By** Deputy Mayor Walstedt

Authorize the reduction of taxes under section 357 of the Municipal Act, 2001 totaling \$2,007 .70 for adjustments affecting the 2024 taxation year, as presented at the March 25, 2025 Council meeting.

**Carried Unanimously**

**10. Public Meetings under the Planning Act**

**11. Public Presentations**

**12. Delegations**

**1. Renewal of Enbridge Gas Franchise Agreement (FA)**

Mayor Bailey advised that the report had been withdrawn by Administration at the request of Enbridge Gas Inc. and would be brought back at the April 8, 2025 Council meeting.

**74-03-2025**

**Moved By** Councillor Ruston

**Seconded By** Deputy Mayor Walstedt

Move item 22.1 forward.

**Carried Unanimously**

## 22. Addendum

1. **Program Charter - Advocacy Plan and Strategic Approach to Implement Lakeshore's 2024 Water Wastewater Master Plan (5-Year Plan)**

**75-03-2025**

**Moved By** Councillor Ruston

**Seconded By** Deputy Mayor Walstedt

Defer consideration of the report to the April 8, 2025 Council meeting, pending a report on the funding strategy for the Water Wastewater Master Plan implementation.

**Carried Unanimously**

## 12. Delegations

2. **Housing Accelerator Fund Implementation Plan and Partnership with University of Windsor Centre for Cities**

Dr. Anneke Smit, Rino Bortolin and Dorian Moore from the University of Windsor Centre for Cities were present to answer questions from Council relating to the report.

**76-03-2025**

**Moved By** Councillor Ruston

**Seconded By** Councillor Santarossa

Endorse the implementation plan as outlined in the Housing Accelerator Fund Implementation Plan and Partnership with University of Windsor Centre for Cities report and direct the Chief Administrative Officer to develop and execute a contractual project agreement to authorize the assignment of responsibilities and execution of tasks as outlined in the report, with an amendment to remove the Advisory Committee in the flow chart and that the Steering Committee report directly to the Chief Administrative Officer;

Direct the Clerk to read By-law 24-2025, being a by-law to authorize an agreement with the University of Windsor's Centre for Cities (C4C);

Authorize the Direct Purchase Clause of the procurement requirements on the basis that it meets the provision of providing long-term synergies to the Municipality, which will result in cost savings and enhanced project outcomes; and



Direct the Chief Administrative Officer to send a Letter to the University of Windsor requesting research project overhead be limited to 10% of the project with Centre for Cities, all as presented at the March 25, 2025 Council meeting.

In Favour (5): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Santarossa, and Councillor Ruston

Opposed (2): Councillor Kerr, and Councillor Vogler

**Carried**

**13. Completion of Unfinished Business**

**14. Approval of Minutes**

**77-03-2025**

**Moved By** Councillor Vogler

**Seconded By** Councillor McNamara

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

1. March 4, 2025 Regular Council Meeting Minutes

**Carried Unanimously**

**15. Consent Agenda**

**78-03-2025**

**Moved By** Councillor Vogler

**Seconded By** Deputy Mayor Walstedt

Receive the items as listed on the Consent Agenda.

1. Treasurer's Statement - 2024 Council and Appointee Remuneration and Expenses

**Carried Unanimously**

## 16. Reports for Direction

### 1. Housing Needs Assessment 2025

**79-03-2025**

**Moved By** Councillor Santarossa

**Seconded By** Councillor Kerr

Endorse the Lakeshore Housing Needs Assessment 2025 report and direct Administration to inform the Canada Mortgage and Housing Corporation that Initiative 9, "Housing Needs Assessment" has been completed, under the Housing Accelerator Fund Implementation plan, as presented at the March 25, 2025 Council meeting.

**Carried Unanimously**

### 2. Town Hall Server Replacement

**80-03-2025**

**Moved By** Deputy Mayor Walstedt

**Seconded By** Councillor Ruston

Direct Administration to proceed with replacement of IT servers at Town Hall for a total cost of \$22,510.00 to be funded from the Technology reserve, as presented at the March 25, 2025 Council meeting.

**Carried Unanimously**

### 3. 2025 Fire Department Radio System Lease Agreement Extension

**81-03-2025**

**Moved By** Councillor Kerr

**Seconded By** Deputy Mayor Walstedt

Approve the capital funding of \$46,000 + HST to be taken from the Fire Department Radio System Replacement Reserves; and

Direct the Clerk to read By-law 23-2025, being a by-law to authorize an agreement with Prairie Communications Ltd. operating as KELCOM Radio Solutions, during the Consideration of By-laws, all as presented at the March 25, 2025 Council meeting.

**Carried Unanimously**

**4. Results - Lakeview Pier Development Project – Expression of Interest**

The Corporate Leader - Community Health and Safety Services noted an error in the report, confirming that the July 9, 2024 resolution providing the direction to circulate the Expression of Interest was not passed unanimously (7-1).

**82-03-2025**

**Moved By** Councillor McNamara

**Seconded By** Councillor Santarossa

Direct Administration to prepare and post a Request for Proposal for the restaurant operations at the Belle River Marina for the 2025 season; and

Direct Administration to prepare a report regarding the required facilities to operate the marina, i.e. building size and amenities contained within; bring forth proposals to either reconstruct the marina building to facilitate operations, demolish and rebuild at the current site, or relocate to another location on the property, and to confirm we would be able to build at the current site from the necessary ministries; and lastly, if relocation is recommended, bring forth recommendations for a future usage for the current building site.

In Favour (6): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Santarossa, Councillor Ruston, and Councillor Vogler

Opposed (1): Councillor Kerr

**Carried**

**5. Lakeshore Outdoor Tennis and Pickleball Clubs Policy**

**83-03-2025**

**Moved By** Councillor McNamara

**Seconded By** Councillor Vogler

Direct the Clerk to read By-law 22-2025, being a by-law to adopt the Outdoor Tennis and Pickleball Clubs Policy, during the Consideration of By-laws, as presented at the March 25, 2025 Council meeting.

**Carried Unanimously**

**17. Notices of Motion**

**18. Reports from County Council Representatives**

**19. Report from Closed Session**

**20. Consideration of By-laws**

The Clerk advised that By-law 17-2025 had been withdrawn.

**84-03-2025**

**Moved By** Councillor Ruston

**Seconded By** Deputy Mayor Walstedt

By-laws 22-2025, 23-2025 and 26-2025 be read and passed in open session on March 25, 2025.

**Carried Unanimously**

**85-03-2025**

**Moved By** Councillor Ruston

**Seconded By** Councillor Santarossa

By-law 24-2025 be read and passed in open session on March 25, 2025.

In Favour (5): Mayor Bailey, Deputy Mayor Walstedt, Councillor McNamara, Councillor Santarossa, and Councillor Ruston

Opposed (2): Councillor Kerr, and Councillor Vogler

**Carried**

- 1. By-law 17-2025, Being a By-law to Authorize an Agreement with Enbridge Gas Inc.**
- 2. By-law 22-2025, Being a By-law to Adopt an Outdoor Tennis and Pickleball Clubs Policy**
- 3. By-law 23-2025, Being a By-law to Authorize an Amending Agreement with Prairie Communications Ltd. as KELCOM Radio Solutions**
- 4. By-law 24-2025, Being a By-law to Authorize an Agreement with the University of Windsor (Centre for Cities)**
- 5. By-law 26-2025, Being a By-law to Confirm the Proceedings of the March 4, 2025 Council meeting**

**21. Non-Agenda Business**

**22. Addendum**

- 2. By-law 30-2025, Being a By-law to Authorize a Contribution Agreement with Housing, Infrastructure and Communities Canada (CHIF grant)**

**86-03-2025**

**Moved By** Deputy Mayor Walstedt

**Seconded By** Councillor McNamara

By-law 30-2025 be read and passed in open session on March 25, 2025.

**Carried Unanimously**

**23. Adjournment**

**87-03-2025**

**Moved By** Councillor McNamara

**Seconded By** Councillor Ruston

Adjourn the meeting at 7:38 PM.

**Carried Unanimously**

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Tracey Bailey  
Mayor

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Brianna Coughlin  
Clerk

# Municipality of Lakeshore – Report to Council

## Corporate Services

## Workforce Development



**To:** Mayor and Members of Council  
**From:** Lisa Granger, Chief Workforce Development Officer  
**Date:** January 23, 2025  
**Subject:** 2024 Corporate Training Summary

---

### Recommendation

This report is presented for information only at the April 8, 2025 Council meeting.

### Strategic Objectives

This report does not relate to a strategic objective, however the information is presented as requested under Council resolution #9-01-2025:

Direct Administration to bring a report on the training courses provided relating to budget item 2008, p.77, within the next 30 days.

### Background

During the 2025 budget deliberations on January 23, 2025, Council requested Administration to present a report on the breakdown of the corporate training budget for 2024 to understand the types of training being funded from the Corporate Training budget under Workforce Development.

For the past number of years, Council and Administration has made leadership development a priority because of the turnover in management and the number of new leaders who are newer to leadership roles. This funding is critical to develop staff to become successful in their roles and effective in managing the delivery of municipal services.

### Comments

Training at the Municipality of Lakeshore is funded through different budget centres:

## 1. Divisional Budgets:

- Fund division-specific training and are managed by respective division leaders.
- This training is focused on maintaining certifications and job-specific skills.
- Example: Water Operators' license training funded by the Water division budget.

## 2. Corporate Training Budget:

- Funds corporate wide type training including leadership development training, coaching, health and safety training, and HRdownloads and is managed by Workforce Development.
- Training requirements are Identified through skill gaps, development plans, performance reviews, or employment agreements.
- This budget centre may also supplement divisional budgets for emergent training needs that were not included in the division budget.

### i. Leadership Development:

- Includes certified programs (e.g., strategic thinking, budget management).
- Group leadership sessions based on workplace needs.
- Programs from institutions like AMCTO, City of Windsor, University of Windsor, St. Clair College, Western University, and York University.

### ii. Leadership Development Coaching:

- One-on-one coaching for specific employee management challenges.
- Assists leaders in navigating conflict and improving interpersonal skills.

### iii. Health and Safety Training:

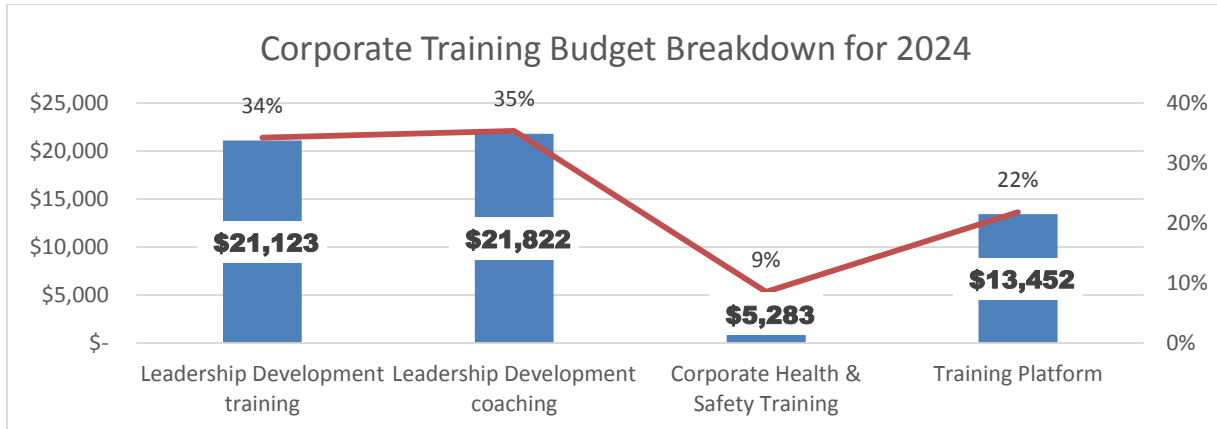
- Training that is not covered by HRdownloads or divisional programs.
- Includes Joint Health and Safety Committee certification, first aid training, etc.
- Division-specific health and safety training is managed by the respective division leaders.

### iv. HRdownloads:

- Provides generic/basic training (e.g., WHMIS, Occupational Health and Safety Act, onboarding, accessibility, communication).
- Accessible to all employees upon request from leaders.

This structured approach ensures that both specific and broad training needs are met, fostering a well-rounded and capable workforce.

In 2024, the Corporate Training Budget centre can be broken down into the following Chart A: Corporate Training Budget Breakdown for 2024.



In 2024, a summary breakdown of the costs is as follows:

- a) Total spent in the Corporate Training budget for 2024 was approximately \$60,000.
- b) Approximately 69% of the \$60,000 (\$43,000) was dedicated to leadership development.
- c) Average spending for leadership development per nonunion full-time employee is approximately \$935.
- d) Average range of cost for development programs is \$2,500 and \$7,500 per participant.
- e) 9% for health and safety training is in addition to the generic or basic health and safety training that is provided by HRdownloads. This training is not covered by other sources.
- f) The leadership development training and leadership development coaching are costs that are not included in divisional budget centres. This training is essential for new leaders and those transitioning from the private to public sector.
- g) Current funding addresses immediate training needs only.

A long-term approach to leadership development is currently in the planning stages.

### Financial Impacts

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



## Report Approval Details

Document Title:	2024 Corporate Training Summary.docx
Attachments:	
Final Approval Date:	Mar 26, 2025

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

Prepared by Lisa Granger

Submitted by Justin Rousseau

Approved by the Corporate Leadership Team

# Municipality of Lakeshore – Report to Council

## Corporate Services

### Deputy Chief Administrative Officer- Chief Financial Officer



**To:** Mayor and Members of Council

**From:** Justin Rousseau, Deputy Chief Administrative Officer/ Chief Financial Officer

**Date:** March 26, 2025

**Subject:** Water Wastewater Masterplan Debt Levels and Financial Impact Projection

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### Recommendation

This report is presented for information only at the April 8, 2025 Council meeting.

### Strategic Objectives

1b) Building and Stewarding Municipal Infrastructure - Complete infrastructure delivery plans for the Water/Wastewater Master Plan and Stormwater Master Plan, including development of a stormwater levy

### Background

On October 8<sup>th</sup> 2024, Council Adopted the Water Wastewater Master Plan (WWMP) with the following motion:

Resolution #323-10-2024

Receive the 2024 Water Wastewater Master Plan Update – Draft Final Report prepared by Jacobs Consultancy Canada Inc.;

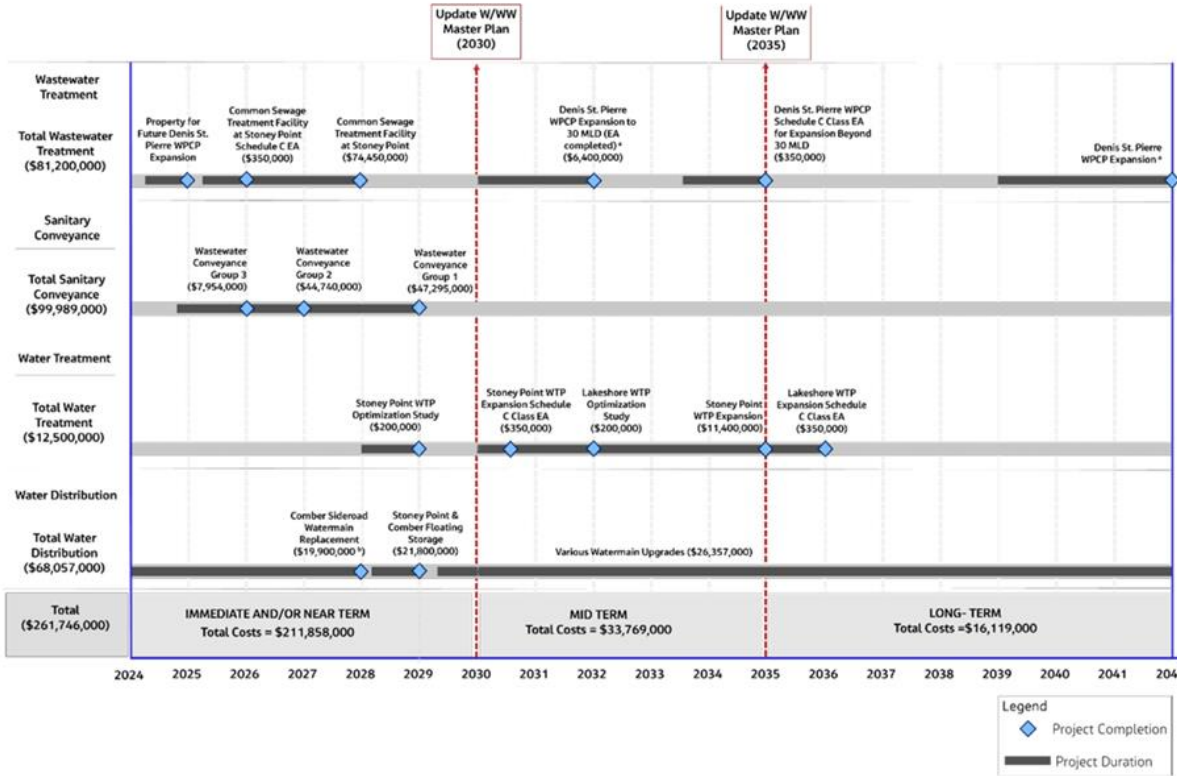
Direct the Corporate Leader - Operations to utilize this plan as a reference document to support the Municipality of Lakeshore's infrastructure improvements and to incorporate the implementation plan, as recommended, into future budget submissions for Council consideration; and

Direct the Corporate Leader- Chief Financial Officer to undertake a Development Charge Study Update and a Water Wastewater Rate Study update at a cost of \$95,000 as recommended, in the report for Council consideration, as presented at the October 8, 2024 Council meeting.

The WWMP calls for an Investment of 211,000,000 dollars in the next 5 years and 262,000,000 dollars in total over the next 17 years.

### Implementation Plan

Figure ES-3. Implementation Plan



In the WWMP report, a long-range financial review was done and it reviewed 3 scenarios.

The three scenarios that have been analyzed to determine the potential impact of grant funding on the Municipality’s ability to proceed:

- Scenario 1): Assumes no grant funding. In this case, there would be a substantial funding shortfall, making it difficult to finance the projects solely through development charges and rates.
- Scenario 2): Assumes the municipality secures 25% in grant funding. While this would alleviate some pressure, it would still result in significant gaps in financing.
- Scenario 3): Assumes the municipality secures 50% in grant funding. This scenario is the most feasible, as it reduces the reliance on additional debt and allows for more manageable financing through development charges and rates.

As demonstrated in the WWMP report, without at least 50% in grant funding, financing the projects outlined in the plan would place unsustainable pressure on development charges and water and wastewater rates. Additionally, the use of debt capacity for these projects would significantly limit the municipality’s ability to fund other necessary capital works in the future.

Since the WWMP report, the following items from the Implementation Plan have been funded in the 2025 Budget:

<b>Item</b>	<b>Description</b>	<b>Costs</b>
Common Sewage Treatment Facility at Stoney Point Schedule C EA (ENG-25-6567)	Environmental Assessment for the new plant (previous MCEA has expired)	\$350,000
Wastewater Conveyance Group 3 (Cap-25-6535)	BR Forcemain & PS Upgrades - Engineering Design	\$545,000
Wastewater Conveyance Group 2 (Cap 25-6539)	County Road 22 - Sanitary Trunk & PS Upgrades - Engineering Design	\$3,067,920
Comber Sideroad Watermain Replacement (Cap-22-6614)	Construction costs for Comber Watermain - Phase 1B	\$8,000,000
<b>Total</b>		<b>\$11,962,920</b>

Administration and Council have also been actively in pursuit of government funding for the WWMP since the summer of 2024.

As noted in the Progm Charter, to date, the following grant applications related to the Plan have been applied for:

<b>Funding Application</b>	<b>Application Submission Date</b>	<b>Application Amount</b>	<b>Expected Grant Contribution</b>	<b>Outcome</b>
Housing-Enabling Water System Fund, Intake 1	April 19, 2024	\$41,598,657	\$30,367,042	Unsuccessful
Housing-Enabling Water System Fund, Intake 2	November 1, 2024	\$44,208,000	\$32,272,388	Unsuccessful
Canada Housing Infrastructure Fund (CHIF)	February 11, 2025	\$92,036,000	\$36,814,400	Successful

Most recently, Lakeshore has been successful in the CHIF funding in the amount of \$36,814,400.

Further, Lakeshore was also successful in securing \$7,436,162 from the Government of Canada's Housing Accelerator Fund, Round 2 (HAF2) which targets increasing housing supply at a faster pace and it is recommended that a portion of these funds go towards infrastructure, specifically Wastewater Conveyance Group 3.

Based on the commitments related to the above successful grants and the recommended Implementation Plan (Plan) in the WWMP, a Program Charter was prepared to assist with the successful delivery of the Plan.

The Program Charter was presented at the March 25, 2025 Council meeting, the following resolution was passed:

75-03-2025

Defer consideration of the report to the April 8, 2025 Council meeting, pending a report on the funding strategy for the Water Wastewater Master Plan implementation.

This report outlines the funding strategy of the Plan.

## Comments

The following provides an overview of the current debt projections the key wastewater works proposed in both the 2025 budget and also applied for in the CHIF and HAF 2 grants. It is important to note these are only funding models and projections based on knowledge and approved grants at this time and future successful grant applications may change the outcomes.

At present, three major waste water capital projects have constrained development opportunities and growth in Lakeshore while also increasing environmental compliance risks for the municipality:

- **Conveyance Groups 1 & 2** (Sanitary trunk expansion westward from Dennis St. Pierre to Amy Croft) – Secured 40% funding through CHIF.
- **Conveyance Group 3** (Sanitary expansion under the Belle River) – Partially funded with HAF 2, covering 26% of the capital costs.
- **Common Sewage Treatment Facility at Stoney Point** – No grant funding secured to date; recommending a program charter to enhance grant acquisition efforts.

Recent funding announcements have resulted in a reduction of proposed debt levels by \$38,850,562. Below is a breakdown of the funding for the three projects and their associated proposed debt:

Project	Total Project Cost	Grant Funding	Canadian Building Fund (Gas Tax) (*)	OCIF (Ontario Grant Program)	Debt
<b>Conveyance 1 &amp; 2</b>	\$92,036,000	\$36,814,400	\$12,000,000	\$4,300,000	\$38,921,600
<b>Conveyance 3</b>	\$7,955,000	\$2,036,162	-	-	\$5,918,838
<b>Stoney Point Plant</b>	\$74,497,000	-	-	-	\$74,497,000
<b>Total</b>	<b>\$174,488,000</b>	<b>\$38,850,562</b>	<b>\$12,000,000</b>	<b>\$4,300,000</b>	<b>\$119,337,438</b>

\*This will require all gas tax funding we have now in the reserve and also the next 5 years of allocation.

At this time, the estimated borrowing cost is approximately 4.50%, based on the rate applied to the Dennis St. Pierre Expansion debt.

In order to meet the financial requirements of the proposed project delivery timelines, the below forecasted dates were used in the financial model:

- **Conveyance Groups 1 & 2 - 2030**
- **Conveyance Group 3 – 2027**
- **Common Sewage Treatment Facility at Stoney Point -2028**

It should be noted that these timelines are conservative and may be subject to change but mostly align with the delivery of the projects based on the grant requirements and are based on the recommended timing of the Plan.

It is important to highlight that upon completion, a new Development Charge (DC) study will enable the municipality to determine the portion of the debt that can be funded through wastewater DC collections. Current estimates allocate the following percentages toward growth:

- **Conveyance Groups 1 & 2 – 85%** (Previously estimated at 40% in the DC study; however, growth projections and housing developments have significantly increased.)
- **Conveyance Group 3 – 25%** (Not currently included in the DC study but based on growth projections in the Belle River area.)
- **Common Sewage Treatment Facility at Stoney Point – 36.59%** (Based on the 2020 DC study.)

Based on these calculations, approximately \$61,821,521, or 52% of the total new debt of \$119,337,438, can be serviced through new housing starts.

At the peak of debt levels, projected to occur in 2031, the municipality will face \$8,071,229 in annual debt payments that must be supported by new housing developments. Under the 2024 wastewater DC rate of \$17,250, this equates to 467 new single-family detached homes per year.

If adjusted for a 3% annual DC CPI increase, the required number of homes decreases to 396 per year, based on a DC rate of \$20,355.

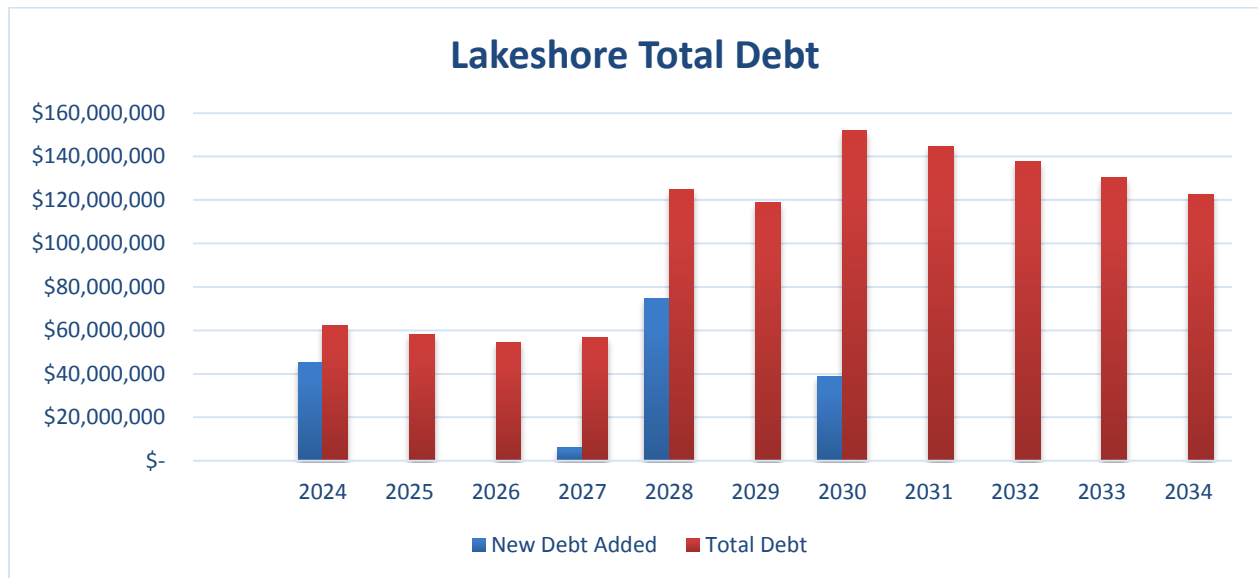
To sustain debt payments from a development charge perspective, Lakeshore will need to build an average of 400 to 470 new homes per year.

The senior levels of government, either through legislation or motivations toward housing-enabling Community Improvement Plans (CIPs), are seeking development charge (DC) relief for affordable housing. These programs may impact the future use of development charges for debt repayment.

### Financial Impacts

Lakeshore’s policy restricts debt repayment to a maximum of 15% of revenue. All available debt capacity under this policy will be allocated to essential projects, increasing Lakeshore’s risk classification under Ministry of Municipal Affairs and Housing (MMAH) oversight. While municipalities are permitted to take on debt up to 25% of revenue, MMAH considers a debt-to-revenue ratio between 10% and 25% as high-risk.

The total debt forecasted between 2024 and 2034 is outlined in the graphic below, with debt levels expected to peak in 2030 following the completion of Conveyance Groups 1 & 2. At that time, municipal debt is projected to reach \$151,880,109.

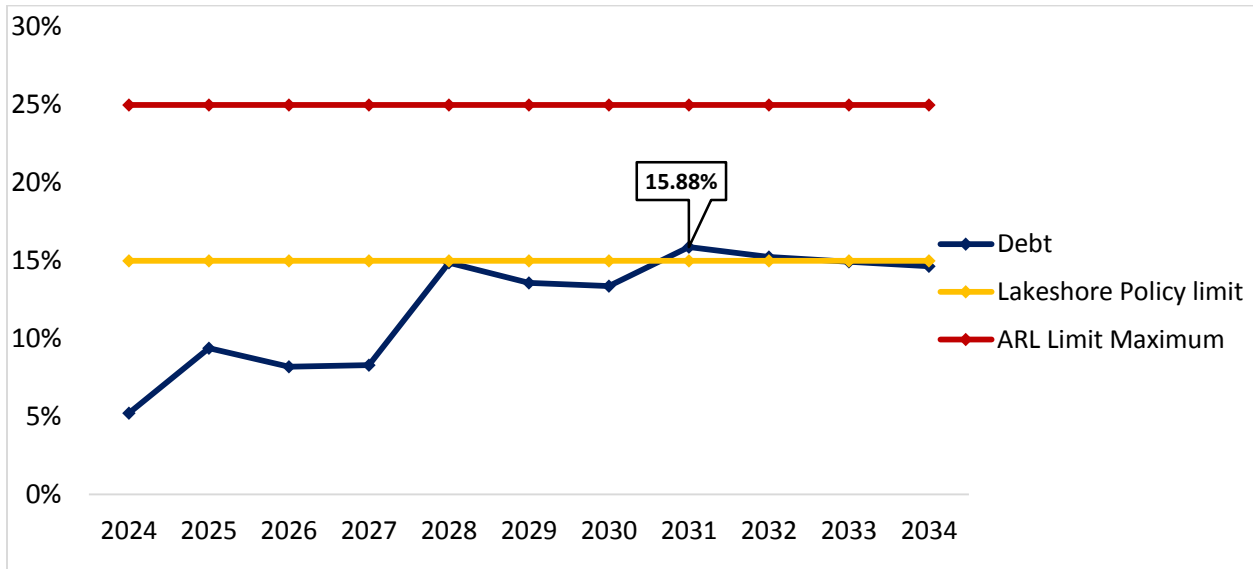


- 2024 Debt is for Dennis St Pierre Plant Expansion
- 2027 Debt is for Conveyance Group 3
- 2028 Debt is for the Stoney Point Treatment Plant
- 2030 Debt is for Conveyance Group 1 & 2

The estimated interest cost over the life of the \$119,337,438 in long-term debt is approximately \$61,705,010 at 4.5% as an estimated interest cost.

The graphic below presents Lakeshore’s Annual Repayment Limit (ARL) forecast for the period 2024 to 2034. The ARL is projected to peak at 15.88% in 2031, exceeding Council’s debt policy but remaining below the MMAH’s 25% threshold.

Lakeshore is expected to be classified as high-risk under MMAH guidelines from 2028 onward.





## Report Approval Details

Document Title:	Water Wastewater Masterplan Debt Levels and Financial Impact Projection.docx
Attachments:	
Final Approval Date:	Apr 1, 2025

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

Prepared by Justin Rousseau

Approved by Krystal Kalbol and Tyson Cragg

# Municipality of Lakeshore – Report to Council

## Operations

## Public Works



**To:** Mayor and Members of Council  
**From:** Jeff Wilson, Division Leader – Public Works  
**Date:** February 21, 2025  
**Subject:** Tender Award – 2025 Lifecycle Surface Treatment Program

---

### Recommendation

Award the tender for the 2025 Lifecycle Surface Treatment Program contract to Shepley Road Maintenance Ltd. in the amount of \$1,459,603.37, including applicable HST; and

Approve an over budget amount of \$24,603.37 to be funded from the roads reserves as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

The following strategic objective is applicable to this report:

1c) Building and Stewarding Municipal Infrastructure - Renew plans to convert gravel roads and establish a sustainable funding model to support lifecycling

### Background

Lakeshore’s Lifecycle Surface Treatment Program included the below road sections and categories to be completed in 2025:

Category	From	To
<b>Road Resurfacing (Pulverize and Repave)</b>		
Lakeshore Road 203	County Road 46	North Rear Road
<b>Third Lifts</b>		
Oriole Park Drive	North Rear Road	Hawthorn Drive
Lakeshore Road 115	County Road 42	Rogers Road
Lakeshore Road 115	Rogers Road	Dead End
Rogers Road	Lakeshore Road 115	West Belle River Road
North Middle Road	Myers Road	Lakeshore Road 123

<b>Category</b>	<b>From</b>	<b>To</b>
Lange Avenue	Rochester Townline Road	West End
Lakeshore Road 243	County Road 8	South Middle Road
Frontier Road	Kent Road 1	Tecumseh Road
South Middle Road	Lakeshore Road 205	Naylor Sideroad
Luc's Lane	Tecumseh Road	End of Street
Knapp Road	Rochester Townline Road	Auction Sideroad
Auction Sideroad	Rochester Townline Road	Knapp Road
Sunset View Lane	Rochester Townline Road	East End
St Clair Rd	Claireview Drive	East End
<b>Additional Lifts</b>		
Lakeshore Road 309	Gracey Sideroad	Highway 77
Lakeshore Road 217	County Road 46	North Rear Road
<b>Gravel Conversion</b>		
Lakeshore Road 213	County Road 8	Old Rail Crossing
Oriole Park Drive	North Rear Road	Dead End

A map has been attached identifying the above sections.

Council approved \$1,435,000.00 in the 2025 budget for the 2025 Roads Lifecycle Surface Treatment Program.

The request for tender for the 2025 Lifecycle Surface Treatment Program was publicly advertised on Bids & Tenders on Wednesday February 4, 2025.

**Comments**

There was one (1) bid submission for this tender which closed on February 19, 2025.

Below is the tender price received:

<b>Tenderer</b>	<b>Price (excluding HST)</b>	<b>Price (including applicable HST)</b>
Shepley Road Maintenance Ltd.	\$ 1,434,358.66	\$1,459,603.37

Shepley Road Maintenance Ltd. has the experience, expertise, and equipment to complete this project.

## Financial Impacts

The following is the summary of the financial impacts based on the tender amount and the 2025 approved budget amount:

<b>2025 Surface Treatment Program</b>	<b>Contract Amount (excluding HST)</b>	<b>Contract Amount (including applicable HST)</b>
Tender Cost	\$ 1,434,358.66	\$1,459,603.37
2025 Budget		\$1,435,000.00
<b>Difference (over)/under</b>		<b>(\$24,603.37)</b>

As noted in the table above the tender award for the 2025 Lifecycle Surface Treatment Program is over the approved budget allocated for this work by \$24,603.37.

Administration is recommending Shepley Road Maintenance Ltd. be awarded the tender in the amount of \$1,459,603.37, including applicable HST with the over budget amount of \$24,603.37 to be funded from the roads reserves.

It should be noted that the final costs for 2025 may differ from the tender price depending on the actual amounts of emulsion and aggregate required to be used in the surface treatment process. The quantities contained in the Surface Treatment Tender specifications are estimates only.

## Attachments

2025 Surface Treatment Tender Map

## Report Approval Details

Document Title:	Tender Award - 2025 Lifecycle Surface Treatment Program.docx
Attachments:	- 2025 Surface Treatment Tender Map.pdf
Final Approval Date:	Mar 20, 2025

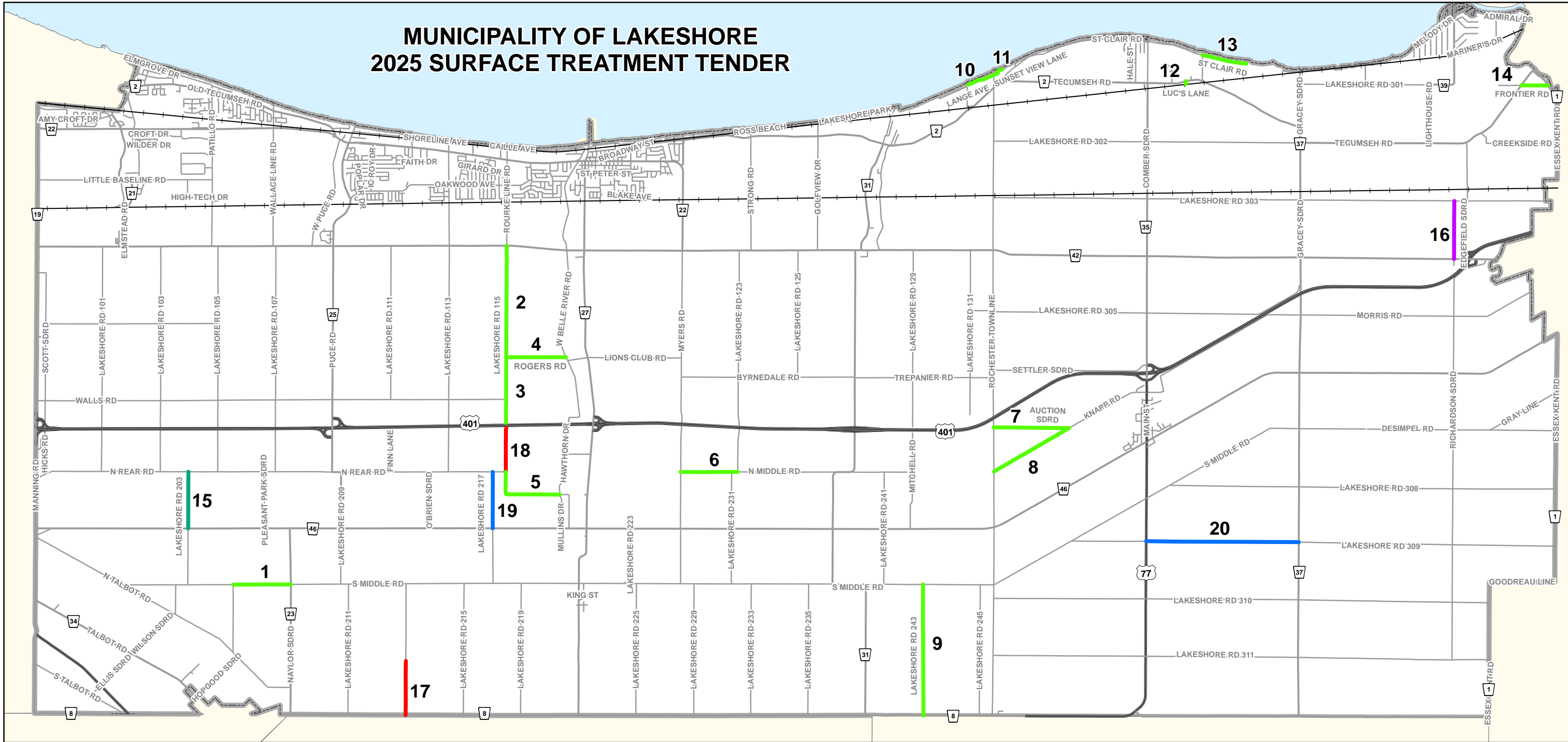
This report and all of its attachments were approved and signed as outlined below:

Prepared by Jeff Wilson

Submitted by Krystal Kalbol

Approved by the Corporate Leadership Team

# MUNICIPALITY OF LAKESHORE 2025 SURFACE TREATMENT TENDER



3rd Lifts		
MAP ID	SECTION #	ROAD
1	0252	S MIDDLE RD
2	0135	LAKESHORE RD 115
3	0133 & 0134	LAKESHORE RD 115
4	0233	ROGERS RD
5	0963	ORIOLE PARK DR
6	0374 & 0375	N MIDDLE RD
7	0315	AUCTION SDRD

Rehabilitation		
MAP ID	SECTION #	ROAD
8	0366	KNAPP RD
9	0426	LAKESHORE RD 243
10	0525	LANGE AVE
11	0522 & 0523	SUNSET VIEW LANE
12	1083	LUC'S LANE
13	0513	ST CLAIR RD
14	0486	FRONTIER RD

Gravel Conversion		
MAP ID	SECTION #	ROAD
17	0448	LAKESHORE RD 213
18	0132	ORIOLE PARK DR

Additional Lifts		
MAP ID	SECTION #	ROAD
19	0359	LAKESHORE RD 217
20	0164	LAKESHORE RD 309

Provision		
MAP ID	SECTION #	ROAD
16	0220	EDGEFIELD SDRD

# Municipality of Lakeshore – Report to Council

## Operations

## Public Works



**To:** Mayor and Members of Council  
**From:** Jeff Wilson Division Leader – Public Works  
**Date:** February 21, 2025  
**Subject:** Tender Award – 2025 Surface Treatment Road Repairs

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### Recommendation

Award the tender for the 2025 Surface Treatment Road Repairs to Shepley Road Maintenance Ltd in the amount of \$202,136.07 including applicable HST, as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

The following strategic objective is applicable to this report:

1c) Building and Stewarding Municipal Infrastructure - Renew plans to convert gravel roads and establish a sustainable funding model to support lifecycling.

### Background

Every year the Municipality spends on average about \$100,000.00 through the approved hardtop operating budget on repairing damaged road sections on surface treated roads.

The work includes pulverizing the damaged road section, compacting the granular material, additional stone placement, if required, and the application of two lifts of new surface treatment to the area.

### Comments

The 2024/2025 winter season has had significantly deeper frost; combined with significant freeze thaw cycles. The weather has adversely affected localized road areas already compromised by normal wear. The additional funds will help to mitigate more of these affected areas in 2025.

During the 2025 budget deliberations Council approved an additional \$100,000.00 within the operational budget to complete more road repairs on surface treated roads, increasing the 2025 budget for Surface Treatment Road Repairs to \$200,000.00.

The tender for surface treatment road repairs was publicly advertised on February 19, 2025. There was one (1) bid submission received.

The following is a summary of the submission received before the closing deadline on March 7, 2025:

<b>Tenderer</b>	<b>Price (excluding HST)</b>	<b>Price (including applicable HST)</b>
Shepley Road Maintenance Ltd.	\$198,640.00	\$202,136.07

Shepley Road Maintenance Ltd. has the experience, expertise, and equipment to complete this project.

### **Financial Impacts**

The following is the summary of the financial impacts based on the tender amount and the 2025 approved budget amount:

<b>2025 Surface Treatment Program</b>	<b>Contract Amount (excluding HST)</b>	<b>Contract Amount (including applicable HST)</b>
Tender Cost	\$198,640.00	\$202,136.07
2025 Budget		\$200,000.00
<b>Difference (over)/under</b>		<b>(\$2,136.07)</b>

Since the value of the overage is insignificant, the overage can be covered under the operating budget.

It should be noted that the final costs for 2025 may differ from the tender price depending on the actual amounts of emulsion and aggregate required to be used in the surface treatment process. The quantities contained in the Surface Treatment Tender specifications are estimates only.



### Report Approval Details

Document Title:	Tender Award - 2025 Surface Treatment Road Repairs.docx
Attachments:	
Final Approval Date:	Mar 20, 2025

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

Prepared by Jeff Wilson

Submitted by Krystal Kalbol

Approved by the Corporate Leadership Team

# Municipality of Lakeshore – Report to Council

## Operations

## Public Works



**To:** Mayor and Members of Council  
**From:** Jeff Wilson, Division Leader – Public Works  
**Date:** February 21, 2025  
**Subject:** Tender Award – 2025 Surface Treatment Spray Patching

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### Recommendation

Award the tender for the 2025 Surface Treatment Spray Patching to Shepley Road Maintenance Ltd in the amount of \$122,926.08 including applicable HST, as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

The following strategic objective is applicable to this report:

1c) Building and Stewarding Municipal Infrastructure - Renew plans to convert gravel roads and establish a sustainable funding model to support lifecycling.

### Background

Every year the Municipality allocates approximately \$100,000.00 through the approved hardtop operating budget on repairing and maintaining surface treatment road edges.

Typically, the Municipality completes approximately 10 km of road edge repairs.

This work includes repairing the surface treated road edge, clearing any debris and applying a 1-meter-wide application of surface treatment to reseal and extend the life of the road edge.

### Comments

The 2024/2025 winter season has had significantly deeper frost; combined with significant freeze thaw cycles. The weather has adversely affected localized road areas already compromised by normal wear. The additional funds will help to mitigate more of these affected areas in 2025.

The tender for surface treatment road repairs was publicly advertised on February 20, 2025.

There was only one (1) bid submission received.

The following is a summary of the submission received before the closing deadline on March 7, 2025.

<b>Tenderer</b>	<b>Price (excluding HST)</b>	<b>Price (including applicable HST)</b>
Shepley Road Maintenance Ltd.	\$120,800.00	\$122,926.08

Shepley Road Maintenance Ltd. has the experience, expertise, and equipment to complete this project.

### **Financial Impacts**

The following is the summary of the financial impacts based on the tender amount and the 2025 approved budget amount:

<b>2025 Surface Treatment Program</b>	<b>Contract Amount (excluding HST)</b>	<b>Contract Amount (including applicable HST)</b>
Tender Cost	\$120,800.00	\$122,926.08
2025 Budget		\$100,000.00
<b>Difference (over)/under</b>		<b>(\$22,929.08)</b>

Since the value of overage is insignificant, the overage can be covered under the operating budget.

It should be noted that the final costs for 2025 may differ from the tender price depending on the actual amounts of emulsion and aggregate required to be used in the surface treatment process. The quantities contained in the Surface Treatment Tender specifications are estimates only.

## Report Approval Details

Document Title:	Tender Award - 2025 Surface Treatment Spray Patching .docx
Attachments:	
Final Approval Date:	Mar 20, 2025

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

Prepared by Jeff Wilson

Submitted by Krystal Kalbol

Approved by the Corporate Leadership Team

# Municipality of Lakeshore – Report to Council

## Community Health and Safety

### Facilities and Parks



**To:** Mayor and Members of Council  
**From:** Frank Jeney, Corporate Leader - Community Health and Safety Services  
**Date:** February 25, 2025  
**Subject:** Purchase of Ice Resurface Machine

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### Recommendation

Waive the requirement of the Purchasing By-law relating to the Request for Tender process and direct Administration to purchase an Olympia Ice Resurface Machine for a total of \$139,250.00 plus applicable taxes, to be funded from the 2025 capital projects budget ATC-25-6518 from the Vehicles and Equipment reserve, all as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

This report does not relate to one of Council's Strategic Objectives but is a citizen centered municipal function.

### Background

The 2025 Capital Budget included the sum of \$175,000.00 funding allocation for the replacement of an ice resurface machine, which has exceeded its useful life cycle and needs replacement.

### Comments

The two providers of ice resurface machines are Olympia, and Zamboni.

Currently, the Atlas Tube Recreation Centre (ATRC) has three Olympia ice resurface machines, purchased in 2008, 2009, and 2020. Continuing with the Olympia brand will lead to further cost savings in the long term due to standardizing the replacement parts and repairs for the three ice resurface machines. All three ATRC rinks currently have Olympia ice leveling infrastructure installed.

Section 5.1 of the Procurement Policy states that a Request for Tender (RFT) or Request for Proposal (RFP) shall be used when:

A RFT/RFP would require additional lead time; in light of the pending tariffs and additional purchasing pressures, Administration has undertaken a Request for Quotation (RFQ). As per the Procurement Policy, an RFQ should be used only for purchases between \$10,000 and \$100,000. However, this option was chosen to mitigate the cost risk introduced by significant changes in the economy.

In the case of ice resurface machines, there are only two suppliers in the industry and both providers were contacted to provide a quote. As such, Administration is recommending waiving the requirements of the Procurement Policy relating to the RFT process.

<b>Supplier</b>	<b>Supplier Amount (excluding HST)</b>	<b>Supplier Amount (including applicable HST)</b>
Olympia (Resurface Corp)	\$139,250.00	\$139,250.00
Zamboni Company Ltd.	\$167,615.00	\$167,615.00

Please note HST on recreation services is 100% recoverable.

Lakeshore will now have three Olympia resurface machines made in the years 2025, 2020, and 2009. It is expected that the lifecycle for the 2009 machine replacement will come forward in the 2026 or 2027 budget deliberations.

### **Financial Impacts**

\$139,250.00 plus applicable taxes, to be funded from the 2025 capital projects budget ATC-25-6518 from the Vehicles and Equipment reserve.

### **Report Approval Details**

Document Title:	Purchase of Ice Resurface Machine.docx
Attachments:	
Final Approval Date:	Mar 31, 2025

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

Prepared by Frank Jeney

Approved by the Corporate Leadership Team

# Municipality of Lakeshore – Report to Council

## Legal and Legislative Services

### Legal Services



**To:** Mayor and Members of Council  
**From:** Zachary Knox, Legal Counsel  
**Date:** March 10, 2025  
**Subject:** Municipal Restructuring of Monroe Island

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### Recommendation

Direct the Clerk to read By-law 25-2025, being a By-law to approve the annexation of the property municipally known as 440 Brighton Road and legally described in Appendix “A” (“Monroe Island”) by the Town of Tecumseh (“Tecumseh”) and authorize the execution of a Boundary Adjustment Agreement between the Municipality of Lakeshore (“Lakeshore”), Tecumseh, and the County of Essex (the “County”), that is satisfactory in content to the Corporate Leader – General Counsel; and

Authorize Administration to submit an application for municipal restructuring to the Minister of Municipal Affairs and Housing (“Minister”) to facilitate the annexation of Monroe Island into Tecumseh, all as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

This report does not directly align with a Strategic Objective; however, it serves as follow-up to the previous Report to Council regarding this matter presented on February 16, 2021, and the associated By-law 18-2021.

### Background

Monroe Island, as shown on the aerial map attached as Appendix “B”, is a unique property which is geographically located in Lakeshore but has a single access via a bridge connecting to land located in Tecumseh. There is only one single residential dwelling on Monroe Island. Lakeshore and Tecumseh agree that it would be more efficient and cost-effective for services to Monroe Island to be provided by Tecumseh. As such, Lakeshore and Tecumseh have been working together to pursue the annexation of Monroe Island into the jurisdiction of Tecumseh through a formal municipal restructuring process, in accordance with the provisions set out under the *Municipal Act, 2001*.

Sections 171 to 173 of the *Municipal Act, 2001*, together with Ontario Regulation 216/96, establish a structured process for annexation that requires municipalities to pass a resolution detailing the lands to be annexed, the rationale, and the impact on residents and services. Affected municipalities, property owners, and stakeholders must be notified and given an opportunity to participate in a public meeting, which may be any open meeting where the public can address Council. For annexations within two-tiered municipal structures, such as Lakeshore, Tecumseh, and the County, each affected lower-tier Council and the upper-tier Council must hold a public meeting to gather input on the proposal. If an agreement is reached, the identical proposal must be approved by by-laws from each Council before being submitted to the Minister of Municipal Affairs and Housing (the “Minister”) for approval. If the Minister approves, an annexation order is issued.

Previously, on February 16, 2021, Council passed By-law 18-2021 which authorized the execution of a servicing agreement between Tecumseh, the registered owners of Monroe Island and Lakeshore (the “Interim Agreement”) to provide for the interim servicing of, and financial matters pertaining to, Monroe Island while it remains under the jurisdiction of Lakeshore. Resolution 60-02-2021 provided direction to Administration to “prepare a consultation plan and draft a municipal restructuring proposal for consultation with the community and stakeholders as required by Part V of the *Municipal Act, 2001*” (the “Proposal”).

The Interim Agreement further acknowledges the next steps to formalize the provision of services would include:

1. proceeding with the Proposal to bring Monroe Island formally into the jurisdiction of Tecumseh for tax purposes; and
2. collaboration of the parties to submit a formal application to the Minister.

## Comments

Administration, in consultation with Tecumseh, has negotiated the terms of a Boundary Adjustment Agreement to facilitate the orderly transfer of Monroe Island to Tecumseh. The draft agreement is attached as Appendix “C”.

The Boundary Adjustment Agreement is in keeping with the terms and conditions set in the Interim Agreement. In brief, the Boundary Adjustment Agreement provides for the following:

1. **Litigation Matters:** Lakeshore does not have any knowledge of any applications or appeals under the *Planning Act* for Monroe Island prior to the effective date of the Proposal. Any private initiated applications or appeals existing after the effective date will be the responsibility of Tecumseh. Any existing matter before the effective date will remain the obligation of Lakeshore.



2. **Transfer of Records:** Upon the request of Tecumseh, Lakeshore and the County, will transfer any records such as studies, designs or similar material that are associated with Monroe Island to comply with a Municipal Freedom of Information request under the *Municipal Freedom of Information and the Protection of Privacy Act*.
3. **Taxation:** Tecumseh shall apply to the Municipal Property Assessment Corporation (MPAC) for a new assessment roll number to identify the subject lands in Tecumseh within three months of the effective date.
4. **Emergency and Social Services:** Lakeshore will work with Tecumseh to update the Geographic Information System (GIS) mapping to revise and reflect the new municipal boundary. Both municipalities will work collectively with the County (EMS and social services), Windsor Fire and Rescue Services (fire dispatch) and the Ontario Provincial Police (police dispatch) to ensure that emergency medical services and social services are notified of the boundary adjustment.

The overall Proposal, which will contain the Boundary Adjustment Agreement, is expected to have minimal impact on the public, as it involves a small area with only one residential dwelling on Monroe Island. Additionally, the registered owners of Monroe Island support the Proposal. The primary objective is to streamline service delivery by transferring responsibility to Tecumseh, which already provides access to Monroe Island. All affected parties have been provided an opportunity to provide input during this public consultation, ensuring that their concerns are heard and addressed.

Administration is seeking approval for the Proposal to comply with the requirements under the *Municipal Act, 2001*. To coordinate with the municipal restructuring process, the Proposal is also being presented to Tecumseh's Council at their April 8, 2025, Council meeting for approval. If both Councils approve the Proposal, Tecumseh Administration will circulate the Proposal to the County for final approval prior to applying to the Minister for a Minister's Order to complete the restructuring process.

### **Others Consulted**

Town of Tecumseh

Ministry of Municipal Affairs and Housing

### **Financial Impacts**

Currently, Lakeshore collects property tax revenue for Monroe Island and pays Tecumseh annually for providing municipal services from such revenue pursuant to the Interim Agreement. Once the Minister's Order is issued, Tecumseh will apply to MPAC for a new assessment roll number for the lands, which will transfer the property tax collection responsibility from Lakeshore to Tecumseh.

**Attachments**

Appendix “A” – Property Description

Appendix “B” – Aerial Photo of Monroe Island

Appendix “C” – Draft Boundary Adjustment Agreement

**Report Approval Details**

Document Title:	Municipal Restructuring of Monroe Island.docx
Attachments:	- Appendix A – Legal Description.pdf - Appendix B – Aerial Photo of Monroe Island.pdf - Appendix C – draft Boundary Adjustment Agreement.pdf
Final Approval Date:	Mar 11, 2025

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

Prepared by Marco Villella

Submitted by Krystal Kalbol

Approved by the Corporate Leadership Team

**Appendix "A"**

PIN: 75001-0384 (LT)

Legal Description: Part of Lot 1, Concession East of River Peche, Maidstone; Part of Lot 1, Concession West of River Peche, Maidstone (St. Clair Beach) as in Instrument R857943; Municipality of Lakeshore/Town of Tecumseh.



**BOUNDARY ADJUSTMENT  
AGREEMENT**

County of Essex  
Town of Tecumseh  
Municipality of Lakeshore

**PREAMBLE**

**THIS BOUNDARY ADJUSTMENT AGREEMENT** (this “**Agreement**”) made and entered into as of the Effective Date (as defined herein).

B E T W E E N:

**MUNICIPALITY OF LAKESHORE**

(“**Lakeshore**”)

– and –

**TOWN OF TECUMSEH**

(“**Tecumseh**”)

– and –

**COUNTY OF ESSEX**

(the “**County**”)

**RECITALS**

**WHEREAS** section 173 of the *Municipal Act, 2001*, S.O. 2001, c. 25, as amended (the “**Municipal Act**”), authorizes a municipality to make a restructuring proposal to the Minister of Municipal Affairs and Housing (the “**Minister**”) to annex part of a municipality to another municipality;

**AND WHEREAS** the lands described in Schedule “A” to this Agreement, municipally known as Monroe Island (“**Monroe Island**”), are located within the corporate boundaries of Lakeshore;

**AND WHEREAS** Monroe Island abuts Tecumseh and access to it is provided via Brighton Road, a highway located in, and under the exclusive jurisdiction of, Tecumseh;

**AND WHEREAS** Monroe Island is registered as a single, entire parcel in the land registry office for the County of Essex;

**AND WHEREAS** Lakeshore and Tecumseh previously entered into the “Servicing Agreement” (as defined herein) regarding Monroe Island and have agreed to work cooperatively to draft a restructuring proposal for the annexation of Monroe Island to Tecumseh;

# BOUNDARY ADJUSTMENT AGREEMENT

**AND WHEREAS** the Tecumseh, Lakeshore and the County have negotiated this Agreement in order to facilitate the orderly transfer of Monroe Island and protection of the interests of their respective residents;

**AND WHEREAS** the Parties have negotiated this Agreement to facilitate the orderly annexation of Monroe Island in accordance with the *Municipal Act*;

**NOW THEREFORE**, in consideration of the mutual covenants and other terms and conditions herein contained, the Parties agree as follows:

## 1. RECITALS & SCHEDULES

- 1.1. The Parties to this Agreement represent warrant and agree that the recitals above are true and accurate.
- 1.2. The Parties agree that the schedules attached to this Agreement (including their respective attachments, if any) form an integral part of this Agreement to the same extent as if the same had been set forth verbatim herein.

## 2. DEFINITIONS

- 2.1. Throughout this Agreement, Lakeshore, Tecumseh, and the County may each individually be referred to as a “**Party**” or collectively as the “**Parties**”.
- 2.2. The Parties agree that, whenever one of the following words is used in this Agreement with its first letter capitalized, the term is being used as it is defined below:
  - (a) “**Agreement**” shall have the meaning set forth in the preamble.
  - (b) “**Assessment Roll**” shall mean the tax roll prepared in accordance with the *Municipal Act*, as defined by the *Assessment Act*, R.S.O. 1990, c. A.31.
  - (c) “**County**” shall mean the County of Essex and, where context so requires, the corporate boundaries thereof.
  - (d) “**Development Charges**” shall mean the fees collected by the Parties in accordance with the *Development Charges Act*, 1997, S.O. 1997, c. 27, as amended.
  - (e) “**Effective Date**” shall mean the date the that the Minister’s Order comes into force.

**BOUNDARY ADJUSTMENT  
AGREEMENT**

- (f) **“GIS”** means the geographic information system used by the Parties for the storage, retrieval and spatial and logical analysis of geographically based data.
- (g) **“Lakeshore”** shall mean the Municipality of Lakeshore and, where context so requires, the corporate boundaries thereof.
- (h) **“Minister”** shall mean the Minister of Municipal Affairs and Housing.
- (i) **“Minister’s Order”** shall mean an order issued by the Minister in accordance with s. 173(4) of the *Municipal Act* regarding the annexation of Monroe Island to Tecumseh.
- (j) **“Monroe Island”** shall mean the lands described in Schedule “A” to this Agreement.
- (k) **“Municipal Act”** shall mean the *Municipal Act, 2001*, S.O. 2001, c. 25.
- (l) **“Servicing Agreement”** shall mean the agreement, entitled “Monroe Island Servicing Agreement”, made between Lakeshore, Tecumseh, and the registered owners of Monroe Island, dated February 17, 2021.
- (m) **“Tecumseh”** shall mean the Town of Tecumseh and, where context so requires, the corporate boundaries thereof.

**3. AGREEMENT**

- 3.1. The Parties agree that Monroe Island shall be annexed to Tecumseh as of the Effective Date.
- 3.2. The Parties acknowledge and agree that Tecumseh shall have complete jurisdiction over Monroe Island, to the exclusion of Lakeshore, and the by-laws and resolutions of Tecumseh will apply to Monroe Island upon the Effective Date. All assets of Lakeshore located on Monroe Island shall vest in Tecumseh on the Effective Date, including, but not limited to, any easements, rights, or restrictive covenants.
- 3.3. The Parties agree that it is in the best interests of the property owners of Monroe Island and all other property owners in the corporate boundaries of Lakeshore and Tecumseh to ensure an efficient and cost-effective and orderly annexation of Monroe Island.

**BOUNDARY ADJUSTMENT  
AGREEMENT**

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**4. EFFECTIVE DATE**

- 4.1. This Agreement shall take effect on the Effective Date and shall be of no force or effect unless and until the Minister's Order comes into force.
- 4.2. Lakeshore and Tecumseh acknowledge and agree that, pursuant to section 15(d) of the Servicing Agreement, the Servicing Agreement is deemed void and of no further force or effect as of the Effective Date.

**5. LITIGATION MATTERS**

- 5.1. The Parties agree that any legal proceedings or causes of action existing as of the Effective Date in relation to Monroe Island shall remain the sole obligation and responsibility of Lakeshore. Lakeshore shall have the exclusive right to continue, defend, settle, or discontinue such litigation at its sole and unfettered discretion, without the requirement for consultation with or approval from Tecumseh.
- 5.2. The Parties agree that any legal proceedings or causes of action arising in connection with Monroe Island after the Effective Date shall be the sole responsibility of Tecumseh, which shall have full authority to manage, defend, settle, or otherwise resolve such matters at its sole and unfettered discretion.

**6. TRANSFER OF RECORDS**

- 6.1. Lakeshore and the County shall, at each of their own expense, upon the request of Tecumseh, transfer to Tecumseh any studies, plans, records, designs or similar material and documentation that are public in nature and are associated with Monroe Island subject to compliance with the *Municipal Freedom of Information and Protection of Privacy Act*, R.S.O. 1990, c. M.56.

**7. TAXATION**

- 7.1. For the purposes of the Assessment Roll prepared for taxation in the year the Effective Date occurs, the Parties agree that Monroe Island shall be treated as part of Tecumseh and it shall be assessed in the same manner as other properties within Tecumseh.
- 7.2. Within 90 days following the Effective Date, Tecumseh shall amend, or cause to be amended, its Assessment Roll to identify Monroe Island as a property located within the corporate boundaries of Tecumseh. Tecumseh shall, to the extent permitted by applicable law, ensure that such amendment to the Assessment Roll takes effect retroactively as of the Effective Date. In the event that the adjustment to the Assessment Roll cannot be made retroactively to the Effective Date,



## BOUNDARY ADJUSTMENT AGREEMENT

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Lakeshore agrees to remit to Tecumseh and the applicable school boards any real property taxes it receives for Monroe Island for any period after the Effective Date.

- 7.3. Within 90 days of the Effective Date, Tecumseh shall apply to the Municipal Property Assessment Corporation for a new Assessment Roll number to identify Monroe Island as a property within the jurisdiction of Tecumseh.
- 7.4. Pursuant to the terms of the Servicing Agreement, Lakeshore covenants and agrees to pay or remit to:
  - (a) Tecumseh any Development Charges and real property taxes assessed on Monroe Island from the date of occupancy up to and including the date of the Minister's Order; and
  - (b) the applicable school boards any outstanding education portions related to the Development Charges and real property taxes assessed on Monroe Island for the same period as noted above in subsection (a).

Any Development Charges or real property taxes collected by Lakeshore shall be paid or remitted forthwith to Tecumseh in accordance with this Section. This Section shall survive until all such Development Charges and real property taxes are paid in full, notwithstanding the provisions of Section 4.2 of this Agreement.

### **8. EMERGENCY SERVICES**

- 8.1. Tecumseh will work with Lakeshore to ensure GIS mapping is revised to reflect the boundary adjustment prior to the Effective Date and Tecumseh will provide Windsor Fire and Rescue Emergency Communications Services with an updated map of its corporate boundaries.
- 8.2. As of the Effective Date, Tecumseh shall assume full responsibility for the provision, coordination, and associated expenses of all police and fire services for Monroe Island, including all related dispatch services and requirements.
- 8.3. The Parties acknowledge and agree that the County is responsible for providing ambulance and social services to the residents of Lakeshore and Tecumseh. The Parties agree to work cooperatively to ensure that their staff are aware of the boundary adjustment and any necessary changes are made.
- 8.4. In the event any members of the Lakeshore Fire Department are requested or required to respond to an emergency or other event at Monroe Island after the Effective Date, Lakeshore shall issue an invoice to Tecumseh for the costs associated with such services. Tecumseh agrees to remit full payment of any such invoice within ninety (90) days of receipt.





## BOUNDARY ADJUSTMENT AGREEMENT

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cancel this Agreement or any part hereof shall not be binding and shall be of no effect unless and until it has been executed and delivered by the Parties.

- 13.2. The failure of any Party at any time or times to require performance of any provision hereof by any other Party shall in no manner affect the right of such Party to require such performance at a later time. No act or omission of any Party, other than an express written waiver signed by such Party, shall constitute a waiver by such Party of any breach of this Agreement or of the provision of this Agreement so breached. No waiver by a Party of the breach of any provision hereof, in any one or more instances, shall be deemed to be or construed as a further or continuing waiver of such breach or as a waiver of the provision hereof so breached.

### **14. SEVERABILITY**

- 14.1. In the event that any of the provisions of this Agreement are held to be invalid or unenforceable in whole or in part, those provisions to the extent enforceable and all other provisions shall nevertheless continue to be valid and enforceable as though the invalid or unenforceable parts had not been included in this Agreement and the remaining provisions had been executed by the Parties subsequent to the expungement of the invalid provision.
- 14.2. If there is a conflict between any provision of this Agreement and the Minister's Order, the applicable legislation of the Province of Ontario, or the federal laws of Canada applicable in that Province, such order or legislation will prevail and such provisions of this Agreement shall be amended or deleted as necessary in order to comply with such order or legislation. Further, any provisions that are required by such order or legislation are incorporated into this Agreement.

### **15. GENERAL INTERPRETATION**

- 15.1. Each obligation expressed in this Agreement, even though not expressed as a covenant, is considered to be a covenant for all purposes.
- 15.2. Time shall always be of the essence of this Agreement. Any time limits specified in this Agreement may be extended with the consent in writing of all the Parties, but no such extension of time shall operate or be deemed to operate as an extension of any other time limit, and time shall be deemed to remain of the essence of this Agreement notwithstanding any extension of any time limit.
- 15.3. In this Agreement words importing the singular number only shall include the plural and vice versa, words importing one gender shall include the other genders and words importing persons shall include individuals, partnerships, associations, trusts, unincorporated organizations, and corporations.

**BOUNDARY ADJUSTMENT  
AGREEMENT**

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- 15.4. The headings in this Agreement identifying various sections, paragraphs, subsections and clauses are inserted for convenience or reference only and are in no way intended to describe, interpret, define, affect the construction of or limit the scope, extent or intent of this Agreement or any provision of this Agreement.
- 15.5. Any reference in this Agreement to any statute or any section thereof shall, unless otherwise expressly stated, be deemed to be a reference to such statute or section and all regulations thereunder or in connection therewith as amended, revised, re-enacted and/or consolidated from time to time and any successor statute thereto.
- 15.6. It is the intention of the Parties that this Agreement and the performance under this Agreement, and all suits and special proceedings under this Agreement, shall be construed in accordance with and governed, to the exclusion of the law of any other forum, by the laws of the Province of Ontario and the federal laws of Canada applicable in that Province, without regard to the jurisdiction in which any action or special proceeding may be instituted.
- 15.7. All references to currency in this Agreement shall be deemed to be in reference to Canadian dollars.

**16. COUNTERPARTS AND DIGITAL EXECUTION**

- 16.1. This Agreement may be executed in multiple counterparts, each of which shall be deemed an original, and all of which together shall constitute one and the same instrument. Signatures provided by electronic means, including but not limited to facsimile, email (in PDF format), or through any electronic signature service, shall be deemed to have the same legal effect as original signatures. Each Party agrees that the delivery of this Agreement by electronic means shall be effective for all purposes as if it were delivered in physical form with original signatures.

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**BOUNDARY ADJUSTMENT  
AGREEMENT**

County of Essex  
Town of Tecumseh  
Municipality of Lakeshore

**IN WITNESS WHEREOF**, the Parties, intending to be legally bound, have executed this Agreement by their duly authorized representatives.

**MUNICIPALITY OF LAKESHORE:**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Tracey Bailey**  
Mayor

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Brianna Coughlin**  
Clerk

**TOWN OF TECUMSEH:**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Gary McNamara**  
Mayor

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Robert Auger**  
Clerk

**COUNTY OF ESSEX:**

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Hilda MacDonald**  
Warden

\_\_\_\_\_  
Date

\_\_\_\_\_  
**Katherine Hebert**  
Clerk

**BOUNDARY ADJUSTMENT  
AGREEMENT**

County of Essex  
Town of Tecumseh  
Municipality of Lakeshore

**SCHEDULE "A" – LEGAL DESCRIPTION OF MONROE ISLAND**

Legal Description: Part of Lot 1, Concession East of River Peche, Maidstone and Part of Lot 1, Concession West of River Peche, Maidstone (St. Clair Beach) as in R857943; Lakeshore/Tecumseh, being all of the Property Identifier Number 75001-0384 (LT)

SAMPLE

# Municipality of Lakeshore – Report to Council

## Operations

### Energy Management and Utilities



**To:** Mayor and Members of Council  
**From:** Marco Villella, P.Eng., Division Leader – Energy Management and Utilities  
**Date:** March 27, 2025  
**Subject:** Renewal of Enbridge Gas Franchise Agreement (FA)

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### Recommendation

1. The Council of the Municipality of Lakeshore approves the form of draft by-law and franchise agreement presented at the April 8, 2025 Council meeting and attached hereto, and authorizes the submission thereof to the Ontario Energy Board for approval pursuant to the provisions of Section 9 of the *Municipal Franchises Act*.
2. Council requests that the Ontario Energy Board make an Order declaring and directing that the assent of the municipal electors to the attached draft by-law and franchise agreement pertaining to the Municipality of Lakeshore is not necessary pursuant to the provisions of Section 9(4) of the *Municipal Franchises Act*.

### Strategic Objectives

Although this is not a strategic objective it is a core service of the Municipality.

### Background

Enbridge Gas Inc. (Enbridge) is a gas company that provides natural gas service to approximately 12,530 customers within Lakeshore. Provincial legislation requires that a Franchise Agreement (FA) is executed between a municipal corporation and a gas company serving that municipality. The FA provides consent from the Municipality to the gas company to distribute, store, and transmit gas in and through the Municipality to the inhabitants of the Municipality. It also specifies the rights and responsibilities of each party, as well as required approvals and fees, and duration of the agreement.

The Ontario Energy Board (OEB) has directed that the current 2000 Model Franchise Agreement be used as a standard model for such agreements. The FA is a 20-year agreement term, and the Municipality previously engaged in such an agreement back in 2005 with Council passing the third reading of the by-law on February 15, 2005.



The current agreement expired on February 15, 2025. This agreement will also be for a 20-year renewal.

## Comments

The updated Model FA outlines the requirements for the allocation of the municipal right-of-way to regulated gas distributors, including the requirement that the natural gas distributor obtain municipal consent for the construction and operation of any gas infrastructure works within the municipal jurisdiction.

Enbridge approached the Municipality in mid-2024 to commence with the renewal process for the FA between both parties. As part of the renewal process there is a precondition of the FA for Council to pass a by-law approving the agreement. To obtain OEB approval, an application is made by the gas distributor that includes the resolution of Council and the draft by-law (attached as Appendix A). The OEB will make a declaration and direction of their approval of the FA.

Administration has reviewed the Model FA and identified concerns that have already been previously challenged by other local municipalities throughout the province and within the local region. For instance, currently gas infrastructure relocation costs as part of municipal works under the FA (Section 12, subsection d) are 65% covered by the gas distributor company and 35% is the responsibility of the municipality. However, the Drainage Act (Section 26) states that the utility company or road authority shall be borne all costs for relocation of utilities as part of drainage works.

Attempts by municipalities to modify the model FA have been unsuccessful with adverse cost consequences to municipalities. Insisting upon changes to the model FA to address *Drainage Act* concerns will result in a hearing before the OEB which will not be successful. In light of this, Administration is recommending the acceptance of the Model FA.

The Municipality will continue to work with Enbridge at the local level to ensure a strong partnership remains between both parties. An example of this continued partnership is the commitment from Enbridge to execute a Road Use Agreement (RUA) for the Regional Panhandle Project in 2023. The RUA outlines Enbridge's requirements for road condition assessments of haul routes and permits for the project.

Under the FA, Enbridge is still required to obtain approval and permits for any work that will disturb the municipal right-of-way. The Municipality will continue to review these applications and ensure the proposed gas infrastructure works are in the best interest of the Municipality.

## Others Consulted

Enbridge Gas Inc.

### **Financial Impacts**

There are no new financial impacts of a renewed Franchise Agreement with Enbridge Gas currently, however, the Municipality will continue to receive any applicable permit fees to recover staff time for reviewing applications and conducting site inspections. These fees are applied based on the Municipality's User Fee by-law.

### **Attachments**

Appendix A – Draft By-law 33-2025

### **Report Approval Details**

Document Title:	Enbridge Gas Franchise Agreement (FA) Renewal.docx
Attachments:	- Appendix A – Draft By-law 33-2025.pdf
Final Approval Date:	Mar 11, 2025

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

Prepared by Marco Villella

Submitted by Krystal Kalbol

Approved by the Corporate Leadership Team

# Municipality of Lakeshore

## By-law 33-2025

### Being a By-law to Authorize an Agreement with Enbridge Gas Inc.

**Whereas** section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**And whereas** it is deemed necessary to enter into a franchise agreement with Enbridge Gas Inc. as recommended by the Division Leader – Energy Management and Utilities at the April 8, 2025 Council meeting;

**And whereas** the Ontario Energy Board by its Order issued pursuant to the *Municipal Franchises Act* on the \_\_\_\_ day of \_\_\_\_\_, 2025 has approved the terms and conditions upon which and the period for which the franchise provided in the Franchise Agreement is proposed to be granted, and has declared and directed that the assent of the municipal electors in respect of this by-law is not necessary:

### Now therefore the Council of the Municipality of Lakeshore enacts as follows:

1. The Franchise Agreement between the Municipality of Lakeshore and Enbridge Gas Inc. attached as Schedule “A” and forming part of this by-law, is hereby authorized and the franchise provided for therein is hereby granted.
2. The Mayor and the Clerk are authorized and instructed on behalf of the Municipality of Lakeshore to enter into and execute under its corporate seal and deliver the Franchise Agreement attached as Schedule “A” and forming part of this by-law.
3. The delegated authority described in Section 2 includes the authority to execute any related amendments or agreements in furtherance of this agreement.
4. In the event of a conflict between this by-law and another Lakeshore by-law, this by-law prevails.
5. The delegation in this by-law is subject to any restrictions on such delegation under the *Municipal Act, 2001*, S.O. 2001, c.25 or any other Act.
6. This By-law comes into force and effect upon passage.

Read and passed in open session on \_\_\_\_\_, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**

## **2000 Model Franchise Agreement**

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THIS AGREEMENT effective this            day of            , 2025

BETWEEN:

### **MUNICIPALITY OF LAKESHORE**

hereinafter called the "Corporation"

- and -

### **ENBRIDGE GAS INC.**

hereinafter called the "Gas Company"

WHEREAS the Gas Company desires to distribute, store and transmit gas in the Municipality upon the terms and conditions of this Agreement;

AND WHEREAS by by-law passed by the Council of the Corporation (the "By-law"), the duly authorized officers have been authorized and directed to execute this Agreement on behalf of the Corporation;

THEREFORE the Corporation and the Gas Company agree as follows:

### **Part I - Definitions**

#### **1. In this Agreement**

- (a) "decommissioned" and "decommissions" when used in connection with parts of the gas system, mean any parts of the gas system taken out of active use and purged in accordance with the applicable CSA standards and in no way affects the use of the term 'abandoned' pipeline for the purposes of the *Assessment Act*;
- (b) "Engineer/Road Superintendent" means the most senior individual employed by the Corporation with responsibilities for highways within the Municipality or the person designated by such senior employee or such other person as may from time to time be designated by the Council of the Corporation;

- (c) "gas" means natural gas, manufactured gas, synthetic natural gas, liquefied petroleum gas or propane-air gas, or a mixture of any of them, but does not include a liquefied petroleum gas that is distributed by means other than a pipeline;
- (d) "gas system" means such mains, plants, pipes, conduits, services, valves, regulators, curb boxes, stations, drips or such other equipment as the Gas Company may require or deem desirable for the distribution, storage and transmission of gas in or through the Municipality;
- (e) "highway" means all common and public highways and shall include any bridge, viaduct or structure forming part of a highway, and any public square, road allowance or walkway and shall include not only the travelled portion of such highway, but also ditches, driveways, sidewalks, and sodded areas forming part of the road allowance now or at any time during the term hereof under the jurisdiction of the Corporation;
- (f) "Model Franchise Agreement" means the form of agreement which the Ontario Energy Board uses as a standard when considering applications under the *Municipal Franchises Act*. The Model Franchise Agreement may be changed from time to time by the Ontario Energy Board;
- (g) "Municipality" means the territorial limits of the Corporation on the date when this Agreement takes effect, and any territory which may thereafter be brought within the jurisdiction of the Corporation;
- (h) "Plan" means the plan described in Paragraph 5 of this Agreement required to be filed by the Gas Company with the Engineer/Road Superintendent prior to commencement of work on the gas system; and
- (i) whenever the singular, masculine or feminine is used in this Agreement, it shall be considered as if the plural, feminine or masculine has been used where the context of the Agreement so requires.

## **Part II - Rights Granted**

### **2. To provide gas service**

The consent of the Corporation is hereby given and granted to the Gas Company to distribute, store and transmit gas in and through the Municipality to the Corporation and to the inhabitants of the Municipality.

### **3. To Use Highways**

Subject to the terms and conditions of this Agreement the consent of the Corporation is hereby given and granted to the Gas Company to enter upon all highways now or at any time hereafter under the jurisdiction of the Corporation and to lay, construct, maintain, replace, remove, operate and repair a gas system for the distribution, storage and transmission of gas in and through the Municipality.

### **4. Duration of Agreement and Renewal Procedures**

(a) If the Corporation has not previously received gas distribution services, the rights hereby given and granted shall be for a term of 20 years from the date of final passing of the By-law.

or

(b) If the Corporation has previously received gas distribution services, the rights hereby given and granted shall be for a term of 20 years from the date of final passing of the By-law provided that, if during the 20 year term of this Agreement, the Model Franchise Agreement is changed, then on the 7<sup>th</sup> anniversary and on the 14<sup>th</sup> anniversary of the date of the passing of the By-law, this Agreement shall be deemed to be amended to incorporate any changes in the Model Franchise Agreement in effect on such anniversary dates. Such deemed amendments shall not apply to alter the 20 year term.

(c) At any time within two years prior to the expiration of this Agreement, either party may give notice to the other that it desires to enter into negotiations for a renewed franchise upon such terms and conditions as may be agreed upon. Until such renewal has been settled, the terms and conditions of this Agreement shall continue, notwithstanding the expiration of this Agreement. This shall not preclude either party from applying to the Ontario Energy Board for a renewal of the Agreement pursuant to section 10 of the *Municipal Franchises Act*.

### Part III – Conditions

#### 5. Approval of Construction

- (a) The Gas Company shall not undertake any excavation, opening or work which will disturb or interfere with the surface of the travelled portion of any highway unless a permit therefor has first been obtained from the Engineer/Road Superintendent and all work done by the Gas Company shall be to his satisfaction.
- (b) Prior to the commencement of work on the gas system, or any extensions or changes to it (except service laterals which do not interfere with municipal works in the highway), the Gas Company shall file with the Engineer/Road Superintendent a Plan, satisfactory to the Engineer/Road Superintendent, drawn to scale and of sufficient detail considering the complexity of the specific locations involved, showing the highways in which it proposes to lay its gas system and the particular parts thereof it proposes to occupy.
- (c) The Plan filed by the Gas Company shall include geodetic information for a particular location:
  - (i) where circumstances are complex, in order to facilitate known projects, including projects which are reasonably anticipated by the Engineer/Road Superintendent, or
  - (ii) when requested, where the Corporation has geodetic information for its own services and all others at the same location.
- (d) The Engineer/Road Superintendent may require sections of the gas system to be laid at greater depth than required by the latest CSA standard for gas pipeline systems to facilitate known projects or to correct known highway deficiencies.
- (e) Prior to the commencement of work on the gas system, the Engineer/Road Superintendent must approve the location of the work as shown on the Plan filed by the Gas Company, the timing of the work and any terms and conditions relating to the installation of the work.
- (f) In addition to the requirements of this Agreement, if the Gas Company proposes to affix any part of the gas system to a bridge, viaduct or other structure, if the Engineer/Road Superintendent approves this proposal, he may require the Gas Company to comply with special conditions or to enter into a separate agreement as a condition of the approval of this part of the construction of the gas system.



- (g) Where the gas system may affect a municipal drain, the Gas Company shall also file a copy of the Plan with the Corporation's Drainage Superintendent for purposes of the *Drainage Act*, or such other person designated by the Corporation as responsible for the drain.
- (h) The Gas Company shall not deviate from the approved location for any part of the gas system unless the prior approval of the Engineer/Road Superintendent to do so is received.
- (i) The Engineer/Road Superintendent's approval, where required throughout this Paragraph, shall not be unreasonably withheld.
- (j) The approval of the Engineer/Road Superintendent is not a representation or warranty as to the state of repair of the highway or the suitability of the highway for the gas system.

## 6. **As Built Drawings**

The Gas Company shall, within six months of completing the installation of any part of the gas system, provide two copies of "as built" drawings to the Engineer/Road Superintendent. These drawings must be sufficient to accurately establish the location, depth (measurement between the top of the gas system and the ground surface at the time of installation) and distance of the gas system. The "as built" drawings shall be of the same quality as the Plan and, if the approved pre-construction plan included elevations that were geodetically referenced, the "as built" drawings shall similarly include elevations that are geodetically referenced. Upon the request of the Engineer/Road Superintendent, the Gas Company shall provide one copy of the drawings in an electronic format and one copy as a hard copy drawing.

## 7. **Emergencies**

In the event of an emergency involving the gas system, the Gas Company shall proceed with the work required to deal with the emergency, and in any instance where prior approval of the Engineer/Road Superintendent is normally required for the work, the Gas Company shall use its best efforts to immediately notify the Engineer/Road Superintendent of the location and nature of the emergency and the work being done and, if it deems appropriate, notify the police force, fire or other emergency services having jurisdiction. The Gas Company shall provide the Engineer/Road Superintendent with at least one 24 hour emergency contact for the Gas Company and shall ensure the contacts are current.

**8. Restoration**

The Gas Company shall well and sufficiently restore, to the reasonable satisfaction of the Engineer/Road Superintendent, all highways, municipal works or improvements which it may excavate or interfere with in the course of laying, constructing, repairing or removing its gas system, and shall make good any settling or subsidence thereafter caused by such excavation or interference. If the Gas Company fails at any time to do any work required by this Paragraph within a reasonable period of time, the Corporation may do or cause such work to be done and the Gas Company shall, on demand, pay the Corporation's reasonably incurred costs, as certified by the Engineer/Road Superintendent.

**9. Indemnification**

The Gas Company shall, at all times, indemnify and save harmless the Corporation from and against all claims, including costs related thereto, for all damages or injuries including death to any person or persons and for damage to any property, arising out of the Gas Company operating, constructing, and maintaining its gas system in the Municipality, or utilizing its gas system for the carriage of gas owned by others. Provided that the Gas Company shall not be required to indemnify or save harmless the Corporation from and against claims, including costs related thereto, which it may incur by reason of damages or injuries including death to any person or persons and for damage to any property, resulting from the negligence or wrongful act of the Corporation, its servants, agents or employees.

**10. Insurance**

- (a) The Gas Company shall maintain Comprehensive General Liability Insurance in sufficient amount and description as shall protect the Gas Company and the Corporation from claims for which the Gas Company is obliged to indemnify the Corporation under Paragraph 9. The insurance policy shall identify the Corporation as an additional named insured, but only with respect to the operation of the named insured (the Gas Company). The insurance policy shall not lapse or be cancelled without sixty (60) days' prior written notice to the Corporation by the Gas Company.
- (b) The issuance of an insurance policy as provided in this Paragraph shall not be construed as relieving the Gas Company of liability not covered by such insurance or in excess of the policy limits of such insurance.
- (c) Upon request by the Corporation, the Gas Company shall confirm that premiums for such insurance have been paid and that such insurance is in full force and effect.

## 11. **Alternative Easement**

The Corporation agrees, in the event of the proposed sale or closing of any highway or any part of a highway where there is a gas line in existence, to give the Gas Company reasonable notice of such proposed sale or closing and, if it is feasible, to provide the Gas Company with easements over that part of the highway proposed to be sold or closed sufficient to allow the Gas Company to preserve any part of the gas system in its then existing location. In the event that such easements cannot be provided, the Corporation and the Gas Company shall share the cost of relocating or altering the gas system to facilitate continuity of gas service, as provided for in Paragraph 12 of this Agreement.

## 12. **Pipeline Relocation**

- (a) If in the course of constructing, reconstructing, changing, altering or improving any highway or any municipal works, the Corporation deems that it is necessary to take up, remove or change the location of any part of the gas system, the Gas Company shall, upon notice to do so, remove and/or relocate within a reasonable period of time such part of the gas system to a location approved by the Engineer/Road Superintendent.
- (b) Where any part of the gas system relocated in accordance with this Paragraph is located on a bridge, viaduct or structure, the Gas Company shall alter or relocate that part of the gas system at its sole expense.
- (c) Where any part of the gas system relocated in accordance with this Paragraph is located other than on a bridge, viaduct or structure, the costs of relocation shall be shared between the Corporation and the Gas Company on the basis of the total relocation costs, excluding the value of any upgrading of the gas system, and deducting any contribution paid to the Gas Company by others in respect to such relocation; and for these purposes, the total relocation costs shall be the aggregate of the following:
  - (i) the amount paid to Gas Company employees up to and including field supervisors for the hours worked on the project plus the current cost of fringe benefits for these employees,
  - (ii) the amount paid for rental equipment while in use on the project and an amount, charged at the unit rate, for Gas Company equipment while in use on the project,
  - (iii) the amount paid by the Gas Company to contractors for work related to the project,

- (iv) the cost to the Gas Company for materials used in connection with the project, and
  - (v) a reasonable amount for project engineering and project administrative costs which shall be 22.5% of the aggregate of the amounts determined in items (i), (ii), (iii) and (iv) above.
- (d) The total relocation costs as calculated above shall be paid 35% by the Corporation and 65% by the Gas Company, except where the part of the gas system required to be moved is located in an unassumed road or in an unopened road allowance and the Corporation has not approved its location, in which case the Gas Company shall pay 100% of the relocation costs.

#### **Part IV - Procedural And Other Matters**

##### **13. Municipal By-laws of General Application**

The Agreement is subject to the provisions of all regulating statutes and all municipal by-laws of general application, except by-laws which have the effect of amending this Agreement.

##### **14. Giving Notice**

Notices may be delivered to, sent by facsimile or mailed by prepaid registered post to the Gas Company at its head office or to the authorized officers of the Corporation at its municipal offices, as the case may be.

##### **15. Disposition of Gas System**

- (a) If the Gas Company decommissions part of its gas system affixed to a bridge, viaduct or structure, the Gas Company shall, at its sole expense, remove the part of its gas system affixed to the bridge, viaduct or structure.
- (b) If the Gas Company decommissions any other part of its gas system, it shall have the right, but is not required, to remove that part of its gas system. It may exercise its right to remove the decommissioned parts of its gas system by giving notice of its intention to do so by filing a Plan as required by Paragraph 5 of this Agreement for approval by the Engineer/Road Superintendent. If the Gas Company does not remove the part of the gas system it has decommissioned and the Corporation requires the removal of all or any part of the decommissioned gas system for the purpose of altering or improving a highway or in order to facilitate the construction of utility or other works in any highway, the Corporation may remove and dispose of so much of the decommissioned gas system as the Corporation may require for such purposes and neither party shall have recourse against the other for

any loss, cost, expense or damage occasioned thereby. If the Gas Company has not removed the part of the gas system it has decommissioned and the Corporation requires the removal of all or any part of the decommissioned gas system for the purpose of altering or improving a highway or in order to facilitate the construction of utility or other works in a highway, the Gas Company may elect to relocate the decommissioned gas system and in that event Paragraph 12 applies to the cost of relocation.

#### 16. **Use of Decommissioned Gas System**

- (a) The Gas Company shall provide promptly to the Corporation, to the extent such information is known:
  - (i) the names and addresses of all third parties who use decommissioned parts of the gas system for purposes other than the transmission or distribution of gas; and
  - (ii) the location of all proposed and existing decommissioned parts of the gas system used for purposes other than the transmission or distribution of gas.
- (b) The Gas Company may allow a third party to use a decommissioned part of the gas system for purposes other than the transmission or distribution of gas and may charge a fee for that third party use, provided
  - (i) the third party has entered into a municipal access agreement with the Corporation; and
  - (ii) the Gas Company does not charge a fee for the third party's right of access to the highways.
- (c) Decommissioned parts of the gas system used for purposes other than the transmission or distribution of gas are not subject to the provisions of this Agreement. For decommissioned parts of the gas system used for purposes other than the transmission and distribution of gas, issues such as relocation costs will be governed by the relevant municipal access agreement.

#### 17. **Franchise Handbook**

The Parties acknowledge that operating decisions sometimes require a greater level of detail than that which is appropriately included in this Agreement. The Parties agree to look for guidance on such matters to the Franchise Handbook prepared by the Association of Municipalities of Ontario and the gas utility companies, as may be amended from time to time.

**18. Other Conditions**

Notwithstanding the cost sharing arrangements described in Paragraph 12, if any part of the gas system altered or relocated in accordance with Paragraph 12 was constructed or installed prior to January 1, 1981, the Gas Company shall alter or relocate, at its sole expense, such part of the gas system at the point specified, to a location satisfactory to the Engineer/Road Superintendent.

**19. Agreement Binding Parties**

This Agreement shall extend to, benefit and bind the parties thereto, their successors and assigns, respectively.

IN WITNESS WHEREOF the parties have executed this Agreement effective from the date written above.

**MUNICIPALITY OF LAKESHORE**

Per: \_\_\_\_\_  
Tracey Bailey, Mayor

Per: \_\_\_\_\_  
Brianna Coughlin, Clerk

**ENBRIDGE GAS INC.**

Per: \_\_\_\_\_  
Mark Kitchen, Director, Regulatory Affairs

Per: \_\_\_\_\_  
Andrea Seguin, Director, Regional Operations

# Municipality of Lakeshore – Report to Council

## Operations

## Engineering



**To:** Mayor and Members of Council  
**From:** Marco Villella, P.Eng., Division Leader – Energy Management and Utilities  
**Date:** February 21, 2025  
**Subject:** 2025 CWATS Paved Shoulder Program Funding Requirements

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### Recommendation

Direct the Corporate Leader - Operations to advise the County of Essex that currently there is no funding available to proceed with the 2025 CWATS paved shoulder program within Lakeshore, as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

This report is not a strategic objective, however CWATS is a recognized regional partnership program.

### Background

The County Wide Active Transportation System (CWATS) program is a network of on and off-road trail systems that support pedestrians and cyclists within the region. In 2012, the County adopted the first CWATS Master Plan and an update was completed in late 2023.

Based on the updated CWATS Master Plan, the recommended 5-year plan within Lakeshore (shown in 2023 dollars) has been attached as Appendix A.

During the 2024 Capital Budget, Administration brought forward the CWATS 5-year Program. This program identified an annual contribution of \$725,600 per year to a reserve fund to fulfill the requirements of the 5-year CWATS program and to financially support the Municipality's portion of the program for the next five years (at that time from 2024 to 2029). Currently there is no allocated funding for any of the proposed CWATS facilities to be constructed (some design dollars have been allocated for key projects).

This item was deferred at that time by Administration and included in the 2024 deferred items list. This was also included in the deferred items list in the 2025 budget.

Administration feels that at this time, to fund the addition of paved shoulders along County roadways is challenging based on other priorities.

Although it is advantageous to continue to support the CWATS program where funding is available, Administration recommends that the funding of the CWATS plan focus on core areas of Lakeshore (higher density areas) and the placement of multi-use pathways (the County Road 22 multi use path and East Ruscom River Road multi use path) until a funding strategy is developed.

The three segments for the County Road 22 corridor (Lake-16a, Lake-16b, Lake-16c) are shown in the 2026 and 2027 CWATS plan and will be funded by Council through the County Road 22 Reconstruction Project. These segments will be funded 60% by Lakeshore and 40% by the County based on the CWATS funding model.

Further, East Ruscom River Road multi-use path design was funded by Council in the 2024 budget and construction is expected to be included in the 2026 budget. This project will be funded 100% by Lakeshore based on the CWATS funding model. This is currently one of the largest funding amounts required for a single segment; however this was identified by Council as a priority based on the completion of the County Road 31 (completed in 2024) and East Ruscom River Road loop.

Below is a table that summarizes the CWATS cost-sharing agreement:

<b>Facility Type</b>	<b>County Share</b>	<b>Local Municipality Share</b>	<b>ERCA Share</b>
On-street bike lane, paved shoulder, context sensitive solution (County road in a rural area)	100%	0%	0%
On-street bike lane, paved shoulder, multi-use trail with or without separation, context sensitive solution (County road in an urban area)	40%	60%	0%
Signed routes (anywhere)	100%	0%	0%
Sidewalks (anywhere)	0%	100%	0%
Multi-use trails (outside of County and/or local right-of-way)	0%	0%	100%
Multi-use trails (outside of County and/or local right-of-way and owned by Municipality)	0%	100%	0%



## Comments

The County of Essex has recently made the Municipality aware of three identified segments of CWATS routes for paved shoulders that they intend to complete as part of their road repaving program this year (2025). A paved shoulder is typically 1.5 meters in width with a 0.5 meter buffer.

The three segments of paved shoulders being proposed this year in Lakeshore are as follows:

<b>Network Segment ID</b>	<b>Road</b>	<b>From</b>	<b>To</b>	<b>Distance</b>
Lake-44	County Road 31	County Road 42	Highway 401	4.1 km
Lake-49	County Road 42	County Road 31	East Ruscom River Road	0.3 km
Lake-53c	County Road 2	#7700 County Road 2	VIA Rail Tracks	0.9 km

A location map for the proposed projects has been attached as Appendix B.

Lake-49 will provide a complete loop connection around the Ruscom River for the communities of St. Joachim and Deerbrook as the last segment for the loop is along County Road 42. Lake-53c will connect a segment from Stoney Point heading east towards the VIA Rail tracks. The County will be completing the paved shoulders east of the VIA rail tracks towards County Road 37 which is fully funded by the County. Lake-44 is the largest segment in the 2025 program that will provide a dedicated CWATS facility in St. Joachim along County Road 31 heading south from County Road 42 towards the 401.

Under the current CWATS agreement, a paved shoulder in an urban area is constructed along a county road and construction is funded 60% by the local municipality and the remaining 40% is funded by the County.

The following highlights the anticipated costs and portions for the proposed segments:

<b>Segment ID</b>	<b>Segment Cost</b>	<b>County Portion</b>	<b>Lakeshore Portion</b>
Lake-44	\$975,000	\$390,000	\$585,000
Lake-49	\$175,000	\$70,000	\$105,000
Lake-53c	\$250,000	\$100,000	\$150,000
<b>Total Costs</b>	<b>\$1,400,000</b>	<b>\$560,000</b>	<b>\$840,000</b>

Further, the County has advised that the Municipality has the option to contribute Lakeshore’s portion of costs in 2025 or next year in 2026. This request was reviewed by Administration and is not recommended until a formal plan has been developed to fund the CWATS program.

**Others Consulted**

The County of Essex was consulted as part of this report.

**Financial Impacts**

Below are the total anticipated costs for Lakeshore’s portion for the 2025 paved shoulder program:

<b>Description</b>	<b>Anticipated Costs</b>
Lake-44 (County Road 31 from County Road 42 to Highway 401)	\$585,000
Lake-49 (County Road 42 from County Road 31 to East Ruscom River Rd.)	\$105,000
Lake-53c (County Road 2 from #7700 County Road 2 to VIA Rail)	\$150,000
<b>Lakeshore Portion (60%) – Total Costs</b>	<b>\$840,000</b>
<b>Lakeshore’s Budget</b>	<b>\$0</b>
<b>Funding Deficit</b>	<b>(\$840,000)</b>

The funding shortfall of \$840,000 does not have an applicable reserve to fund the CWATS program. Finance has advised that the New Trails reserve balance is approximately \$425,000. This reserve does not have funds to complete the capital projects at this time.

It is recommended that Council revisit this within the 2026 budget, the updated 5-year plan and the potential to contribute to a CWATS reserve, if Council wishes to contribute in the future to the planned CWATS facilities (i.e. paved shoulders).

**Attachments**

Appendix A: CWATS 5-Year Plan

Appendix B: Map of proposed CWATS projects

## Report Approval Details

Document Title:	CWATS Paved Shoulder Program 2025 Funding.docx
Attachments:	- CWATS 5 Year Plan.pdf - Proposed CWATS Maps.pdf
Final Approval Date:	Apr 1, 2025

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

Prepared by Marco Vilella

Submitted by Krystal Kalbol

Approved by the Corporate Leadership Team

## Appendix A: CWATS 5-Year Plan (2024-2029)

### 2024 Projects

Description	Network	From	To	Length (km)	Facility Type	Cost	Notes
East Ruscom River Road – Design	Lake-47	County Road 2	County Road 42	2.6	Multi Use Path	\$ 150,000	Funded in 2024 Budget
<b>2024 Total</b>						\$ 150,000	

### 2025 Projects

Description	Network	From	To	Length (km)	Facility Type	Cost	Notes
County Road 31	Lake-44	County Road 42	Highway 401	4.1	Paved Shoulder	\$ 585,000	Lakeshore 60% Cost Share
County Road 42	Lake-49	County Road 31	E. Ruscom River Rd.	0.4	Paved Shoulder	\$ 105,000	Lakeshore 60% Cost Share
County Road 2	Lake-53c	County Road 35	Claireview Drive	1.4	Paved Shoulder	\$ 150,000	Lakeshore 60% Cost Share
<b>2025 Total</b>						\$ 840,000	

### 2026 Projects

Description	Network	From	To	Length (km)	Facility Type	Cost	Notes
County Road 22 – Construction	Lake-16a	Maplewood Drive	80m E of West Belle River Road	0.5	Multi Use Path	\$ 145,000	CR22 Project Contract 1, Lakeshore 60% Cost Share
County Road 22 – Construction	Lake-16b	Beechwood Drive	Maplewood Drive	0.6	Multi Use Path	\$ 175,000	CR22 Project Contract 1, Lakeshore 60% Cost Share
East Ruscom River Road – Construction	Lake-47	County Road 2	County Road 42	2.6	Multi Use Path	\$ 1,100,000	Lakeshore 100% Cost Share
<b>2026 Total</b>						\$ 1,420,000	

### 2027 Projects

Description	Network	From	To	Length (km)	Facility Type	Cost	Notes
County Road 22 - Construction	Lake-16c	IC Roy Drive	Beechwood Drive	3.8	Multi Use Path	\$ 1,100,000	CR22 Project Contract 2, Lakeshore 60% Cost Share
County Road 2	Lake-53c	St. Clair Road	250m E of St. Clair Road	0.2	Paved Shoulder	\$ 36,100	Lakeshore 60% Cost Share
<b>2027 Total</b>						\$ 1,136,100	

**Appendix A: CWATS 5-Year Plan (2024-2029)**

**2028 Projects**

Description	Network	From	To	Length (km)	Facility Type	Cost	Notes
County Road 27	Lake-14	200m S of Stowe Street	South Middle Road	0.7	Paved Shoulder	\$ 130,000	Lakeshore 60% Cost Share
<b>2028 Total</b>						\$ 130,000	

**2029 Projects**

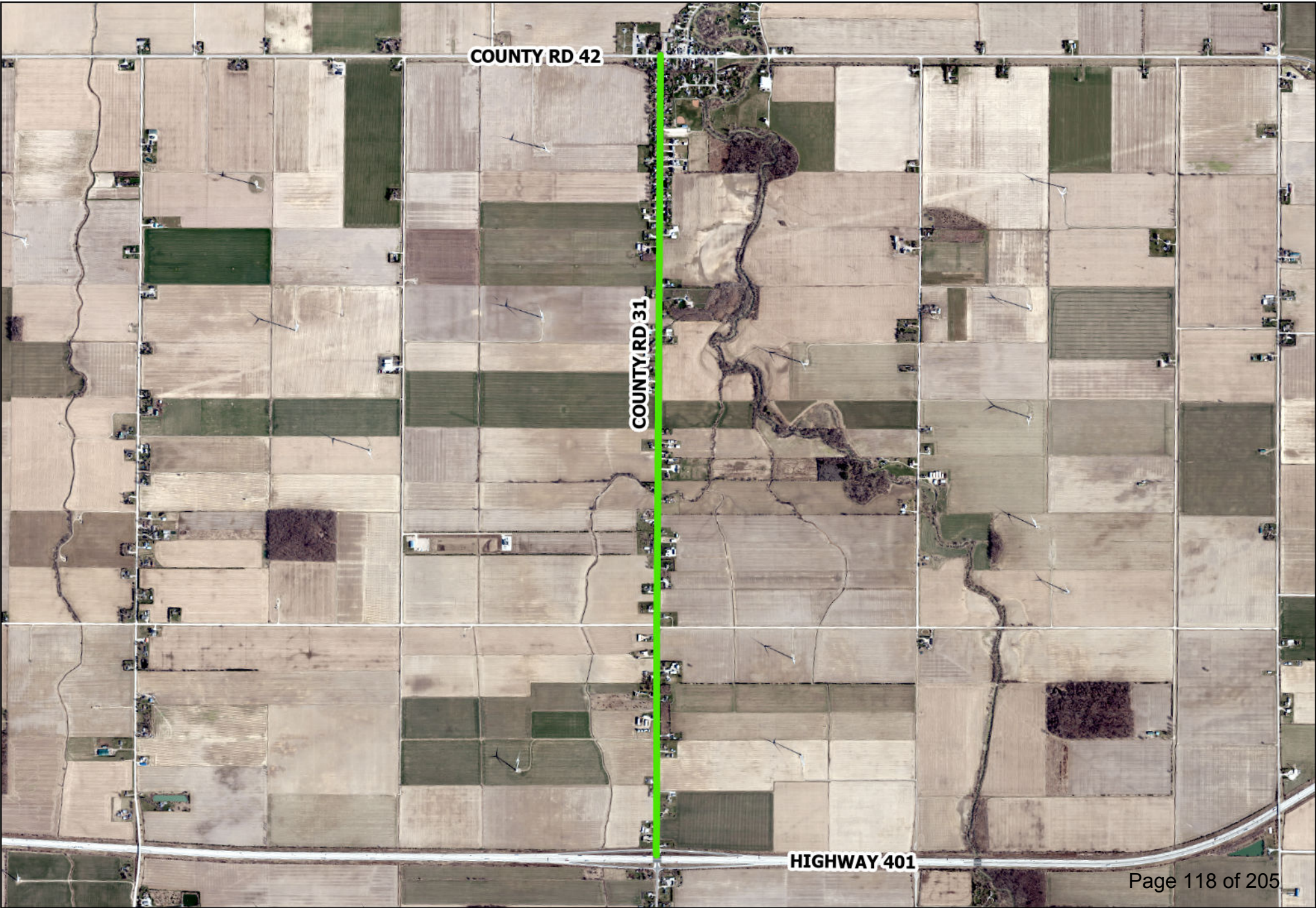
Description	Network	From	To	Length (km)	Facility Type	Cost	Notes
County Road 42	Lake-15	County Road 21	Patillo Road	2.1	Paved Shoulder	\$ 400,000	Lakeshore 60% Cost Share
County Road 42	Lake-39b	220m E of County Road 19	750m E of County Road 19	0.5	Paved Shoulder	\$ 92,500	Lakeshore 60% Cost Share
County Road 42	Lake-40b	Lakeshore Road 101	County Road 21	0.5	Paved Shoulder	\$ 92,500	Lakeshore 60% Cost Share
County Road 42	Lake-41b	West Puce Road	County Road 25	0.5	Paved Shoulder	\$ 92,500	Lakeshore 60% Cost Share
<b>2029 Total</b>						\$ 677,500	

**CWATS Annual Funding Requirement (Lakeshore Portion Only)**

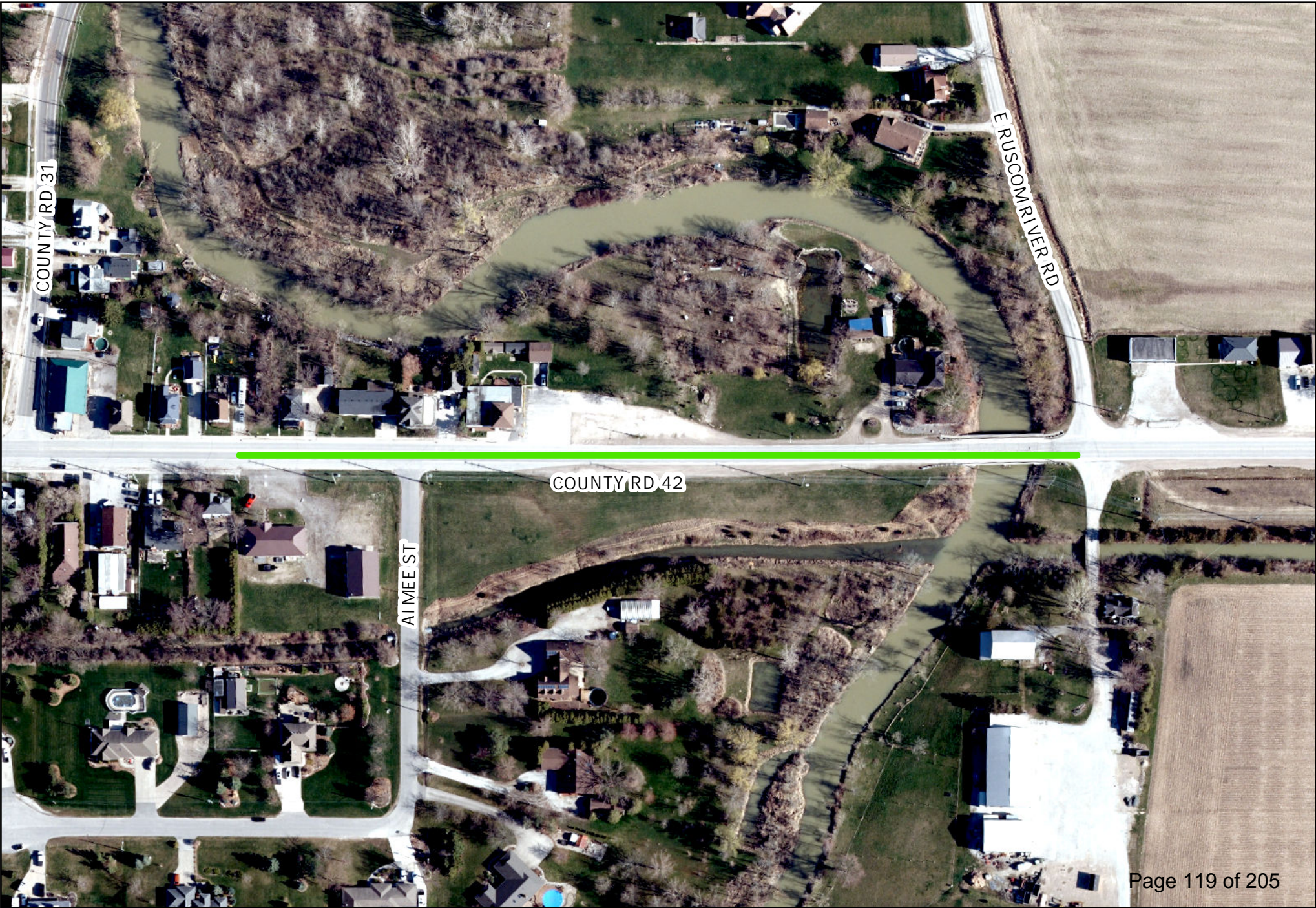
**\$ 488,933 per year** (CR22 Segments: Lake-16a, Lake-16b, Lake-16c allocated in the CR22 Reconstruction Project Budget)

**\$ 725,600 per year** (CR22 Segments: Lake-16a, Lake-16b, Lake-16c NOT allocated in the CR22 Reconstruction Project Budget)

**PROPOSED CWATS  
SEGMENT ID: LAKE - 44**



PROPOSED CWATS  
SEGMENT ID: LAKE - 49



PROPOSED CWATS  
SEGMENT ID: LAKE - 53C





# Municipality of Lakeshore – Report to Council

## Growth and Sustainability

### Corporate Leader - Growth and Sustainability



**To:** Mayor and Members of Council

**From:** Tammie Ryall, RPP, Corporate Leader - Growth and Sustainability

**Date:** March 14, 2025

**Subject:** Affordable Housing Strategy – Update to the 2016 Strategy for the Housing Accelerator Fund program

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### Recommendation

Waive the requirements of the Procurement By-law relating to a competitive bidding process and award the consulting services for an Affordable Housing Strategy update to the 2016 Affordable Housing Strategy to SHS Inc.;

Approve up to \$51,000, including applicable HST, funded from the Housing Accelerator Fund Round 2 grant to cover the cost of the work; and

Authorize the Corporate Leader - Growth and Sustainability to enter into an agreement with SHS Inc., as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

This report does not relate to a strategic objective; however, the Municipality of Lakeshore is committed to enabling housing development through improving planning approval times, leveraging federal and provincial funding, and ensuring efficient implementation of initiatives under the Housing Accelerator Fund, Round 2 (HAF2).

### Background

The Municipality of Lakeshore has been awarded a (HAF2) grant from the Canada Mortgage and Housing Corporation (CMHC). A contribution agreement was signed on January 24, 2025 with nine initiatives included in the Approved Action Plan. Initiative 4 is to update the Municipality's current Affordable Housing Strategy. The original Strategy was completed by a consulting firm, SHS Inc., in 2016 as a Background Study to the Official Plan review. SHS Inc. is an independent Canadian firm specializing in housing policy and research, affordable and attainable housing development, and business model innovation. It was incorporated in 1999 and has significant experience in this field, including successfully delivering similar products to meet milestones set out in HAF contribution agreements for other municipalities.

The 2016 Housing Strategy can be found on the Municipality of Lakeshore website:

<https://www.lakeshore.ca/en/business-and-development/resources/Documents/OfficialPlanReview/Affordable-Housing-Strategy-Final-May-2016.pdf>

Under the CMHC-Lakeshore HAF2 contribution agreement, the Approved Action Plan identifies the completion date for the updated Affordable Housing Strategy to be brought forward for Council's consideration as July 28, 2025.

SHS Inc. has a staff of 28 professionals. The scope of work, qualifications and timelines are set out in Attachment 1.

### **Comments**

SHS Inc. has submitted the attached proposal and has demonstrated that their firm will be able to complete the work within the time needed to meet the milestones under the HAF2 contribution agreement. It is noted that due to the approved meeting schedule, the nearest Council date to July 28, 2025 is August 12, 2025. Therefore, Administration is anticipating presenting the updated Affordable Housing Strategy to Council for approval on August 12, 2025. SHS Inc. has committed to meeting that deadline in the project schedule of their proposal. Administration has communicated Council's meeting schedule to Lakeshore's CMHC representative and received concurrence that this does not represent a significant change.

It is recommended that the procurement policy be waived to award the contract to SHS Inc. without a request for a proposal being issued. This is due to the tight HAF2 timeline and importance of meeting those Approved Action Plan milestones to ensure continued funding, SHC Inc.'s previous work on the 2016 Affordable Housing Strategy and familiarity with the Municipality, and their ability to update the previous work more efficiently than using another consultant who may not be as familiar with the scope of work or Lakeshore.

Administration evaluated the submitted work program. The firm has a strong reputation and the proposed project team has a strong professional and academic background.

The price associated with the work including taxes and disbursements is \$50,941.05. The project schedule identifies a 4-month study. Pending Council direction, and having the associated contracts signed, work will begin immediately with a finalized report anticipated to be received from SHS Inc. in July 2025 as per the project schedule in the attached proposal.

Administration is satisfied with the quality of the proposal and the amount, and recommends that the contract be awarded to SHS Inc., as per the recommendation section of this report.

Lakeshore's HAF team, consisting of Administration and the Centre for Cities supported by planning consultants, will be able to use the outcomes of the updated Affordable

Housing Strategy to recommend changes to the planning processes, provide information for design of built form, and develop incentive programs, all of which are set out in the Approved Action Plan of the CMHC-Lakeshore contribution agreement. The work will help to inform future updates to the Official Plan housing policies that will be triggered by the HAF2 projects.

### **Others Consulted**

SHS Inc. was consulted as part of this report.

### **Financial Impacts**

Administration is requesting \$51,000, including applicable HST, from the HAF2 grant funding.

### **Attachments**

Attachment 1, Proposal for Consulting Services

### **Report Approval Details**

Document Title:	Affordable Housing Strategy - update to 2016 study for the Housing Accelerator Fund program.docx
Attachments:	- Attachment 1 SHS Proposal - Lakeshore Housing Strategy (03-20-25).pdf
Final Approval Date:	Mar 31, 2025

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

Prepared by Tammie Ryall

Approved by the Corporate Leadership Team

# CONSULTING SERVICES FOR AN **AFFORDABLE HOUSING STRATEGY**

Proposal  
Response

March 20,  
2025

Municipality of  
Lakeshore



Prepared by

**SHS**

March 20, 2025

**To: Tammie Ryall**  
Corporate Leader – Growth and Sustainability  
Municipality of Lakeshore | Growth and Sustainability  
419 Notre Dame Street, Belle River, ON, N8L 0P8  
E: [tryall@lakeshore.ca](mailto:tryall@lakeshore.ca)

**Re: Response to Request for Proposals for an Updated Affordable Housing Strategy**

Dear Tammie:

We were pleased to receive your request to provide our proposal to prepare an update to the Municipality of Lakeshore's Affordable Housing Strategy. In our proposal, we outline our company profile, team expertise and references; proposed approach and scope of work; resource allocation and budget; and project schedule.

SHS Inc. (SHS) is an independent Canadian consulting firm specializing in housing policy and research, affordable housing development consulting and business model innovation. Since 1999, SHS has been an active leader in the housing sector, working on numerous projects of similar breadth and scope. Our firm is uniquely positioned to undertake this work given our past work on Lakeshore's affordable housing strategy and our current work with the City of Windsor and County of Essex on their housing needs assessments and affordable housing strategy. We have a proven track record of delivering municipal housing needs assessments, housing strategies, program evaluations, and incentive program designs across Canada. Our expertise spans all levels of government, the non-profit sector, and private industry, allowing us to develop technically sound, evidence-based, and actionable solutions.

We have prepared comprehensive affordable housing strategies for municipalities of all sizes and tiers across Ontario and beyond, combining deep policy knowledge with practical experience in affordable housing development. This ensures that our recommendations are not only aligned with best practices but also feasible and effective in real-world implementation. Given our experience and expertise, we are confident in our ability to deliver an updated Affordable Housing Strategy that meets the needs of the Municipality of Lakeshore.

We wish to thank you for the opportunity to present this proposal. We look forward to your response and the potential to collaborate on this important initiative.

Yours Truly,



**Christine Pacini**  
Partner, SHS Inc.

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# 1.0 Experience and Qualifications

SHS Inc. (SHS) is an independent Canadian firm specializing in housing policy and research, affordable and attainable housing development, and business model innovation. SHS was incorporated in 1999 through the merger of Christine Pacini & Associates and The Starr Group, two firms with extensive background in the housing field. Operating out of offices in the Greater Toronto Area, our firm possesses a core team of 28 consulting professionals assisted by specialist associates brought together on a project-by-project basis as required. In general, our work can be separated into three practice areas: policy, development, and innovation.



## Policy

SHS has a well-established reputation as one of Canada's leading firms in housing policy and research. With over two decades of experience, we have completed more than 300 housing needs assessments, housing strategies, action plans, program evaluations, program designs, feasibility studies, and related research projects for federal and provincial governments, as well as over 60 municipalities across Canada. Notably, our extensive work in Ontario has provided us with a deep understanding of the province's legislative and regulatory framework, allowing us to develop strategies that are both compliant and effective within the municipal planning and housing policy context.

A particular specialty of SHS is the preparation of municipal housing strategies, which include a comprehensive analysis of housing demand and supply and the identification of policies, programs, and strategies to address the gaps in supply identified by the analysis. Since our inception, SHS has prepared more than 50 studies of this nature. Some recent and relevant examples of our work in this area include the following:

- Windsor-Essex Regional Affordable Housing Strategy (currently underway)
- City of Vaughan Housing Needs Assessment and Strategy (currently underway)
- Region of Durham Housing and Homelessness Plan (2024)
- African Nova Scotia Housing Assessment and Strategy (2024)
- District of Nipissing Housing Needs and Supply Study (2024)
- City of Moncton and City of Dieppe Housing Needs Assessment (2017), Housing Implementation Plan (2019), and Housing Needs Update (2023)
- Lanark County Municipal Tools to Support Affordable Housing (2022) and Data Update (2023)
- Municipality of Northern Bruce Peninsula Attainable Housing Strategy (2022)
- Municipality of the District of Clare Housing Action Plan and Implementation Plan (2022)
- Municipality of North Grenville Housing Strategy (2022)
- City of Richmond Hill – Affordable Housing Strategy and Inclusionary Zoning Impact Assessment Report (2021)

- City of Northumberland Affordable Housing Strategy and individual member municipal strategies (2018), Housing and Homelessness Plan Update (2019), Affordable Housing Grant Program Guidelines (2021)
- City of Markham Policy Framework and Recommendations (2020), currently being updated
- City of Medicine Hat Housing Strategy (2020)
- City of Lethbridge Municipal Housing Strategy (2019)
- City of Markham Housing Needs Assessment (2019)
- Haldimand Norfolk County Housing and Homelessness Plan (2019)
- City of Ottawa 10-Year Housing and Homelessness Plan (2019)
- Oxford County Housing Strategy (2019)



## Development

Since our inception, SHS has been actively involved in the development of affordable housing projects for a wide range of population groups including youth, seniors, families, Indigenous people, and persons with disabilities. Ed Starr and Christine Pacini, co-founders of SHS, have managed the development of more than 100 projects containing over 5,000 units and housing more than 10,000 persons in need of affordable housing. These projects have ranged from developments as small as a three-unit transitional housing project for victims of domestic violence to major projects of 350 units serving a diverse group of residents. This work has fully familiarized us with the costs involved in the development of affordable housing, funding and financing programs, and the types of incentives effective in meeting the affordability needs of vulnerable populations, as well as the affordable housing planning and development process.



## Innovation

SHS creates collaborative environments to help our clients navigate change and envision a new future for their organization. For almost a decade, SHS has been working with housing providers and others involved in the housing sector to modernize their approach to housing delivery, including developing new business models (e.g. housing development corporation), service delivery models (e.g. enterprise approach), programs (e.g. choice-based leasing), and other solutions that address the changing economic and social environment facing Canadians.

## Our Clients

### Government Sector

SHS works across all levels of government, supporting municipalities, Service Managers, provincial ministries, and federal agencies in developing housing policies, programs, and strategies. We have been retained by over 60 municipal governments, working with both lower-tier and upper-tier municipalities. We have also been retained by upper levels of government, such as the Canada Mortgage and Housing Corporation (CMHC), Ontario Ministry of Municipal Affairs and Housing, Housing Services Corporation, Alberta Ministry of Seniors and Housing,



Manitoba Housing and Renewal Corporation, and the British Columbia Ministry of Housing and Municipal Affairs, among others.

SHS's experience working with diverse municipal clients in Ontario, including those in the Region of Essex and Windsor, demonstrates not only our deep understanding of the challenges facing Ontario municipalities but also the opportunities ahead. We are confident that our expertise, adaptability, and project management capacity will enable us to effectively support the Municipality of Lakeshore in achieving its housing policy objectives.

### **Non-Profit and Private Sector**

Beyond government, we collaborate with non-profit sector organizations and a wide range of community based non-profit organizations to develop affordable housing that serve diverse populations. We also work with private sector developers in the delivery of affordable and attainable housing solutions.

Our broad engagement across sectors allows us to take a comprehensive, system-wide approach to housing policy research and program design. By working with all key actors in the housing system – governments, market developers and non-profit organizations – we ensure that the consulting services we provide are reflective of realities on the ground and positioned to drive meaningful impact.

## Roles and Responsibilities

The team members assigned to this project possess the full range of skills and experience required to undertake all aspects of this project. Their qualifications and experience are outlined below.

Detailed resumes and references for each team member are included in the Appendix of this proposal. All members of the project team are available to commence work in April 2025 and carry out all project tasks required to project completion.

### Project Advisor

#### Christine Pacini, Partner

Christine is one of the two founding Partners of SHS. Christine completed a Bachelor of Arts specialized honours degree in public policy and administration at York University and graduate courses at Carleton University's School of Public Administration. She is an associate member of the Canadian Institute of Planners and the Ontario Professional Planners Institute. Christine also served on the Board of Directors of Habitat for Humanity Greater Toronto Area from 2010 to 2022 including as Chair for two years. In 2023, she joined the Habitat for Humanity Canada national board of directors. Christine is also a Coralus (formerly SheEO) Activator, supporting women entrepreneurs across Canada.

Christine possesses over 35 years of professional experience in all aspects of the firm's consulting work as well as direct public sector experience. During her four years with the Ontario Ministry of Municipal Affairs and Housing, Christine worked in policy and program development as a policy advisor and in program delivery as a program coordinator responsible for the delivery of affordable housing developments. Christine also provided housing advice to a City of Toronto Councillor on issues related to the devolution of social housing to municipal service managers as well as matters being considered by the Board of Directors of the Ontario Housing Corporation, Toronto Housing Company, and the City of Toronto's Capital Revolving Fund Advisory Committee.

Christine has directed a wide range of housing needs assessments, market analyses, strategies, and other housing-related studies in Ontario (e.g. Lakeshore, Kawartha Lakes, Haliburton, London, Richmond Hill, Caledon, Hearst, Markham, Northumberland, Peel) and elsewhere in Canada (e.g. Clare, Halifax, Fredericton, Moncton, Strathcona). She has worked with service managers, upper tier, and local municipalities on identifying key housing needs and strategies to address these needs. Christine was the co-author of A Guide to the Preparation of Community Affordable Housing Strategies prepared in 2000 for the Ontario Professional Planners Institute. Christine also has extensive experience as a development consultant providing advice on a wide range of affordable housing developments: from shelters to transitional housing to supportive housing to seniors housing and family housing. This experience provides her with a

deep understanding of the strategies and tools that are the most effective in addressing housing gaps.

Christine is actively involved in SHS's work on CMHC Solution Labs, an initiative of the National Housing Strategy. The first five Solutions Labs undertaken by SHS were directly for CMHC in collaboration with five provinces / territories. Other solutions labs Christine has been involved in focused on healthy housing, innovative housing solutions for seniors, and citizen involvement in development of affordable housing. Most recently, she has been involved in SHS's work for the National Housing Council on the right to adequate housing.

Christine is a highly accomplished communicator and has spoken at various conferences including annual conferences and forums sponsored by the Canadian Institute of Planners, the Ontario Professional Planners Institute, Ontario Municipal Services Association, Ontario Non-Profit Housing Association, Housing Services Corporation, Ontario Ministry of Municipal Affairs and Housing, as well as various other community-based forums and workshops. Christine is a skilled facilitator and has extensive experience facilitating public and key stakeholder consultations and meetings, including consultations with vulnerable groups such as persons who are unhoused and persons with mental health issues, as well as high level government officials, developers, and others in the private sector.

## Project Manager

### Bahar Shadpour, Manager, Housing Policy and Research

Bahar Shadpour joined SHS after working for over 10 years in the non-profit housing sector, particularly in roles requiring a blend of policy, research, community and stakeholder engagement, government relations and strategic communications.

She is an adaptive and critical thinker, bringing a blend of skills and experiences in managing complex policy projects and affordable housing campaigns and facilitating meaningful consultations with diverse communities and stakeholders across Canada.

In her previous roles, Bahar provided expert housing policy advice to help shape the strategic policy outcomes and systems change initiatives at the United Way Greater Toronto while working collaboratively with non-profit and cooperative housing and service providers. As the Director of Policy and Communications at the Canadian Centre for Housing Rights, she led a multi-disciplinary team of policy, government relations, community engagement and communications professionals and a cohort of law students in their housing policy externships. Together, they successfully represented the needs of diverse communities and cross-sectoral partners, presented evidence-based solutions at the municipal, provincial, territorial, and federal levels, and reported from the ground up at various international human rights bodies. Bahar also has extensive experience working with tenant communities across Canada and brings a deep understanding of the diverse needs and perspectives of tenant communities and unhoused individuals.

Bahar holds a Bachelor of Arts degree, with a double major in Political Science and Political Economy from the University of Toronto, a Master of Arts degree in Political Science from the University of Windsor, and a Post-Graduate Certificate in Public Relations and Corporate Communications from Centennial College. She has recently worked on several housing studies and strategies, including municipal housing needs assessment for the City of Windsor, affordable housing strategies for Windsor–Essex and Durham Region, and a comprehensive Guide on Inclusionary Zoning and Density Bonusing for the British Columbia Ministry of Housing and Municipal Affairs.

### Mel Giblon, Analyst, Housing Policy and Research

Mel is a Housing Policy and Research Analyst at SHS with extensive experience in teaching, public speaking, and critical debate. Mel completed her bachelor's degree at the University of Toronto with a double-major in Ecology and Evolutionary Biology and Human Geography, where she took several courses in statistics, coding (including R), and data analysis. She recently completed her master's degree at York University in Critical Human Geography, where she wrote a primary-research thesis comparing Toronto and New York's inclusionary zoning policies. She graduated from both programs with high distinction and honours and was the recipient of numerous grants – including the Social Sciences and Humanities Research Council Grant for master's students.

At SHS, Mel works on projects across Canada performing environmental scans, synthesizing housing best practices, and conducting policy write-ups. This builds upon work completed during her thesis and involves researching, analyzing, and preparing Canada-wide assessments of innovative housing modalities, incentive programs, and policy implementation. To conduct this work, she assesses a wide variety of housing typologies, affordable housing incentive programs, and literature reviews of best practices for a range of needs, demographics, and affordability levels. Additionally, Mel assists in synthesizing need and demand assessments for housing strategies, conducting financial analyses, performing feasibility studies, and undertaking demographic and market analysis.

Mel is a skilled researcher, writer, and communicator, with over 100 pages of published original research, and over a decade of experience in public speaking and communication. She has significant experience conducting environmental scans across a variety of projects, most recently including the Metro–Vancouver Region, the City of Brampton, the Region of Durham, and Halton Region. Through this work, Mel has developed the skillset to conduct thorough research.

### Our Approach to Project Management

Since the firm's inception, SHS has been committed to conducting research that is well-informed and supported, responds directly to the needs and interests of our clients, is fully relevant to the issues involved, performed at the highest technical as well as professional quality and meets the time and resource requirements of our clients.

We have developed project management systems that are effective in ensuring the success of projects, yet flexible enough to allow for responsiveness and changes when needed. The SHS team works together in mutually supportive teams to ensure full understanding of the task at hand by all involved.

### Our project management approach has four main objectives:

1. Completion of technical work of the highest quality
2. Meeting time and budget requirements
3. Efficient assignment of individuals to meet client needs
4. Maintenance of effective internal and external communication channels.

We have planned a project management program to keep this project on time and on budget. In addition to a start-up meeting which will discuss the tasks and work program to ensure it is aligned with the Municipality of Lakeshore's objectives for this project, we have planned bi-weekly progress meetings to discuss potential challenges and opportunities to move forward more efficiently during the execution of the work plan for this project.

The project team have additional planned ongoing touchpoints to coordinate project tasks, maintain quality in project deliverables, and manage the project schedule.

As the Project Advisor, **Christine Pacini** will provide expert advice to all phases of the project. In a professional career of over 35 years, Christine has developed a wide reputation for her professional skills in housing research and policy analysis and development as well as her capabilities in project management and organization. Christine has managed numerous complex studies and affordable housing development projects and is highly skilled in ensuring all project requirements are met. Christine has directed a wide range of national, provincial, and municipal housing studies, and is the senior partner-in-charge of SHS's work on CMHC Solution Labs which are focused on finding solutions to our country's most complex housing needs.

Overall responsibility for the project will rest with the Project Manager who is responsible for meeting the above four project management goals. As the Project Manager, **Bahar Shadpour** will ensure all deliverables are provided to the client at the highest quality, on time and on budget, and will review work progress, discuss any concerns, plan strategies for ongoing and future tasks, and ensure project requirements are met. The Project Manager tracks all project time and budget allocations to ensure the project is fully on track.

In view of the firm's years of experience, we have found that the greatest factor in ensuring quality control is to ensure project teams are comprised of fully qualified professionals who take a great deal of personal pride in their work. With the proposed team for this project, we believe we have achieved that objective.

## Similar Projects

In this section, we provide examples of recent projects completed in the past five (5) years. References for each project are listed below.

### Reference #1: City of Moncton (2023, 2019, 2017)

**Contact Name:** Vincent Merola

**Title:** Community Development Officer, Social Inclusion Agent

**Email Address:** [vincent.merola@moncton.ca](mailto:vincent.merola@moncton.ca)

**Phone:** 506-853-358

**Contact Name:** Andrew C. Smith, RPP, MCIP

**Title:** Manager, Long Range Policy Planning

**Email Address:** [andrew.smith@moncton.ca](mailto:andrew.smith@moncton.ca)

**Phone:** 506-853-3568

#### ***Housing Needs Assessment (2017), Strategy and Implementation Plan (2019), Update Report (2023)***

SHS was retained by the City of Moncton and City of Dieppe in late 2016 to undertake a Housing Needs Assessment. The purpose of the study was to identify the current housing requirements in the two municipalities as well as the emerging need in the next five and ten years. The study looked at the demand, supply and affordability of housing across the full housing continuum.

The final deliverables for this study included a Final Summary Report written as a public document, a full Technical Report which included the full analysis and ideas for housing actions to address the identified gap, and a Monitoring Report which identifies the indicators and sources to assist the municipalities in monitoring their housing situation in the future. In addition, Fact Sheets were developed for each municipality with the intention that these would be public documents.

As a follow-up to the Housing Needs Assessment, SHS was further retained by the City of Moncton in late 2017-2019 to develop an Implementation Plan for Affordable Housing to address the key housing needs and gaps identified through the Housing Needs Assessment. This process involved facilitating two co-design sessions with the community to identify their desired future outcomes for the housing system in Moncton and to identify strategies to achieve those outcomes. The study also included a review of national, provincial and municipal strategies, policies and legislation to identify opportunities and challenges to the development of an appropriate housing supply in Moncton, including non-market and market options. An environmental scan of promising and best practices in other jurisdictions was also undertaken to identify additional strategies which were appropriate for Moncton and which would help address the housing need.

In 2023, SHS was retained once again to update the housing needs assessment and strategies.

## Reference #2: Northumberland County (2018, 2019, 2021)

**Contact Name:** Rebecca Carman

**Title:** Manager, Housing Services

**Email Address:** [carmanr@northumberlandcounty.ca](mailto:carmanr@northumberlandcounty.ca)

**Phone:** 905-372-6846

### ***Northumberland Affordable Housing Strategy and individual member municipal strategies (2018), Housing and Homelessness Plan Update (2019), Affordable Housing Grant Program Guidelines (2021)***

SHS was retained by the County of Northumberland to undertake a study to develop an Affordable Housing Strategy with a focus on increasing the supply of affordable rental housing at a variety of affordability depths through a range of tools and incentives across Northumberland. The first phase of the study involved a housing needs assessment for Northumberland County as a whole and for each of its member municipalities. This phase of work also included a range of engagement activities, including a resident survey and engagement sessions with a broad range of key stakeholders, including municipal staff from each of the member municipalities. The second phase of work involved developing an Affordable Housing Strategy and action plan for Northumberland County as a whole, as well as for each of the member municipalities. The Affordable Housing Strategy was developed based on the results of the housing needs assessments, engagement sessions with a broad range of key housing stakeholders, a review of federal, provincial, and municipal policies and strategies which affect the development of housing in the community, as well as a financial analysis of the impact of recommended incentives on the development of affordable housing.

Municipal housing strategies were also developed for each of the seven member municipalities to provide approaches for addressing the unique housing needs of each member municipality based on the findings from the housing needs assessment for each municipality as well as a review of the local official plan, zoning by-law, and strategic plan.

SHS was again retained by Northumberland County to update its Housing and Homelessness Plan which is a requirement for Consolidated Service Managers such as Northumberland County. This update involved an assessment of current housing and support needs which built on the needs assessment undertaken as part of the Affordable Housing Strategy, but which focused on a lower end of the housing continuum. Additional engagements were undertaken with people with lived and living experience of homelessness, persons with disabilities, and persons requiring supports to live independently to gain a better understanding of the housing and support service needs of Northumberland residents.

The updated Housing and Homelessness Plan was completed in 2019 and included an action plan and monitoring plan with recommended indicators to measure progress on the actions.

In 2021, SHS was once again retained by Northumberland County to develop an Affordable Housing Grant Program. This program was one of the recommendations in the Affordable Housing Strategy and the proposed incentives for the program were evaluated in terms of ease of implementation and impact on the feasibility of the development. The goal of the program

was to encourage the development of affordable rental housing, including small-scale rental such as attached and detached secondary suites, particularly in the more rural communities of the county, and rental units above or behind commercial uses including the conversion of a non-residential use to residential rental units. The work on the Affordable Housing Grant Program included an environmental scan of similar incentive programs and developing the guidelines for the program and providing advice on the application form.

### Reference #3: Halton Region (2024, 2022)

**Contact Name:** Andrew Balahura  
**Title:** Director Housing Services  
**Email Address:** [andrew.balahura@halton.ca](mailto:andrew.balahura@halton.ca)  
**Phone:** 905-825-6000, Ext. 4445

#### *Halton Region Housing Needs Assessment and Engagement Strategy (2024) and Housing Policy Framework (2022)*

SHS was contacted directly to create a framework for evaluating new or redeveloped assisted housing projects in the Region of Halton. This included where these developments should be located, what type and size of units are required, population groups that should be prioritized, and the need for supports and amenities.

Halton Region wanted an analytical approach to determine the areas of highest need for affordable and supportive housing investments and retained SHS to conduct an update of its Comprehensive Housing Strategy (CHS), to meet the current and future housing needs of Halton residents.

One of these initiatives was to develop a formalized approach to advance the Region's portfolio of assisted housing units. This approach involves three main streams of activity: supporting third party partnerships, development of Region-owned and Halton Community Housing Corporation (HCHC)-owned sites, and direct Regional purchase of land, buildings, and units. To support this work, the Region requires direction on investment decisions based on the housing needs of its residents.

The report, prepared by SHS, presents a detailed assessment of assisted and supportive housing need undertaken at the neighbourhood level based on the 28 neighbourhoods of the Our Kids Network. The findings from the needs assessment informed the prioritization of neighbourhoods presented in the Halton Housing Policy Framework report.

SHS was then retained directly by Halton Region again in 2023-2024 to undertake a comprehensive update to its Housing Needs Assessment and develop an Engagement Strategy to validate housing needs in the Region and explore opportunities.



## Additional References

### Reference #4: Town of Gravenhurst (2024)

**Contact Name:** Melissa Halford RPP, MCIP

**Title:** Director of Development Services

**Email Address:** [melissa.halford@gravenhurst.ca](mailto:melissa.halford@gravenhurst.ca)

**Phone:** Phone: (705) 687-3412 ext: 2274

#### *Town of Gravenhurst Housing Needs Assessment and Promising Practices*

In 2024, SHS Consulting was retained by the Town of Gravenhurst to deliver a Housing Needs Assessment.

The Town of Gravenhurst's Strategic Plan 2023–2027 adopted the goal to encourage the development of diverse housing options to meet community needs. The Housing Needs Assessment was completed to satisfy one of the initiatives planned under this priority and to help define the Town's role in the provision of housing. It combined demographic, market and municipal data, key stakeholder engagement, and a resident survey to provide insights into the unique needs of the Town. Findings were summarized into a series of demographic, housing market, and housing affordability profiles which were further used to inform key housing gaps.

The Housing Needs Assessment identified four gaps within Gravenhurst's housing system. These gaps were used to identify five priority areas of action for the Town to consider, taking into consideration the Town's unique role in relation to the District and Service Manager, higher levels of government, and other community partners. A series of promising practices and case studies were provided to further inform next steps and future opportunities. The Housing Needs Assessment will be used as the basis for the development of housing-related actions for the Town in the coming years.

The Housing Needs Assessment was received by Gravenhurst's Council and Council agreed to continue addressing housing needs in the community.

### Reference #5: Region of Peel (2018)

**Contact Name:** Aileen Baird

**Title:** Director, Housing Services

**Email Address:** [aileen.baird@peelregion.ca](mailto:aileen.baird@peelregion.ca)

**Phone:** 905–791–7800 ext. 1898

#### *Region of Peel Housing and Homelessness Plan Renewal and Housing Strategy*

SHS, in collaboration with WSP, was retained by the Region of Peel to renew its 10-year Housing and Homelessness Plan and to help meet the requirements related to the updated Provincial Growth Plan. This study involved undertaking four components of work. The first component was the housing needs assessment. This work involved extensive consultations with stakeholders, including Regional and local municipal staff and community agency representatives, to determine the current and emerging housing needs in Peel Region. This

component also included analyzing a broad range of data and information on housing demand, supply and affordability indicators to identify housing gaps in Peel Region.

Component two of the project involved identifying short- and long-term outcomes and developing housing targets. To meet these objectives, SHS used consensus-building tools to identify the desired future outcomes for the housing system in Peel and to develop actions to bring about these future outcomes. Housing targets were also developed to meet the objectives of the renewed housing and homelessness plan as well as to meet the requirements of the Provincial Growth Plan. These targets included affordable housing targets for low- and moderate-income households, rental housing targets, and targets for housing types.

Component three involved identifying the roles and responsibilities of the Region of Peel and its housing partners. This work involved consultations with Peel Region staff and other housing partners to better understand capacity. This work also involved undertaking best practices research on approaches in other jurisdictions.

Component four involved undertaking an environmental scan of financial and non-financial tools and incentives available for upper- and lower-tier municipalities to encourage the development of affordable housing. This scan also included research on the application of these tools and incentives in other jurisdictions. Component four also included a financial analysis of the impact of the financial incentives on the feasibility of an affordable housing development. Once the draft tools and incentives were identified, SHS undertook consultations with Regional and local municipal staff as well as private and non-profit housing developers to evaluate and prioritize each tool and incentive with the goal of developing a program or toolkit that the Region and local municipalities can use to support and encourage the development of affordable housing. SHS and WSP also developed recommended Regional Official Plan policies related to inclusionary zoning and identified the elements that needed to be addressed through an inclusionary zoning by-law based on the most recent provincial regulations.

A consolidated report was developed which included the findings from each component as well as the recommended housing actions, targets, Regional Official Plan policies, and program to encourage the development of affordable housing in the Region.

## 2.0 Project Understanding and Work Schedule

The Municipality of Lakeshore, located in Essex County, is a growing municipality facing increasing housing demand. As the region continues to expand, it is essential to ensure a balanced supply of housing that meets the needs of its residents. To support this, the Municipality has been awarded funding through the federal government's Housing Accelerator Fund (HAF), aimed at helping municipalities expedite housing supply while promoting sustainable, inclusive communities. A key requirement of this funding is the development of a comprehensive housing strategy that aligns with the program's objectives and provides a clear framework for implementation.

### Our Understanding of Project Requirements

To fulfil the requirements of the HAF, the Municipality of Lakeshore is seeking to update and expand upon its existing Affordable Housing Strategy. While an Affordable Housing Strategy was developed in 2016 as part of the municipality's Official Plan Review, evolving housing market conditions, demographic shifts, and new funding opportunities necessitate a more comprehensive approach that reflects the municipality's current and future housing needs. The updated strategy will be informed by the Municipality's recently completed Housing Needs Assessment, as well as broader regional housing studies conducted in Windsor-Essex. By leveraging this existing data, the strategy will identify key housing gaps and establish clear priorities for future action.

The strategy will set out specific goals to address identified housing challenges, with a strong focus on ensuring affordability, increasing supply, and supporting diverse housing options. Recognizing the importance of practical implementation, the strategy will provide a detailed action plan that the Municipality of Lakeshore can take to achieve these goals. These actions will be tailored to Lakeshore's unique housing market, demographic composition, and economic conditions, ensuring that the proposed solutions are both realistic and impactful.

Stakeholder engagement will be a key component of the strategy development process. Given the Municipality has already conducted key informant interviews and surveys as part of its Housing Needs Assessment, this strategy will build upon those insights rather than duplicate past efforts. To further refine the strategy and ensure it is actionable, it is strongly recommended that a stakeholder workshop be held once the draft strategy is developed. This will provide an opportunity for key stakeholders to review and provide feedback on the proposed direction, ensuring that the final strategy is informed by local expertise and community perspectives. At the conclusion of the project, the final strategy will be presented to Lakeshore's Council, outlining the key findings, strategic goals, and recommended actions.

Through this process, the updated housing strategy will not only fulfill the federal funding requirements but will also provide the Municipality of Lakeshore with a clear and actionable

roadmap for addressing its housing needs, supporting community growth, and ensuring that housing remains affordable and attainable for all residents.

## Proposed Work Plan

Our project management approach is structured, proactive, and collaborative, ensuring that deliverables are completed on time, on budget, and to the highest standard of quality. Through regular meetings, open communication, and a commitment to problem-solving, we ensure that our clients and relevant stakeholders remain informed and engaged throughout the process.

Below we outline our detailed work plan, including major tasks and deliverables.,

### Component 1: Project Start-up and Management

#### 1. Project start-up meeting

A project start-up meeting will be undertaken with the Municipality of Lakeshore project staff to confirm project expectations, reporting protocols, and information needs. It is anticipated that this meeting will be undertaken virtually.

#### 2. Finalize the work plan and project schedule

Based on the discussion during the start-up meeting, and in consultation with staff, the work plan and project schedule will be refined.

- **Deliverable:** *Finalized work plan and project schedule*

#### 3. Undertake ongoing project management

##### 3.1 Bi-weekly progress meetings

Eight bi-weekly project meetings will be scheduled with Municipal staff to report and consult on the project, status, and deliverables. The meetings schedule is as follows: Week of April 28th, May 12th, May 26th, June 9th, June 23th, July 7th, July 21st, August 4th. We anticipate these meetings will be held virtually. Meeting minutes will be taken and provided after each meeting, detailing actions required.

##### 3.2 Monthly progress reports

Progress reports will be provided on at least a monthly basis to coincide with invoicing. The status of each task, any challenges or required modifications to the individual task schedule, and the look ahead for the following month are included in the monthly progress reports.

- **Deliverables:** *Meeting agenda and minutes, monthly progress reports*

## Component 2: Background Research

### 4. Develop information request

In consultation with the Municipal staff, we will prepare and submit an information request identifying data to be provided by the Municipality, including the most recent Housing Needs Assessment and supplementary information required from Essex County or City of Windsor as service manager.

- **Deliverable:** Information request

### 5. Review existing Housing Needs Assessment, and previous housing strategies

Lakeshore's most recent Housing Needs Assessment based on the 2021 census data, including survey results and key informant interviews, will be reviewed alongside other relevant housing action plans and policies developed by the Municipality of Lakeshore, City of Windsor, and Essex Region. SHS's development of Lakeshore's 2016 Affordable Housing Strategy that was created as a background to the Official Plan update will serve as a key reference point in this process. Using this strategy along with the most recent Housing Needs Assessment, we will identify key housing gaps that have emerged. These insights will directly inform the development of strategic goals and concrete actions in the updated Affordable Housing Strategy.

### 6. Collect and review recent federal, provincial, and municipal strategies, plans, and policies

A scan of relevant federal, provincial, and municipal policies, strategies, and programs, (including Lakeshore's 2016 Affordable Housing Strategy) will be undertaken to identify opportunities, incentives, and barriers to the development of housing. This scan will support the development of recommendations to improve the planning and delivery of housing that will be built into the updated Affordable Housing Strategy.

## Component 3: Affordable Housing Strategy

### 7. Develop Affordable Housing Strategy outline

The proposed report outline and format for the updated Affordable Housing Strategy will be provided. It will establish the structure and key components of the final strategy before drafting begins. This outline will be informed by the background research, where key themes, gaps and priorities were identified. The draft outline will be shared with Municipal staff for review and feedback, ensuring alignment with local priorities before moving forward with the full strategy development.

- **Deliverable:** Affordable Housing Strategy outline

### 8. Develop Affordable Housing Strategy (first draft)

The Affordable Housing Strategy will incorporate goals, actions, and measurable outcomes to address housing needs in the Municipality of Lakeshore. It will include tangible recommendations and tools related to housing across the housing continuum. A draft

Affordable Housing Strategy will be submitted to the Municipality by email for review and comment.

It is our assumption that consolidated comments on this draft report will be provided by email prior to our meeting and within a two-week timeframe.

- **Deliverable:** Affordable Housing Strategy (draft)

#### 9. Prepare for and consult with key stakeholders

We recommend holding a workshop with the key informants who participated in the development of the Municipality of Lakeshore's Housing Needs Assessment. This session will provide an opportunity to present the draft housing strategy and gather feedback from stakeholders who may be integral to the implementation of the Affordable Housing Strategy. By engaging these participants, we can refine the strategy to better align with community needs.

We will ask Lakeshore staff to provide contact information for those consulted for the Housing Needs Assessment, and we can manage the invitations unless staff prefer to send them directly, as response rates may vary. Minimal time and resources are required from Lakeshore staff.

- **Deliverable:** Materials and Facilitation of Workshop (virtual)

#### 10. Refine Housing Strategy based on comments from Municipal staff (second draft)

The draft Affordable Housing Strategy will be revised based on written comments received from Municipality of Lakeshore staff. The draft will be submitted to the Municipality by email for final review and comments.

It is our assumption that consolidated comments will be provided by email within a week timeframe.

- **Deliverable:** Affordable Housing Strategy (second draft)

#### 11. Finalize Housing Strategy

The Affordable Housing Strategy will be finalized based on written comments received from Municipality of Lakeshore staff. The final strategy will be submitted to the Municipality by email.

- **Deliverable:** Affordable Housing Strategy (final)

#### 12. Prepare for and present Affordable Housing Strategy to Council

An in-person presentation outlining the key takeaways and recommendations from the Affordable Housing Strategy will be presented at a Council Meeting.

- **Deliverable:** Presentation

## Resource Allocation and Budget

The following time/task allocation table sets out the proposed resource allocations for the Housing Strategy Scope of Work.

Tasks		Time-Task Allocation (in hours)			
		CP	BS	MG	Total
<b>Component 1: Project Start Up and Management</b>					
1	Start Up Meeting (virtual)	1.0	1.0	1.0	3.0
1.1	.1 Prepare for Meeting		1.0		1.0
2	Finalize Workplan and Project Schedule	0.5	2.0		2.5
3	Ongoing Project Management				
	.1 Bi-weekly Progress Meetings (8 in total)	8.0	14.0	8.0	30.0
	.2 Monthly Reports		8.0		8.0
<b>Component 2: Background Research</b>					
4	Develop information Request		2.0	2.0	4.0
5	Review Existing Housing Needs Assessment and Other Relevant documents	2.0	6.0	4.0	12.0
6	Review Relevant Federal, Provincial and Municipal Policies, Strategies and Programs	1.0	4.0	8.0	13.0
<b>Component 3: Affordable Housing Strategy</b>					
7	Develop Draft Strategy Outline	1.0	4.0	2.0	7.0
	.1 Finalize Outline	0.5	1.0	3.0	4.5
8	Develop Draft Report (Draft 1)	6.0	30.0	50.0	86.0
	Municipal Project Team Review				
9	Consultation with Key Stakeholders				
	.1 Prepare Engagement Materials	1.0	5.0	2.0	8.0
	.2 Coordinate Session Logistics		1.0	2.0	3.0
	.3 Undertake Session (one; virtual)	5.0	5.0	5.0	15.0
	.4 Synthesize Findings	1.0	2.0	8.0	11.0
10	Refine and Submit Affordable Housing Strategy (Draft 2)	3.0	8.0	20.0	31.0
	Municipal Project Team Review				
11	Finalize Affordable Housing Strategy Report	1.0	8.0	15.0	24.0

Tasks		Time-Task Allocation (in hours)			
		CP	BS	MG	Total
12	Prepare for and Present Strategy to Council				
	.1 Develop Slide Deck	1.0	3.0	3.0	7.0
	.2 Deliver Presentation (virtual)	2.0	2.0	2.0	6.0
	<b>Total Professional Hours</b>	<b>34.0</b>	<b>107.0</b>	<b>135.0</b>	<b>276.0</b>
	Hourly rate	\$280	\$170	\$125	
	<b>Total Professional Fees</b>	<b>\$ 9,520</b>	<b>\$ 18,190</b>	<b>\$ 16,875</b>	<b>\$ 44,585.00</b>
	Disbursements (Travel 700 km x \$0.67, meals)				\$ 560.00
	HST (13%)				\$ 5,796.05
	<b>Total Including Taxes and Disbursements</b>				<b>\$ 50,941.05</b>



## Project Schedule

The following chart details the project schedule and key milestones for Housing Strategy.

Tasks		April				May				June			July			August					
		7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18
<b>Component 1: Project Start Up and Management</b>																					
1	Start Up Meeting (virtual)		M																		
	.1 Prepare for Meeting	■																			
2	Finalize Workplan and Project Schedule			■																	
3	Ongoing Project Management			■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
	.1 Bi-weekly Progress Meetings (8 in total)					M		M		M		M		M		M		M			
	.2 Monthly Reports						■		■		■		■		■		■		■		
<b>Component 2: Background Research</b>																					
4	Develop information Request		d																		
5	Review Existing Housing Needs Assessment and Other Relevant documents		■	■	■																
6	Review Relevant Federal, Provincial and Municipal Policies, Strategies and Programs		■	■	■																
<b>Component 3: Affordable Housing Strategy</b>																					
7	Develop Draft Strategy Outline					■															
	.1 Finalize Outline					D															
8	Develop Draft Report (Draft 1)						■	■		D											
	Municipal Project Team Review								■	■											
9	Consultation with Key Stakeholders										■										
	.1 Prepare Engagement Materials										■										
	.2 Coordinate Session Logistics										■										
	.3 Undertake Session (one; virtual)										■										
	.4 Synthesize Findings										■										
10	Refine and Submit Affordable Housing Strategy (Draft 2)											■								D	
	Municipal Project Team Review												■								

Tasks		April			May				June				July			August					
		7	14	21	28	5	12	19	26	2	9	16	23	30	7	14	21	28	4	11	18
11	Finalize Affordable Housing Strategy Report																				
12	Prepare for and Present Strategy to Council																				
	.1 Develop Slide Deck																				
	.2 Deliver Presentation (virtual)																				

# Appendix A: Project Team Resumes

- Christine Pacini
- Bahar Shadpour
- Mel Giblon



# Christine Pacini

Partner



## EDUCATION

**Graduate Courses**, School of Administration, Carleton University (1990–1992)

**Bachelor of Arts** (Specialized Honours) in Public Policy & Administration, York University (1985)

## AWARDS

**Canadian Institute of Planners Award of Excellence** in Social Planning (2014)

**Canadian Institute of Planners Award of Excellence** in Social Planning (2010)

## VOLUNTEER ACTIVITIES

**Habitat for Humanity Canada**, National Board of Directors (2022 to Present)

**Habitat for Humanity GTA**, Board of Directors (2010–2020), Chair (2018–2020)

## Professional Summary

Christine Pacini has more than 35 years of professional experience in the areas of housing research, market analysis, policy development, program development and evaluation, governance and operational design, facilitation, strategic and business planning, project management and social purpose real estate development consulting.

Prior to establishing her consulting company, Christine was employed in both the public and private sectors. During her four years with the Ontario Ministry of Municipal Affairs and Housing, Christine worked in program development as a policy advisor and in program delivery as a program co-ordinator. While with The Starr Group, a planning and development consulting firm, Christine held progressively responsible positions, including Manager of the firm's Eastern Ontario office.

Christine is one of the two founding partners of SHS Consulting. Since its inception in 1999, she has directed and/or authored more than 250 consulting studies and 60 affordable housing development projects. Her past clients include the public sector, as well as a wide variety of not-for-profit organizations and private companies.

Christine has spoken at various conferences and workshops sponsored by Canada Mortgage and Housing Corporation, the Canadian Institute of Planners, the Ontario Professional Planners Institute, the Ontario Municipal Social Services Association, the Ontario Non-Profit Housing Association, the Housing Services Corporation, real estate companies and community organizations. Christine's presentations have focused on a range of topics including housing and homelessness strategies, seniors housing, regeneration of social housing properties, innovative financing tools for affordable housing development, and the private and public sector's future role in the development of affordable housing.

A detailed list of the studies Christine has directed and/or authored and samples of her work as a development consultant can be found in the next section followed by a summary of her professional work experience.



## Project Experience

### Housing Demand and Supply Analysis, Needs Assessments, Strategies, Action Plans

Study Director and/or author of more than 50 housing needs assessments and strategies for more than 40 municipalities in Ontario, Alberta, Nova Scotia, and New Brunswick, including: Akoma, Brantford-Brant, Bruce, Caledon, Chatham-Kent, Clare, Cornwall, Cumberland, Dieppe, Durham, Goulbourn, Gloucester, Gravenhurst, Fredericton, Haliburton, Halifax, Halton, Hearst, Lakeshore, Lambton, Leeds and Grenville, London, Markham, Middlesex Centre, Mississauga, Moncton, Muskoka, New Tecumseth, Newmarket, Niagara, Northumberland, Ottawa, Oxford, Peel, Pelham, Peterborough, Prescott-Russell, Renfrew, Richmond Hill, Simcoe, St. Thomas-Elgin, Stratford/Perth, Sudbury, Waterloo, Windsor-Essex, and York.

CHFC & UWGT - Affordable Housing Action Plan Ontario

### Homelessness

- **County of Oxford**, Homelessness Response Strategy (2025)
- **Centre Francophone du Grand Toronto** (CFGT), Francophone Homelessness Inventory and Capacity Building in York Region (2024)
- **City of Ottawa**, Housing and Homelessness Plan (2019)
- **County of Northumberland**, Housing and Homelessness Plan (2019)
- **Niagara Region**, Older Adult Homelessness Research (2015)
- **United Way of York Region**, Community Plan to Address Homelessness in a Housing First Context: Baseline Data (2014)
- **Region of York**, Community Plan Assessment and Update (2001, 2003, 2006/2007, 2010)
- **St. Thomas and Elgin County**, Study on Homelessness (2009)
- **City and County of Peterborough**, Community Plan Update, SCPI Evaluation, and Community Plan Assessment, Community Advisory Board (2007)
- **Human Resources Development Canada**, Capacity of Ontario Municipalities to Address Homelessness (2002/03)
- **Region of Durham**, Homelessness Plan (2001)

### Special / Unique Population Housing Needs

- **Akoma**, African Nova Scotia Housing Assessment and Strategy (2024)
- **Inclusion Canada** (formerly Canadian Association of Community Living), My Home My Community, Demonstration Project on Homeownership (2021)
- **Canadian Association of Community Living**, My Home My Community, Demonstration Project on Inclusive Housing Options (2019)
- **Canadian Association of Community Living**, My Home My Community, Asset Inventory (2018)
- **Town of Hearst**, Supportive Housing Study (2017)

- **Region of Peel**, Supportive Housing Needs Assessment and Action Plan (2016)
- **Toronto Community Housing Corporation**, Vulnerable Seniors Action Plan (2014)
- **AbleLiving**, In Home Care Research Study (2013)
- **AbleLiving**, Life Lease Housing: A Supportive Housing Model (2013)
- **Canada Mortgage and Housing Corporation**, Seniors Transition to Special Care Facilities (2011)
- **Canada Mortgage and Housing Corporation**, Updating the Publication *Housing for Older Canadians: The Definitive Guide to the over-55 Market* (2010)
- **Town of Orangeville**, Seniors Housing Needs Analysis and Strategy, (2010)
- **Region of York**, Supportive Housing Inventory (2007)
- **County of Simcoe**, Special Needs Audit (2007)
- **Region of York**, Inventory of Modified Social Housing Units (2005)
- **Region of Peel**, Peel Region Housing Options for Older Adults (2002/03)
- **Region of York**, Special Needs Housing Study (2000)
- **City of Toronto**, Study of Housing Needs in the Rail Lands, Special Needs Component (1987)

### Policy Development, Program Design and Evaluation

- **Region of Halton**, Engagement Strategy and Housing Need Update (2024)
- **Canada Mortgage and Housing Corporation**, Systemic Barriers to Affordable Housing in Planning (2023)
- **Strathcona County**, Affordable Housing Incentive Programs Options (2023)
- **WoodGreen**, Housing Policy Review (2023)
- **City of Ottawa**, Inclusionary Zoning Assessment, Official Plan and Zoning By-law Policies (2022)
- **Region of Halton**, Housing Policy Framework (2022)
- **City of Toronto**, Evaluation of Shelter Design Guidelines: Facilitation of Stakeholder Feedback (2021)
- **County of Northumberland**, Development of Affordable Housing Incentive Program Guidelines (2021)
- **City of Richmond Hill**, Affordable Housing Strategy and Inclusionary Zoning Assessment (2021)
- **City of Toronto**, Shelter Guidelines sub-consultant to Hilditch Architect Inc. (2020)
- **City of Ottawa**, Coordinated Access Survey and Interviews (2019)
- **Capability / Able Living**, Evaluation of Collaborative to Deliver an Outreach Model of Care (2018)
- **City of Kawartha Lakes and County of Haliburton**, Affordable Housing Framework (2017)
- **WoodGreen Community Services**, Signals, Trends and Policy Directions in the Housing Sector (2017)

- **Region of Halton**, Review of Older Adult Services (2017)
- **National Housing Collaborative**, Social Housing Research for National Housing Strategy Submission (2016)
- **County of Northumberland**, Third Party Review of Investment in Affordable Housing Proposals for Funding (2016)
- **Region of Peel**, Supportive Housing Demand and Supply Analysis and Action Plan (2016)
- **Region of Peel**, Affordable Housing Decision Matrix and Tools (2016)
- **City of London**, Community Basic Needs Review (2015)
- **360° kids**, Dietary and Technology Plans for Richmond Hill Hub (2015)
- **Cheshire London**, Analysis of Fire Code Regulations on Care Occupancies (2015)
- **Canadian Mortgage and Housing Corporation**, Update of Affordable Housing Strategies and Case Studies (2014)
- **City of Toronto**, Policy Review – Affordable Ownership Definition Policy (2014)
- **City of Vaughan**, Secondary Suites Policy Study (2014)
- **Region of Peel**, Choice Based Leasing Program Design (2014)
- **Region of Peel**, Affordable Housing Development Program Design (2014)
- **Region of Peel**, Peel Renovates Program Design (2013–2014)
- **Ministry of Municipal Affairs and Housing**, Evaluation of Two Housing Allowance Programs (STRSP and ROOF) (2012)
- **Region of Peel**, Rental Assistance Program Design (2012)
- **Region of York**, Community Funding Program Review (2012)
- **Supported@Home Burlington**, Service Delivery Model (2012)
- **Region of Peel**, Housing Investment Plan (2011)
- **Town of Markham**, Shared Housing Policy Review (2011)
- **Peel Public Health**, Peel Healthy Communities Partnership Community Plan, including Community Service Provider Conversation and Community Picture (2010/2011)
- **City of Brantford**, Municipality of Chatham–Kent, Region of Halton, Region of Peel, Consulting Services for Preparation of Affordable Housing Program Request for Proposals, (2009–2013)
- **City of Hamilton**, Preparation of Request for Proposals for Ownership and Operation of First Place Hamilton and Evaluation of Submissions (2007/2008)
- **Social Housing Services Corporation**, Preparation of Expression of Interest and Request for Proposals for Social Housing Insurance Program Broker Services and Evaluation of Submissions (2007/2008)
- **Region of Halton**, Best Practices and Financial Analysis of Capital Revolving Funds and Land/Building Pooling (2007/2008)
- **Region of Halton**, Policy Options for the Conversion and Demolition of Rental Housing (2007)
- **Region of Halton**, Durable Halton – Housing Directions Report (2006 to 2007)

- **Service Manager Housing Network**, Recommended Changes to the Social Housing Reform Act and Regulations (2006)
- **City of Brantford**, Affordable Housing Delivery Plan (2006)
- **Region of York**, Affordable Housing Delivery Plan (2006)
- **Ottawa Community Housing Corporation**, Safer Communities Program (2005)
- **City of Toronto**, Second Suites Review (2004)
- **City of Toronto**, Rooming House Study (2003)
- **Ministry of Education**, Program Evaluation of Schools That Need Extra Help (2003/05)
- **Social Housing Services Corporation**, Development of a Comprehensive Insurance Program and Request for Proposals (2002/03)
- **City of Ottawa**, Development of Local Policies in Social Housing (2002)
- **City of Ottawa**, Policy Review of Age-Mixed Buildings in the Ottawa Housing Corporation (2002)
- **Habitat Services**, Study to Analyze Per Diem Subsidy Rates Paid to Boarding Homes in the City of Toronto (2000)

### Governance, Organizational Design and Review

- **Nepean Housing Corporation**, Amalgamation Best Practices (current)
- **Ottawa Social Housing Network**, Business Case for Establishment of Funded Network (2023)
- **City of Hamilton**, Operational Review of CityHousing Hamilton (2016)
- **City of Hamilton**, Ontario Works Organizational and Business Plan Review (2016)
- **Region of Niagara**, Social Assistance and Employment Opportunities Staffing Level Review (2015)
- **Cheshire Independent Living Services**, Amalgamation of Affiliated Corporations (2013–2014)
- **Region of Peel**, Disentanglement of Region of Peel Housing From Peel Living (2012)
- **York Region Rapid Transit Corporation**, Project Charter (2010)
- **Region of Halton**, Exploring Halton Community Housing Corporation's Development Capacity (2007/2008)
- **City of Cornwall**, Cornwall and Area Housing Corporation Operational, Service Delivery and Governance Review (2007/2008)
- **Service Manager Housing Network**, Service Manager Proposed Changes to Social Housing Reform Act Regulations (2006)
- **Society of Energy Professionals**, Governance Review and Audit (2006)
- **City of Hamilton**, Coordinated Access Service Delivery & Governance Review (2003/04)
- **City of Windsor**, Corporate Review of Municipally-Owned Housing Corporations (2003)
- **Ontario Regions Social Housing Group**, Organizational Model for Service Manager Housing Network (2003)



- **Ministry of Education**, Program Evaluation of Schools That Need Extra Help (2003 to 2005)
- **Ministry of Municipal Affairs and Housing**, Local Housing Authority and Non-Profit/Co-operative Operational Reviews (2000/2001)
- **Counties of Dufferin**, Northumberland and Renfrew, Implementation of Business Transfer Plans (2001/02)
- **Ontario Non-Profit Housing Corporation**, Summary and Analysis of Social Housing Business Transfer Plans Prepared By 47 Service Managers (2001)
- **Renfrew County, Dufferin County, Bruce County, Huron County, City of Stratford, City of Greater Sudbury, Municipality of Kawartha Lakes and Durham Region**, Social Housing Business Transfer Plans (2001)

### Strategic and Business Planning

Study Director and/or author of more than 25 business plans for housing developments including Anduhyaun Inc., CANES, Community Head Injury Resources, Crown Heights Co-operative, Elgin St. Thomas Housing Corporation, Helen Homes, Hesperus Village, Home on the Hill, Kingston & Frontenac Housing Corporation, LOFFT, Markham Interchurch Committee for Affordable Housing, Nellies Women's Shelter, PACE, Scarborough Support Services, Seeley's Bay Seniors, South Dumfries Non-Profit, St. John the Evangelist, Supported@Home, Nottawasaga Futures, West Toronto Support Services, Women's Habitat, Youth Opportunities Unlimited.

- **United Way Greater Toronto**, Housing Blue Print (2023)
- **City of Peterborough**, Update to Peterborough Housing Corporation Capital Plan (2023)
- **Centre Francophone du Grand Toronto (CFGT)**, Housing Development Strategy and Feasibility (Sub to Solstice) (2021)
- **Covenant House Toronto**, Acquisition Strategy (2021)
- **Houselink and Mainstay Inc.**, Inaugural Board Retreat on Governance and Research on Housing Development Entities (2021)
- **Kerry's Place**, Housing Strategy Phase 1 (2021)
- **Les Centres d'Accueil Héritage**, Expanding Supportive and Affordable Housing Services for Francophone Seniors in the GTA – sub-consultant to Solstice Public Affaires (2020)
- **Mainstay Housing**, 10-Year Housing Development Plan (2020)
- **Prince Edward Lennox and Addington Social Services**, Revitalization Plan – sub-consultant to Re/Fact Consulting (2019)
- **Oakville**, Older Adults Services Review and Strategy (2017)
- **Peel Living**, Tenant and Community Value Design and Strategic Plan (2016)
- **Voice of Vedas Cultural Sabha**, Strategic Plan (2011)
- **Provincial-Municipal Housing and Homelessness Consolidation Working Group**, Consolidated Housing and Homelessness Program Visioning Session and Framework (2009)
- **Region of Halton**, Business Plan for the Temporary and Long Term Use of the Department of National Defence Surplus Site (2007/2008)
- **City of London**, London Homeless Coalition Strategic Planning Session (2007)

- **SoHo Insurance Company**, Strategic Plan (2006)
- **Simcoe County Training Board**, Trends, Opportunities and Priorities (TOPS) Report (2005)
- **Community Services Advisory Committee**, Strategic Plan and 2003 Community Services Plan (2002/2003)
- **Renfrew County, Dufferin County, City of Stratford and City of Greater Sudbury**, Social Housing Business Transfer Plans (2001)
- **Ontario Professional Planners Institute**, Municipal Role in Meeting Ontario's Affordable Housing Needs – A Handbook for Preparing a Community Strategy for Affordable Housing and An Environmental Scan of Municipal Initiatives and Practices (2000)
- **Simcoe County Training Board**, Environmental Scan and Local Area Plan (1999 to 2000)
- **Christian Horizons**, Business Plan for the Relocation of the Port Hope Facility (1997)

### Business Model Innovation / Solutions Labs

- **Blue Door Shelter**, Housing for All Land Trust Implementation (2025)
- **National Housing Council**, Right to Housing (2023)
- **Blue Door Shelter, Habitat for Humanity GTA, Co-operative Housing Federation** – Toronto, Land Trust Demonstration Project (2023)
- **Blue Door Shelter and Habitat for Humanity GTA**, Solutions Lab on Shelter to Homeownership (2022)
- **Reena and Safehaven**, Affordable Housing for Social Inclusion (2022)
- **Sistering**, Creating Home Together (2022)
- **Ontario Non-Profit Housing Association**, Community Housing for the Future: Taking *Collective* Action Toward Resiliency (2022)
- **Toronto Council on Aging**, Citizen Led Design (2022)
- **Durham Family Resources**, Let's Talk Home and Community (2022)
- **Peel (Region of)**, Igniting Seniors Housing Possibilities (2022)
- **Wellesley Institute**, Solutions Lab on Healthy Housing Quality (2020)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Mini Solutions Labs for British Columbia (2020)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Solutions Labs for Yukon, Saskatchewan, Nova Scotia and Newfoundland and Labrador (2019)
- **Ottawa Community Housing**, Business Model Innovation Strategy (2018)
- **Raising the Roof**, Reside Initiative (2017-2018)
- **Habitat for Humanity Halton-Mississauga**, Business Transformation Study (2017-2018)
- **Peel Living**, Tenant and Community Value Design and Strategic Plan (in partnership with Ernst & Young; 2017)
- **Peel Living**, Service Delivery Model Review (2016)
- **Brain Injury Services and HNH B LHIN Advisory Committee**, Facilitation and Development of Service Delivery (2013)

- **City of London**, A Business Case for a Housing Development Corporation (2013–2014)
- **AbleLiving & Peel Halton Dufferin Acquired Brain Injury Services**, Collaborative Service Delivery Model (2014)
- **360° kids**, Logic Model – Services of Victims of Human Trafficking (2014)
- **Community Partnership For Independence (AbleLiving, Cheshire, March of Dimes, CNIB, CityHousing Hamilton, CCAC, St. Joseph’s Hospital)**, Collaborative Vision, Mission, Values and Service Delivery Model (2012)
- **Supported@Home Burlington (AbleLiving, Cheshire, March of Dimes, MS Society, Rotary, CCAC, Joseph Brant Memorial Hospital)**, Collaborative Vision, Mission, Values and Service Delivery Model (2008 to 2011)

### Facilitation, Engagement, and Toolkits

- **Habitat Greater Ottawa**, Business Model to Scale (2024)
- **Bruce County**, Toolkits on Affordable Housing (2022)
- **Canada Mortgage and Housing Corporation**, Canada Housing Benefit Co-Development with Province of British Columbia (2019)
- **Sidewalk Labs**, Family Lifestyles Design Research and Study (2018)
- **Bruce County and Grey County**, Early Years Engagement with Indigenous Communities (2017)
- **Ontario Non-Profit Housing Association**, Facilitation of Board Planning Day (2015)
- **Bruce County**, Facilitation of Priority Setting for Long Term Housing Strategy Actions (2014)
- **Region of York**, Facilitation of Community Consultation Sessions on Housing and Homelessness Plan and Homelessness Operational Reforms (2012 to 2013)
- **Supported@Home Burlington**, Listening to Learn (2012)
- **City of Mississauga**, Stakeholder Forums on Second Units (2012)
- **County of Bruce**, Human Services Integration Workshop (2012)
- **Housing Services Corporation**, Group Insurance Program Consultations (2012)
- **Markham Interchurch Committee for Affordable Housing (MICAH)**, Community Forum on Engaging the Markham Community in Meeting the Need for Affordable Housing (2011)
- **Woodgreen Community Services**, Homeward Bound How-to-Kit (2011)
- **Canada Mortgage and Housing Corporation**, National Webinar on Preparing a Business Plan (2012, 2011)
- **Region of York**, Development and Implementation of Consultation Process with Staff, Clients and Community Agencies for the Community and Health Department’s Multi-Year Plan, (2009)
- **Erie St. Clair Community Care Access Centre**, Facilitation of Community Summit on Healthy Communities (2009)
- **Municipality of Chatham-Kent and Canada Mortgage and Housing Corporation**, Facilitation of Housing Forum (2009)

- **Ontario Municipal Social Services Association**, Design of Social Housing and Homelessness Conference (2007)
- **Ontario Non-Profit Housing Association**, Exploring Development Option (2007)
- **Forum on Social Housing and Homelessness**, Recommend Service Manager SHRA Regulation Changes (2006)
- **Canada Mortgage and Housing Corporation**, Strategic Planning and Business Plan Development (2004)
- **Canada Mortgage and Housing Corporation**, Strategies for Gaining Community Acceptance (2004)
- **York South Simcoe Training and Adjustment Board**, Catalogue of Skilled Trade Profiles in York Region and South Simcoe (2003/2004 Update)
- **Simcoe County Training Board**, Employment Needs of Persons with Disabilities and Catalogue of Employment Supports and Services for Persons with Disabilities (2001)
- **Ministry of Municipal Affairs and Housing**, Various Social Housing Business Transfer Workbooks, Manuals and Training Sessions (2000/2001)
- **Simcoe and Muskoka Literacy Network**, Social Marketing and Outreach Campaign (1999 to 2000)
- **Ontario Ministry of Municipal Affairs and Housing, Education**, Training & Marketing Strategy for One-Window Planning Service and Municipal Plan Review (1999)
- **Ontario Ministry of Municipal Affairs and Housing**, Working With The Portfolio Operating Agreement (1995)
- **Township of Cumberland**, Residential Intensification Public Education Program (1992)
- **CMHC**, Self-Help Housing Workshop and Publication (1991)
- **City of Toronto**, Supportive Housing Facilities Study - Communication Strategy (1991)
- **Municipality of Metro Toronto**, Housing Along Major Roads in Metropolitan Toronto - Marketing Strategy (1990)

### Community Infrastructure, Hubs, Age-Friendly

- **Town of Oakville**, Age Friendly Needs Assessment (2016)
- **County of Northumberland**, Community Hub Feasibility Study (2016)
- **Town of Markham**, Community Infrastructure Strategy Background Report, Town of Markham (2011)
- **Region of Halton**, Community Infrastructure Guideline (2010)
- **City of Toronto**, Community Services Policy and Planning Study - Literature Review (1990)
- **City of Etobicoke**, Community Services Study in Lakeshore Community Area (1990)

### Survey Research

- **Ontario Non-Profit Housing Association**, Waiting List Survey (2013, 2014)

- **Housing Connections**, Survey of Applicant Households on the Centralized Waiting List (2007)
- **Simcoe County Training Board**, Labour Market Inventory (2003)
- **Region of Peel**, Peel Region Housing Options for Older Adults (2002/03)
- **City of Ottawa**, Policy Review of Age-Mixed Buildings in the Ottawa Housing Corporation (2002)
- **Simcoe County Training Board**, Study of Apprenticeship in Simcoe County (2002)
- **York Region Children Services**, All Our Kids AOK Community Survey (2001)

### Economic, Financial and Market Analysis

- **Cooperative Housing Federation of Canada & United Way Greater Toronto**, Affordable Housing Action Plan for Ontario (2025)
- YWCA Toronto, Financial Review (2024)
- **Home Ownership Alternatives**, Market Analysis (2024)
- **Spruce Lodge Non-Profit Housing**, End of Mortgage Feasibility Study (2021)
- **Region of York**, Cost of Inaction (2017)
- **City of Mississauga**, Update of Housing Targets, Incentives for Affordable Housing and Cost of Inaction Projects (2015 to 2016)
- **Manitoba**, Best Practices and Financial Models for Co-op Housing (2016)
- **City of Brantford**, Financial Viability of Purchasing Existing Affordable Housing Projects (2008-2013)
- **Ontario Non-Profit Housing Association**, Addressing Ontario's Most Critical Housing Issues (2013)
- **Canada Mortgage and Housing Corporation**, Challenges of Financing Market Housing in Northern Canada (2012)
- **Region of Halton**, Financial Analysis of Options for Funding Capital Repairs of Social Housing (2010)
- **Region of Halton**, Financial Impact of Halton Housing Tax Policies (2009)
- **Niagara Regional Housing**, Comprehensive Financial Plan (2009)
- **Region of Halton**, Rental Tax Policy Study, (2009)
- **Town of Richmond Hill**, Socio Economic Study (2007)
- **Region of Halton**, Best Practices Review and Financial Analysis of Selected Housing Strategies (2005/2006)
- **South Simcoe, Georgina, Brock and East Gwillimbury Region**, Nottawasaga Community Economic Development Corporation and Georgina Association, Business Economic Issues and Opportunities (2003)
- **City of Toronto**, Developing Affordable Housing Data, Indicators and Models (2002/03)
- **Simcoe County Training Board**, Environmental Scan (1999)
- **Canadian Forces Housing Agency**, Housing Requirements Study for the Ontario Region including CFB Borden, Kingston, Trenton, London, North Bay, Petawawa, Meaford, Hamilton (1999 to 2000)

- **Canadian Equipment Industry Training Committee**, People and Technology, The Future of Work in the Canadian Equipment Industry (1999)
- **Human Resources Canada**, Development of an Industry Profile for the Midland, Orillia, Bracebridge, and Barrie HRDC Areas (1999)
- **Trade and Tourism**, Information Technology Capabilities Study, Ontario Ministry of Economic Development (1998)
- **Interim Place**, Feasibility Study for Relocation of South Mississauga Facility (1998)
- **Private Developer**, Development Options For Privately-Owned Site In Mississauga (1997)
- **Chubb Insurance Company of Canada**, Business Opportunities, Profiles of Selected Ontario Municipalities (1997)

### Social Purpose Real Estate Development Consulting, Project Management and Feasibility Analysis Work

Christine Pacini has coordinated the development of more than 60 community housing projects. She has provided the full range of development consulting services to a range of clients (local housing corporations, private non-profits, charitable agencies) for many building types, including shelters, social / affordable townhouse and apartment buildings for a range of population groups (e.g. seniors, singles, youth, families, persons with physical disabilities, intellectual disabilities, persons with mental illness), as well as complementary buildings such as day care centres, congregate dining facilities, and programing and outreach facilities, and administrative offices. Services she has provided her clients include: project feasibility (including pro forma development and market analysis); overall project management; board development and training; community relations; site selection and negotiation of agreement of purchase and sale; securing planning approvals including minor variance, severance, rezoning, site plan approval; tendering of professional services and negotiation of contracts (i.e. architect, civil engineer, surveyor, appraiser, traffic/parking consultant, arborist, cost consultant, solicitor, property management); advice on construction procurement approaches; assistance with tendering and/or negotiation of construction contract (i.e. design/build, pre-qualified tender, construction management); development of management plans and marketing strategies; securing government funding, arranging private financing, securing loan guarantees, and ministerial consents; preparation and monitoring of capital budgets and schedules; and preparing for operation phase.

Christine provides advisory services to a range of charitable and private companies, including Bloor Street United Church, Richmond Hill United Church, Mainstay Housing, Les Centres d'Accueil Héritage, Podium Development, JvD Development. Recently she has also assisted a number of long term care facilities with recent applications for funding from the provincial government and is working with Shalom Village and Thrive Group on the development of their LTC facilities.

Christine has also provided consulting services to Municipal Service Managers on various aspects of the Canada-Ontario/Investment in Ontario Affordable Housing Program, including developing RFP documents and evaluation of submissions. Christine has also led a range of feasibility and capital planning related studies as follows:

- **Les Centres d'Accueil Héritage (CAH)**, Supportive Housing Development Advisory Services (ongoing)

- **West Neighbourhood House**, Feasibility Study + Advisory Services (ongoing)
- **Mainstay Housing**, Feasibility and Pro Forma Analysis on Toronto Housing Now sites and other Advisory Services (2019 to current)
- **Vanier Community Services Centre**, Feasibility Study (2024)
- **York Region Survivors of Sex Trafficking Committee**, Business Plan for Crisis House (2022)
- **Community Living Cambridge**, Feasibility Study for Development of Affordable Housing Project (2022)
- **Parkdale Queen West Community Health Centre**, Feasibility Analysis (2023)
- **The Nourish and Develop Foundation**, Feasibility and Funding for Shelter (2023)
- **Wigwamen Incorporated**, Feasibility, Funding and Development Consulting Advisory Services for a Range of Affordable Housing Developments for Indigenous People (2019 to current)
- **Habitat for Humanity Heartland**, Advisory Services for Multi-Residential Development (2020-2022)
- **Sojourn House**, Feasibility Analysis (2022)
- **Rekai Centre**, Feasibility Analysis for Supportive Housing Project (2022)
- **Centre Francophone du Grand Toronto (CFGT)**, Strategy and Feasibility Study for New Development (Sub to Solstice) (2021)
- **Raising the Roof**, Orillia Development Advisory Services (2021)
- **Covenant House Toronto**, Advisory Services on Supportive Housing Opportunities (2021)
- **Youth Without Shelter**, Feasibility Study (2020)
- **Raising the Roof**, Feasibility Study for Reside Initiative (2019)
- **Sidewalk Labs**, Affordable Housing Research and Financial Analysis (2019)
- **Sailivik Society Elder Care Centre**, Feasibility Study (2017)
- **Regeneration Outreach**, Capacity Building and Feasibility Study for Supportive Housing (2017)
- **Peterborough Housing Corporation**, Capital Financing and Community Revitalization Plan (2016)
- **Hamilton Community Foundation**, St. Helen's Feasibility Study sub-contractor to Purpose Capital (2016)
- **Caledon Housing Initiative**, Feasibility Study of Ownership Housing for Persons with Developmental Disabilities (2016)
- **Northumberland**, Community Hub Feasibility (2015)
- **Community Living Hamilton**, Feasibility Study for Respite Beds, Outreach and Administration Facility (2015)
- **Cota**, Relocation of Supportive Housing Feasibility Plan (2015)
- **Community Living Newmarket & Aurora District**, Feasibility of Purchasing and Renovating a Facility (2014)
- **Stanley Knowles Co-operative**, Feasibility Scenarios for End of Operation Agreement (2103)
- **York Region**, Campus Plan for 18838 Highway #11 (Blue Door Shelter) (2010)

- **West Toronto Support Services**, Feasibility Assessment and Proposal for New Office Building (2010)
- **Participation House Brantford**, Short and Long Term Strategies for the Relocation of Existing Housing Units (2010)
- **Canadian Mental Health Association of York Region**, Facilities Assessment and Long-Term Co-Location Strategy (2008)
- **Yellow Brick House**, Capital Needs Assessment (2007)
- **Durham Region**, John Howard Society Facility Options Study (2005)
- **Transitional Supportive Housing and Services of York Region**, Family Shelter Functional Plan (2005)

## Work Experience

### **Partner, SHS Inc. (1999–present) | President, Christine Pacini & Associates Inc. (1996–Present)**


Christine has directed and/or authored more than 200 consulting studies on a host of key community issues, primarily focused on housing policy and research, and project managed about 50 social / affordable housing development projects. Christine’s past clients include a range of federal and provincial ministries, departments and crown corporations; more than 50 municipalities across Canada; sector organizations such as the Ontario Non-Profit Housing Corporation; a wide range of municipal, non-profit/co-op and private housing providers; long term care and supportive housing operators; and a variety of community-based service organizations. Christine’s study related work experience is in the areas of research and policy analysis, program development and evaluation, strategic and business planning, financial modelling, and business model innovation. Christine also has extensive experience in all aspects of community engagement and public consultation, from the facilitation of small focus groups, to large public consultation sessions involving upwards of 100 individuals.

Between 1998 and 2000, Christine worked on a part-time basis with a City of Toronto Councillor as his Special Assistant on housing issues. In this capacity, Christine provided advice on housing issues dealt with by the Board of Directors of the Ontario Housing Corporation, Toronto Housing Company and the City of Toronto’s Capital Revolving Fund Advisory Committee.

### **Policy Advisor/Program Co-ordinator, Ontario Ministry of Municipal Affairs and Housing (1992–1996)**

While at the Ministry, Christine worked as a program co-ordinator and a policy advisor. As a program co-ordinator, her work involved: assisting a range of municipalities and community organizations in providing direction and advice on issues related to housing development; coordinating the input of a range of technical and other professional resources, as well as regulatory bodies; representing the Ministry in construction contract negotiations with developers, builders and community groups; reviewing and making recommendations for the approval of housing proposals from non-profit groups; providing information and advice on contentious program related issues/policies and project-specific concerns to the Minister’s office, senior management and other ministries; and making recommendations to the Minister on projects to receive provincial funding.





As a program policy advisor for the Ministry, Christine was involved in the design of the jobsOntarioHomes program, in particular with: preparing supporting documentation; researching program issues; developing regional procedures; training regional office staff; and implementing program design. Christine was responsible for the preparation of two publications: *Ministry Requirements of the Portfolio Operating Agreement* and *Working with the Portfolio Operating Agreement and Ministry Requirements*.

**Manager/Senior Consultant, The Starr Group, Planning and Management Consultants (1985–1992)**

Christine contributed to the preparation of more than two dozen studies, reports and proposals for funding while she was employed with The Starr Group. Her clients included a range of municipal, provincial and federal departments, as well as not-for-profit community organizations. Christine was also responsible for the co-ordination of the development of about two dozen non-profit housing projects across Ontario. Some of the services Christine provided her non-profit clients included: overall project management, board development and training; community relations; site selection; development of management plans and marketing strategies; tendering for professional services; arranging for financing; tenant selection and intake; and the preparation and monitoring of budgets and schedules.



# Bahar Shadpour

Senior Manager, Housing Policy & Research



## EDUCATION

**Master of Arts (University of Windsor)**

Political Science

**Bachelor of Arts (University of Toronto)**

Political Science and Political Economy

**Post-Graduate Certificate (Centennial College)**

Public Relations and Corporate Communications

## VOLUNTEER WORK

**Fairbnb Canada**

Board of Directors

**City of Toronto – Housing Rights Advisory Committee**

Appointed Member

## Professional Summary

Bahar Shadpour joined SHS Consulting after working for over 10 years in the non-profit housing sector, particularly in roles requiring a blend of policy, research, community and stakeholder engagement, government relations and strategic communications. Bahar holds a Bachelor of Arts degree, with a double major in Political Science and Political Economy from the University of Toronto, a Master of Arts degree in Political Science from the University of Windsor, and a Post-Graduate Certificate in Public Relations and Corporate Communications from Centennial College.

She is an adaptive and critical thinker, bringing a blend of skills and experiences in managing complex policy projects and affordable housing campaigns and facilitating meaningful consultations with diverse communities and stakeholders across Canada.

In her previous roles, Bahar provided expert housing policy advice to help shape the strategic policy outcomes and systems change initiatives at the United Way Greater Toronto while working collaboratively with non-profit and cooperative housing and service providers. As the Director of Policy and Communications at the Canadian Centre for Housing Rights, she led a multi-disciplinary team of policy, government relations, community engagement and communications professionals and a cohort of law students in their housing policy externships. Together, they successfully represented the needs of diverse communities and cross-sectoral partners, presented evidence-based solutions at the municipal, provincial, territorial, and federal levels, and reported from the ground up at various international human rights bodies. Bahar also has extensive experience working with tenant communities across Canada and brings a deep understanding of the diverse needs and perspectives of tenant communities and unhoused individuals.

## Project Experience

- **Province of British Columbia**, Inclusionary Zoning Guidance Manual (underway)
- **City of Windsor**, Housing Needs Assessment and Housing Strategy
- **Region of Durham**, 10-year Housing and Homelessness Plan



## Work Experience

### **Senior Manager of Regional Housing Policy, United Way Greater Toronto (2023 - 2024)**

In this role, Bahar led UWGT's housing policy initiatives, aligning public policy, government relations, research, and community development efforts to address housing affordability. She developed strategies, analyzed legislation, and provided policy advice, while building relationships with key stakeholders and supporting equity-focused community engagement. She contributed to public policy discussions, created speaking material for executive leadership, and collaborated with executive management on strategic goals and equity action plans.

### **Director of Policy and Communications, Canadian Centre for Housing Rights (2021 - 2023)**

She directed and managed a team of professional staff in housing policy, stakeholder and community relations, and communications. She developed and implemented CCHR's policy advocacy strategy, identified housing priorities, and led government relations efforts to influence public policy. She built relationships with community partners, led public policy submissions, and deputized at government committees. She cultivated collaborations with communities and organizations working to end homelessness and advance housing solutions. Additionally, she developed communications strategies, led media relations, and acted as the spokesperson. She also spearheaded CCHR's rebranding, managed major projects, and supported fundraising initiatives.

### **Communications and Public Affairs Specialist, Advocacy Centre for Tenants Ontario (2016 - 2021)**

She developed policy positions and collaborated with the legal team to evaluate housing policies and advocate for tenants on a range of issues impacting low- to moderate-income households. She represented the organization at government consultations, roundtables, and municipal meetings, and led advocacy campaigns to influence housing policies. She built relationships with community groups, coalitions, and non-profit organizations to advance policy goals. Additionally, she developed and implemented a communications plan to support the organization's strategic objectives, created key messaging, and produced content to engage stakeholders and amplify the voices of tenants.

### **Public Relations and Online Engagement Manager, Canadian Women's Foundation (2016 - 2021)**

She developed and implemented public affairs campaigns to raise awareness and mobilize support for policy reforms on key issues impacting women and girls in Canada such as economic development, housing unaffordability and precarity, violence and sex trafficking. She created digital engagement strategies to connect with key stakeholders and advance policy goals. She managed media relations, crafted key messaging, and built strong media relationships. Additionally, she



provided strategic communications support to senior management and the Board of Directors, offering crisis management and policy guidance. She also supported the fundraising team with donor engagement efforts, managed project budgets, and ensured timely delivery of initiatives.



# Mel Giblon

Housing Policy & Research Analyst



## EDUCATION

**Master of Arts in Critical Human Geography**, York University

**Bachelor of Science (Honours) in Ecology & Evolutionary Biology and Human Geography**, University of Toronto

## AWARDS

- Social Sciences and Humanities Research Council – Canada Graduate Scholarship, Master’s Ontario Graduate Scholarship**
- York Academic Excellence Fund**
- Ross Hunter Paterson Award for Housing Scholarship**

## VOLUNTEER WORK

- **Involved in housing affordability movements with local advocacy groups**
- **Helps coordinate clothing drives for trans and gender non-conforming communities**

## Professional Summary

Mel joined SHS as an Analyst, Housing Policy and Research in 2023 with an extensive research background in urban economic geography and comparative affordable housing policy across North America. Mel received her bachelor’s degree at the University of Toronto with a double-major in Ecology and Evolutionary Biology and Human Geography, minoring in Environmental Studies. She also completed a research-based master’s degree at York University in Critical Human Geography, where she defended her thesis on the capacity of inclusionary zoning to produce affordable housing. She graduated from both programs with high distinction, honours, and the recipient of numerous grants, honing her quantitative and qualitative research skills across disciplines. Throughout her studies, Mel worked as a national public speaking and debate coach for six years, most recently training the Canadian National team to the world finals.

At SHS, Mel works on projects across Canada performing environmental scans, synthesizing housing best practices, and conducting policy write-ups to inform housing and homelessness plans and housing strategies. To conduct this work, she assesses a wide variety of housing typologies, affordable housing incentive programs, and literature reviews of best practices for a range of needs, demographics, and affordability levels. Mel synthesizes key trends that emerge through demographic, economic, financial, market, or industry data to inform trends affecting housing need and demand using SHS proprietary methods to conduct housing needs assessments for feasibility studies and municipalities across Canada. Additionally, drawing from her extensive experience with public speaking and community engagement, Mel has assisted with various modalities of public engagement across projects, including community pop-ups, town halls, focus groups, interviews, open houses, and resident surveys.

## Project Experience

- **City of Hamilton**, Housing Needs Analysis, Roles & Responsibilities (underway)
- **Armagh**, Feasibility, SEED, NHCF, Women & Children Funding
- **Glanbrook Non-Profit Housing**, Governance Review and Tenant Engagement (underway)
- **City of London**, Housing Waitlist Review (underway)
- **Love Your Neighbour Communities (LYNC) Drayton**, Feasibility Study
- **Mackenzie County**, Housing Need Assessment (underway)
- **Town of Oakville**, Housing Needs Assessment, IZ, CIP (underway)

- **The Neighbourhood Organization**, Feasibility Study
- **City of Vaughan**, Housing Strategy (underway)
- **City of Windsor**, Regional Affordable Housing Strategy (underway)
- **City of Windsor**, HAF Template (underway)
- **Metro Vancouver Regional District**, Metro Vancouver Inclusionary Housing Policy Review
- **Durham Region**, Consulting Services for 10-year Housing and Homelessness Plan (underway)
- **City of Ottawa**, Ottawa (City of) – Inclusionary Zoning Policy
- **City of Brampton**, Brampton (City of) – Development of City-Wide Incentive Program for Housing
- **District of Nipissing Social Services Administration Board**, Nipissing (District of) Housing Need and Supply Study
- **Halton Region**, Halton Region Housing and Homelessness Plan Community Engagement Strategy
- **Halton Region**, Halton Region Housing Need Update
- **City of Orillia**, Orillia Official Plan Review (underway)

## Work Experience

### **Graduate Teaching Assistant, York University (September 2021 – May 2023)**

Taught labs, workshops, and seminars on statistics, urban economic geography, and biogeography. Prepared and marked weekly assessments, term papers, and hosted office hours to assist professors with seamless course delivery.

### **Debate Coach, LinkedKey (2019 – 2023)**

Created curricula and taught students ranging from grade 7-12 on topics including: social justice, economics, politics, international relations.

### **Debate Advisor, Team Canada Debate (2022 – 2023)**

Advised Team Canada Debate on competitive strategy and case construction; consulted on equity, gender, and sexuality best practices.

### **Data Management Consultant, Divorce Matters (2018 – 2023)**

Collected, itemized, and analyzed sensitive financial information to aid in the negotiation of fair divorce settlements.

### **Research Assistant, University of Toronto (May 2018 – Sep 2020)**

Conducted an environmental scan of existing literature and best practices to support the project lead in drafting article submissions; conducted statistical analyses using R to assist the lead researcher in evaluating the validity of the core project hypothesis.

# Municipality of Lakeshore – Report to Council

## Corporate Services

### Deputy Chief Administrative Officer- Chief Financial Officer



**To:** Mayor and Members of Council

**From:** Justin Rousseau, Deputy Chief Administrative Officer - Chief Financial Officer

**Date:** March 18, 2025

**Subject:** 2025 Budget- Belle River Business Improvement Area

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### Recommendation

Approve the Budget as approved by the Belle River Business Improvement Area Board of Management for the year ending December 31, 2025, as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

4b) Becoming an Economic Leader in Essex County - Develop a Business Attraction and Retention Plan

### Background

Council may establish a Business Improvement Area (BIA) under section 204 of the *Municipal Act, 2001*. Sections 204 through 215 of the *Municipal Act, 2001* outline the criteria under which a Business Improvement Area (BIA) board of management must operate.

The BIA Board is intended to achieve two main objectives in accordance with the *Municipal Act, 2001* and these are as follows:

- (a) to oversee the improvement, beautification and maintenance of municipally-owned land, buildings and structures in the area beyond that provided at the expense of the municipality generally; and
- (b) to promote the area as a business or shopping area.

Under section 205, the BIA Board must prepare a fiscal budget and discuss the proposed budget with the BIA members. Following member consideration, the BIA Board shall submit the proposed budget to Council for approval. Council has the right to approve a BIA's budget in whole or in part under subsection 205(2) of the *Municipal Act, 2001*. That subsection states:

A board of management shall submit the budget to council by the date and in the form required by the municipality and the municipality may approve it in whole or in part but may not add expenditures to it.

At this time, Council is obliged to consider the BIA budget and decide whether to approve the budget in whole or in part.

### **Comments**

The proposed 2025 Budget for the Belle River Business Improvement Area has been approved by the BIA Board of Management at their meeting of March 5, 2025 (see Minutes of the meeting attached as Appendix A). The 2025 BIA Budget and levy request(attached as Appendix B) has been submitted by the BIA Board of Management for Council's approval.

The 2025 Budget, as approved by the BIA Board of Management, was received from the BIA Coordinator on March 6, 2025.

The requested 2025 tax levy affecting commercial properties within the BIA boundaries is \$98,914. The amount levied for 2024 was \$96,033. There is a \$2,881 change proposed.

Upon approval of the 2025 BIA Budget and the 2025 Municipal Tax Levy By-law, the BIA levy will be charged with final 2025 tax notices.

Administration is working with the BIA to improve this business process and controls as well as working on a future agreement which outlines the roles of both the municipality and those of the Business Improvement Area.

At this time, it is recommended that Council approve the 2025 Budget.

### **Others Consulted**

The Belle River Business Improvement Area (BIA) Coordinator submitted the proposed Budget, attached to this report, on behalf of the BIA Board.

### **Financial Impacts**

The 2025 BIA Levy will be collected through taxation and fully remitted to the BIA in the year, resulting in no net impact on the 2025 Municipal budget.

The balance in the BIA reserve will be approximately \$10,000 at the end of 2024 however these amounts have not been audited at this time.



**Attachments**

Appendix A: Minutes of the March 5, 2025 Belle River Business Improvement Area Board of Management meeting

Appendix B: 2025 Budget – Belle River Business Improvement Area

**Report Approval Details**

Document Title:	2025 BIA Budget.docx
Attachments:	- BIA 2025 BUDGET.pdf - Board of Management Meeting Minutes-March 5th 2025-For Approval.docx
Final Approval Date:	Mar 28, 2025

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

Prepared by Justin Rousseau

Approved by the Corporate Leadership Team

<b>Belle River BIA Proposed 2025 Budget</b>		
	<b>ACTUALS</b>	<b>BUDGET</b>
	Jan - Dec. 2024	Jan - Dec 2025
<b>INCOME</b>		
Services		
6000.9123.0370 Membership Revenue	6,408.85	\$ 7,000.00
6000.9123.0372 Sponsorship Revenue	5,000.00	\$ 9,000.00
6004.9123.0339 Grant-Provincial	3,500.00	\$ -
6007.9123.0021 Sunsplash Revenue	13,552.50	\$ -
6007.9123.0362 Car Cruise Revenue	4,953.34	\$ 5,000.00
6007.9123.0364 Stroll Street Revenue	21,047.41	\$ 17,500.00
6007.9123.0366 Marketing Revenue	70.80	
6050.9123.0001 Municipal Levy	96,033.34	\$ 98,914.00
Total Services	\$ 150,566.24	\$ 137,414.00
<b>Total Income</b>	<b>\$ 150,566.24</b>	<b>\$ 137,414.00</b>
2016.9123.0020 Membership Event	432.94	\$ 8,000.00
2016.9123.0021 Sunsplash Expenses	25,625.58	\$ -
2016.9123.0362 Car Cruise Expense	1,645.00	\$ 4,000.00
2016.9123.0364 Stroll The Street	14,335.57	\$ 18,000.00
2016.9123.0365 Beautification Expense	3,342.39	\$ 22,000.00
2016.9123.0366 Marketing Expense	11,533.98	\$ 8,500.00
2016.9123.0371 Membership Expense	767.49	\$ 6,300.00
2001.9123.0001 Office Expenses	4,416.53	\$ 5,000.00
2002.9123.0001 Insurance - Liability	2,850.65	\$ 3,000.00
2003.9123.0001 Stripe Fees	1,167.94	\$ 1,500.00
2004.9123.0001 Meeting Expenses	1,109.48	\$ 1,000.00
2005.9123.0001 Bank charges	144.83	\$ 150.00
2007.9123.0001 Travel Expense	1,644.58	\$ 500.00
2008.9123.0001 Training & Conference	5,095.52	\$ 3,000.00
2009.9123.0001 Memberships & Subsc.	248.68	\$ 500.00
3000.9123.0001 Office/General	400.69	\$ 500.00
4007.9123.0001 Legal & Audit Fee	356.64	\$ 1,500.00
1300.9123.0001 Wages-PT	57,706.86	\$ 45,000.00
1801.9123.0001 CPP	3,809.51	
1802.9123.0001 EI	733.07	
1803.9123.0001 EHT	615.00	
1807.9123.0001 WSIB	924.14	

<b>Belle River BIA Proposed 2025 Budget</b>		
	<b>ACTUALS</b>	<b>BUDGET</b>
2002.9123.0010 Advertising	7,340.27	\$ 3,500.00
4003.9123.0368 Repair & Mtce Expense	5,710.38	\$ 5,000.00
Total Expenses	\$ 151,957.72	\$ 136,950.00
Interest Revenue	\$ 15.71	
PROFIT	-\$ 1,375.77	\$ 464.00

**Belle River BIA Board of Management  
Minutes (For Approval)  
Date: March 5th, 2025  
12pm  
Belle River Family Restaurant**

**Attendance:** [Sarah Regan](#), Shawn Sauve, Jen Haggitt-Lutsch, Kristy Osborne, George Marar, [Kelsey Santarossa](#), Jay Coulter

**Team Members:** Melissa Lauzon, Stefanie Goulding, Derek Trepanier

**Guests:** John Kerr

**Regrets:** Cole Rymerson

**1. Call to Order-** Acting Chairperson, Sarah Regan called the meeting to order at 12:05 pm.

**2. Declaration of Conflict of Interest-** No conflicts declared.

**3. Approval of the minutes** from January 13th, 2025 (attached)

*Motion* that the minutes from January 13th, 2025 be approved as presented:

MOVED: Shawn Sauve      SECONDED: Kristy Osborne      CARRIES

**4. Board Chair Report-** Sarah Regan, Acting Chair

Sarah provided an update on the following that was also presented to the Lakeshore Council meeting held on March 4th, 2025.

In my role as acting Chair, I want to express my commitment to ensuring we are in adherence to bylaw 94-2007. I thank the municipality for working with us as we have regrouped our efforts after multiple unexpected resignations in the past few months.

I am also committed to leading our group to deliver on our mandate and meeting this will be the focus of our group going forward. We have 3 areas of focus:

- improvement, maintenance, and beautification of our BIA area
- enhancing economic development and community engagement by promoting our BIA area as a business and shopping district
- increasing engagement of our BIA members and attracting members to participate in events or at Board level.

Our work thus far includes work towards all 3 areas:

- a new plan for our community planters, continuance of promotional business banners on the main street, and increased board focus on beautification efforts
- events line up for this year including 5 STS events, Classic Car Cruise, a new Sip & Savour event, and moonlight madness event (the first of which was held in Nov last year)

-immediate recruitment of 2 new board members with continuing focus on increasing engagement of BIA members and attracting members to the board, projected minimum 2 membership events this year including the AGM.

I'd also like to address the difficult decision to step away from Sunsplash. This was not a decision we made lightly and it was after reassessing the alignment of the event with the mandate of the BIA and capacity of our organization. As a BIA our focus will be on events that will support our BIA members. As mentioned, we will maintain our STS events and the car show, which are both key community events. We will redirect efforts to new events with closer ties to our local business community.

Thank you again for the opportunity to meet with you today. I speak for myself and our BIA Board in the excitement of working together to benefit our Belle River community and businesses!

**5. Updates from the Municipality** relating to Council Items- John Kerr and Sarah Regan introduced Councillor Kelsey Santarosa to the group as she will be our new Council appointed liaison.

[Kelsey Santarossa](#) advised that she will make the connection to the Municipality's legal point of contact for the BIA's insurance policy inquiries.

**6. Executive Director's Report-** Melissa Lauzon- see attached.

New report format. Melissa will provide updates on ongoing initiatives that previously fell to the committee chairs to report on. New format for report to cover committee focuses.

#### *Operations*

-Insurance update, thank you to Derek for assisting. New broker, Kyle MacDonald will attend the April meeting to answer questions.

#### *Marketing*

-A 12 month plan for the roadside signage on Highway 22 has been submitted to Tri- County Signs. This should assist in gaps that have been experienced this past year.

-Partnership Package has been pre-circulated to the board for approval. Changes noted with the title of the Car Show as well as the addition of another sponsorship level in the \$250 range. Will go to print this Friday.

-Continue to manage social media, disabling comments when needed.

*Membership-* Stefanie reported that she and Melissa will meet to review the Associate members to address invoicing as well as identify potential new members. We will look to plan a

networking event for our members on April 30th, 2025, with details to follow. It was noted that more frequent, informal gatherings to bring members together will provide opportunity for meaningful engagement. Melissa and board members can take a few minutes during these gatherings to provide updates to the membership and seek feedback.

*Beautification-* quote for planting and from Kat O'Neil, watering services and Quality Turf  
Quote detail: \$2800, plant material and planting, watering \$15,675

Sarah will reach out to Janel Gagnier for a proposal but both were presented as options. In the case of bringing [Janel Gagnier](#) planting and watering would be included. [Sarah Regan](#) to follow up with Janel around a proposal and insurance.

*Events-* lineup of events announced. Vendor Registrations have been posted. Melissa to visit the businesses when the partnership packages and event posters are ready. Sip and Savour July 17th, 2025. The Car Show date changed to July 18th.

*Financial update-* Bookkeeping has been brought back to the municipality. Pending today's vote, the budget will be submitted to the municipality for approval.

## **8. New Business**

a. Budget Discussion continued. Attached.

*Motion:* That the Board approve the 2025 Budget as presented for the Belle River Business Improvement Area (BIA) to submit to the Municipality of Lakeshore.

Moved: Jay    Seconded: Shawn    Carries

b. Resignations of Tina Roy, Ryley Gwilliam, Jordyn Bailey

*Motion:* The Belle River on the Lake BIA Board of Management moves to accept the resignations of Tina Roy, Jordyn Bailey, and Ryley Gwilliam, with appreciation for their time and contributions to the organization.

Moved: Shawn Sauve    Seconded: Kristy Osborne    Carries

c. Welcome newly appointed board members

*Motion:* That the Belle River BIA Board of Directors accept the appointments of George Marar and Jen Haggitt-Lutsch to the Board of Management, as appointed by the Municipality of Lakeshore during their regular meeting of council held on March 4th, 2025. We welcome them to the Board and look forward to their contributions to the organization.

Moved: Kristy Osborne    Seconded: Jay Coulter    Carries

d. Motion to Elect Chairperson

*Motion:* The Belle River on the Lake BIA Board of Directors moves to elect Sarah Regan as Chairperson of the Board. We look forward to her leadership and contributions in guiding the organization.

Moved: Kristy Osborne      Seconded: Jay Coulter      Carries

e. Motion to Elect Vice-Chair

*Motion:* The Belle River BIA Board of Directors moves to elect Kristy Osborne as Vice-Chairperson of the Board.

Moved: Shawn Sauve Seconded: [Jay Coulter](#)      Carries

**9. Next Meeting-** April 7th, 2024, 11:45am - The Bourbon

**10. Adjournment-** The meeting was adjourned at 1:35pm.

# Municipality of Lakeshore – Report to Council

## Corporate Services

### Deputy Chief Administrative Officer- Chief Financial Officer



**To:** Mayor and Members of Council

**From:** Justin Rousseau, Deputy Chief Administrative Officer- Chief Financial Officer

**Date:** March 18, 2025

**Subject:** 2025 Final Levy and Tax Rate

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### Recommendation

Direct the Clerk to read By-law 28-2025 establishing the 2025 Municipal Tax Levy and Tax Rates, as presented at the April 8, 2025 Council meeting.

### Strategic Objectives

The report is not directly linked to a strategic objective; however, it is a fundamental component of municipal operations.

### Background

At its meeting on March 4, 2025, Council resolved:

Resolution #63-03-2025

Direct the Clerk to read By-law 18-2025, adopting the 2025 Budget Estimates, during the Consideration of By-laws; and

Direct Administration to publish the 2025 Budget Book, as presented at the March 4, 2025, Council meeting.

Council adopted By-law 18-2025 accordingly.

### Comments

Council received the 2025 Draft Budget on December 10, 2025. Council met to deliberate the 2025 Draft Budget on January 23, 2025.

Further to Council's deliberations, the overall levy increase was amended to \$1,664,295. When factoring in the County levy and the School board levy, the blended rate equates to an increase of 2.77% (2.73% municipal levy increase). This translates to an additional \$103 on a home valued at \$270,000. Garbage collection fees will also



decrease by \$17 per year due to adjustment on the garbage contract forecast for a total annual increase of \$86 for an average home with garbage collection.

### **Financial Impacts**

By-law 28-2025 establishes the 2025 municipal own purposes tax levy and rates for the collection of that levy. The 2025 tax rates have been calculated based on tax ratios approved by the County of Essex and by the province. In addition, the By-law establishes rates for garbage collection charges and sets the 2025 BIA levy and rates for the collection of that levy.

### **Report Approval Details**

Document Title:	2025 Final Levy and Tax Rates.docx
Attachments:	
Final Approval Date:	Mar 28, 2025

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

Prepared by Justin Rousseau

Approved by the Corporate Leadership Team

**Notice of Motion submitted by Councillor Santarossa regarding Signalisation at County Road 22 and Willowwood**

That the Council of the Municipality of Lakeshore request that the County of Essex include the full signalisation of Willowwood Drive in Phase 1 of the County Road 22 expansion.

## **Notice of Motion submitted by Councillor Kerr regarding Lakeview Park Splash Pad**

Direct Administration to prepare, before Lakeshores 2026 budget deliberations, an engineering report with costs ready to send out for a Request For Proposal for the refurbishment of the splashpad area of Lakeview Park.

The funding for this motion to come from the Plans and Studies Reserve fund. This fund's expected end of year balance is \$660,000.

The intent of this motion is to have ready, should Council choose at our 2026 budget deliberation, to start a refurbishing project of the outdated splashpad that would be placed on top of existing infrastructure. This would be a size appropriate splashpad to the existing infrastructure but updated in functions similar to River Ridge Park. The intent also, is to have this project ready to apply for upper level of government grants such as Community Sport and Recreation infrastructure fund (CSRIF), or the Ontario Trillium Foundation should it qualify.

# Municipality of Lakeshore

## By-law 25-2025

**Being a By-law to Approve the Annexation of 440 Brighton Road (“Monroe Island”) by the Town of Tecumseh and to Authorize a Boundary Adjustment Agreement between the Municipality of Lakeshore, the Corporation of the Town of Tecumseh and the Corporation of the County of Essex.**

**Whereas** section 9 of the *Municipal Act, 2001*, S.O. 2001, c. 25, provides that a municipality has the capacity, rights, powers and privileges of a natural person for the purpose of exercising its authority under this or any other Act;

**And whereas** sections 171 through 173 of the *Municipal Act, 2001*, together with Ontario Regulation 216/96, establish a structured process for annexation;

**And whereas** it is deemed necessary to enter into a Boundary Adjustment Agreement with the Corporation of the Town of Tecumseh and the Corporation of the County of Essex to authorize the annexation of the lands municipally known as 440 Brighton Road (“Monroe Island”), as recommended by the Division Leader – Legal Services at the April 8, 2025 Council meeting;

**Now therefore the Council of the Municipality of Lakeshore enacts as follows:**

1. The Mayor and the Clerk are authorized to execute a Boundary Adjustment Agreement with the Town of Tecumseh and the County of Essex, with the form approved by Legal Services and the content approved by the Corporate Leader – General Counsel.
2. The authority granted in Section 1 includes the authority to execute any related amendments or agreements in furtherance of this agreement.
3. In the event of a conflict between this by-law and another Lakeshore by-law, this by-law prevails.
4. This By-law comes into force and effect upon passage.

Read and passed in open session on April 8, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**

# Municipality of Lakeshore

## By-law 28-2025

### Being a By-law to Adopt the Tax Rates and to Provide for Penalty and Interest in Default of Payment for the year 2025

**Whereas** the Council of the Municipality of Lakeshore adopted By-Law 18-2025, Being a By-Law to Adopt the 2025 Budget, on March 4, 2025, which established the final levy as described in Schedule 'A';

**And whereas** section 312 of the *Municipal Act, 2001*, S.O. 2001, c.25, provides that the council of a local municipality shall, after the adoption of the estimates for the year, pass a by-law to levy a separate tax rate on the assessment in each property subclass;

**And whereas** the property subclasses have been prescribed by the Minister of Finance under the Assessment Act and Regulations thereto and have been determined on the basis of the aforementioned property assessment rolls and are detailed on Schedule 'B' attached hereto and which forms part hereof;

**And whereas** section 312 of the *Municipal Act, 2001* requires tax rates to be established in the same proportion to tax ratios;

**And whereas** section 208 of the *Municipal Act, 2001* provides that the council of a municipality may in each year levy a special charge upon rateable property in a business improvement area which has been designated under section 204 that is in a prescribed business property class sufficient to provide a sum equal to the sum of money provided for the purposes of the board of management for that area;

### Now therefore the Council of the Municipality of Lakeshore enacts as follows:

1. The final levy for general municipal purposes for the year 2025 is \$42,483,424.00.
2. For the year 2025, the Municipality of Lakeshore shall levy upon the whole of the rateable assessment the rates of taxation, per current value assessment, as particularized in Schedule 'C' attached.
3. There shall be levied and collected for the purposes of the Board of Management of the Bell River – On the Lake Business Improvement Area, \$98,914.00 at rates, per current value assessment, as particularized in Schedule 'C' for each prescribed business property class and subclass within the business improvement area.

4. There shall be levied and collected for the purposes of solid waste management a garbage collection fee as follows:
  - a. Each residential unit - \$184.46 and
  - b. Each commercial unit in the Commercial district - \$754.65.
5. All other rates as provided for in the states of Ontario and in the by-laws of the Municipality, be levied and collected in the manner as directed and authorized by said statutes and by-laws.
6. For payments-in-lieu of taxes due to the Municipality of Lakeshore, the actual amount due shall be based on the assessment roll and the tax rates for the year 2025 plus applicable interest and penalties.
7. (a) The final taxes for each property shall be the total of all levies imposed under this by-law reduced by the amount of the interim levy for 2025.  
  
(b) Final taxes for the year 2025 shall be payable in two installments, the first of such installments shall become due and payable on the 31<sup>st</sup> day of July and the second installment shall become due and payable on the 31<sup>st</sup> day of October. Taxes of up to \$200.00 shall be due and payable on the first installment.  
  
(c) Notwithstanding subsection (b), should the capping adjustments required under the provisions as adopted by the County of Essex Council be delayed, then the final due dates for taxes in the Commercial, Industrial and Multi-residential tax classes subject to Part IX of the *Municipal Act, 2001*, may be separately established by the Treasurer.  
  
(d) The due dates for Supplementary Tax Levies, resulting from amended assessment values being received from the Municipal Property Assessment Corporation under section 32, 33 and 34 of the Assessment Act, shall be established by the Treasurer as required.
8. That a penalty charge of one and one quarter percent (1 ¼%) on the first day in which default occurs shall be imposed for non-payment of taxes.
9. A late payment charge of one and one quarter percent (1 ¼%) on the first day of each calendar month thereafter on the outstanding taxes due shall be imposed for non-payment of taxes.
10. The Treasurer of the Municipality of Lakeshore may receive payments on account of the said taxes and rates in advance of the day hereby fixed for the payment of any installment, but no discount on the amount shall be allowed for the prepayment.

11. The Treasurer may accept part payment from time to time on account of any installment provided that acceptance of any such part payment shall not affect the collection of the percentage charge imposed under section 8 and 9 hereof.
12. The Treasurer is hereby authorized to accept ten (10) monthly payments on account of taxes due on a pre-authorized payment plan. The first six (6) monthly payments shall be calculated based on the prior years taxes plus 5% divided over 10 months. The final four (4) monthly payments shall be for the actual final levy amount less the previous monthly payments received. Each of the monthly payment shall be due on the 15<sup>th</sup> of the month commencing in January of the taxation year. If the 15<sup>th</sup> falls on a non-working day the amount will be due on the first previous working day.
13. Penalty charges shall be added if payments are in default.
14. Failure to receive a tax notice does not exempt the property owner from penalty and late payment charges as outline in sections 8 and 9 above.
15. If any section, portion, or Schedule of this by-law is found by a court of competent jurisdiction to be invalid, it is the intent of Council that all remaining sections, portions and Schedules of this by-law continue in force and effect.
16. Schedule 'A', 'B' and 'C' attached hereto shall be and form a part of this by-law.
17. This By-law comes into force and effect upon passage.

Read and passed in open session on April 8, 2024.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**

**PART 1 - Municipal Taxation Revenue****Municipal Revenue**

<b>Revenue Category</b>	<b>Amount</b>
User Fee Revenue	1,523,160
Licences & Permits	786,100
Fines Revenue	3,600
Recovery of Staff	750,900
Grant Revenue	756,590
Sponsorships & Donations	5,000
Advertising Revenue	15,000
Miscellaneous Revenue	123,300
Concession Revenue	12,100
Rental Income	138,665
Interest Revenue	3,233,000
Special Charges On Taxes	281,940
Payments in Lieu	400,000
Debenture Revenue	5,000
Waste Collection	3,212,548
Recovery Of Wages	40,000
Recovery Of Expense	480,422
Wind Farm Revenue	394,640
Federal Gas Tax	1,987,053
OCIF	2,970,646
OMPF	480,000
Provincial Offences	110,000
Supplementary Tax Revenue	945,000
Slip Rentals	396,000
Wage Subsidy	153,700
Municipal Levy	42,483,424
Fuel and Oil Sales	319,880
Aquatics Revenue	696,500
Ice Revenue	1,276,765
Gaming Revenue	150,000
<b>Total Revenue</b>	<b>64,130,933</b>



## Schedule A to By Law

### Municipal Expenses

Revenue Category	Amount
Wages	18,939,155
Office Expenses	2,590,432
Administrative Expenses	3,758,591
Operating Costs	17,400,388
Program Supplies	1,130,504
Reserves	20,311,863
Total Expense	64,130,933

### Wastewater Revenue

Revenue Category	Amount
Miscellaneous Revenue	28,985
Local Improvements	100,000
Consumption Charge	6,019,174
Basic Charge	3,458,981
Total Revenue	9,607,140

### Wastewater Expenses

Revenue Category	Amount
Wages	101,898
Office Expenses	7,600
Administrative Expenses	4,557,948
Operating Costs	4,613,779
Reserves	325,915
Total Expense	9,607,140

### Water Revenue

Revenue Category	Amount
User Fee Revenue	95,950
Miscellaneous Revenue	41,000
Interest Revenue	100,000
Meter Sales	195,000
Watermain Revenue	23,723
Consumption Charge	7,035,033
Basic Charge	4,261,283
Recovery of Staff	231,000

## Schedule A to By Law

Recovery of Expense	234,000
Total Revenue	12,216,989

### Water Expenses

Revenue Category	Amount
Administrative Expenses	1,813,963
Office Expenses	212,000
Operating Costs	2,086,599
Program Supplies	337,000
Reserves	4,223,813
Wages	3,543,614
Total Expense	12,216,989

## PART II Reserves

Name	Type of Fund	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Projected Closing Balance
Parkland Dedication	Obligatory Reserve Funds	1,203,512			3,068,000	114,284	(1,750,204)
Development Charges	Obligatory Reserve Funds	1,061,380		5,266,993	1,445,000	2,908,861	(2,741,752)
Federal Gas Tax	Obligatory Reserve Funds	127,053	1,987,053		-		2,114,106
Building Services – Operating	Obligatory Reserve Funds	970,979	-	654,100	-		316,879
Building Services – Capital	Obligatory Reserve Funds	175,390	-		-		175,390
Tree Planting – Subdivisions	Obligatory Reserve Funds	140,622	-	20,000	-		120,622
Parking Lot Development	Obligatory Reserve Funds	749	-		-		749
Ontario Community Infrastructure Fund (OCIF)	Obligatory Reserve Funds	429,184	2,970,646	80,000	-		3,319,830
OCLIF Cannabis Legalization	Obligatory Reserve Funds	37,149	-		-		37,149
Modernization Program Grant	Obligatory Reserve Funds	-	-		-		-

Schedule A to By Law

Name	Type of Fund	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Projected Closing Balance
Invest Windsor Essex - Economic Development	Obligatory Reserve Funds	201,986	-		-		201,986
Safe Restart	Obligatory Reserve Funds	264,383	-	264,000	-		383
Housing Accelerator Fund	Obligatory Reserve Funds	7,436,162					7,436,162
Future Employee Benefits	Discretionary Reserve Funds	714,999	-		-		714,999
Debt Reduction	Discretionary Reserve Funds	1,440,753	-		-		1,440,753
Wastewater	Discretionary Reserve Funds – Wastewater	598,568	3,732,133		4,113,320		217,381
Wastewater – Capital	Discretionary Reserve Funds – Wastewater	271,814	271,600		-		543,414
Water	Discretionary Reserve Funds – Water	18,874,022	5,368,795		14,105,000		10,137,817
Water – Filters	Discretionary Reserve Funds – Water	1,473,084	103,000		-		1,576,084
Working Funds	Reserves	-	-		-		-

Schedule A to By Law

Name	Type of Fund	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Projected Closing Balance
Contingency	Reserves	1,442,026	-		-		1,442,026
Community Improvement Plan	Reserves	100,133	-		-		100,133
Assessment Stabilization	Reserves	1,939,651	-	-	-		1,939,651
Accumulated Sick Leave	Reserves	55,130	-		-		55,130
Employee Related	Reserves	484,593	33,100	-	40,000		477,693
Self-Insuring	Reserves	552,477	16,000	101,517	-		466,960
Community Benefit	Reserves	1,148,432	239,640	25,500	625,000		737,572
Police Operating	Reserves	279,452	-	275,000	-		4,452
Winter Control	Reserves	472,398	-		-		472,398
Water Working Funds	Reserves	1,064,058	-		-		1,064,058

Schedule A to By Law

Name	Type of Fund	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Projected Closing Balance
Water - Contingency	Reserves	319,929	-		-		319,929
Hydro One Community Benefit Grant	Reserves	(1,242,000)	580,000				(662,000)
Union Water Supply	Reserves	419,228	-		-		419,228
Facilities – New	Reserves	10,103,336	1,249,500		-		11,352,836
Facilities	Reserves	419,816	897,800		130,000		1,187,616
Furniture and Fixtures	Reserves	62,139	24,600		30,000		56,739
Vehicles & Equipment	Reserves	924,415	498,500		1,485,000		(62,085)
Technology & Office Equipment	Reserves	101,776	251,200		190,000		162,976
Fire Vehicles & Equipment	Reserves	1,688,834	452,200		2,141,284		(250)
Roads	Reserves	13,802,234	8,573,639	200,000	4,545,000		17,630,873

Schedule A to By Law

Name	Type of Fund	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Projected Closing Balance
Railway Crossings	Reserves	49,550	-		-		49,550
Bridges & Culverts	Reserves	3,195,011	598,300		2,400,000		1,393,311
Storm water	Reserves	1,506,622	1,084,600		40,000		2,551,222
Road Share of Drainage	Reserves	1,828,905	378,700	-	-		2,207,605
Gravel Road Conversion	Reserves	991,008	845,200		290,000		1,546,208
Street Lights – New	Reserves	1,818,448	239,000		75,000		1,982,448
Playground Equipment	Reserves	325,314	164,500		-		489,814
Trails – New	Reserves	712,757	361,900		650,000		424,657
Trails – Existing	Reserves	350,400	99,600		450,000		(0)
Parks Signage	Reserves	72,185	10,300		20,000		62,485

Schedule A to By Law

Name	Type of Fund	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Projected Closing Balance
Parks Furniture & Fixtures	Reserves	1,310,409	600,000		371,000		1,539,409
Building Repairs & Maintenance	Reserves	924,801	57,700		-		982,501
Election	Reserves	33,437	35,000		-		68,437
Tree Replacement	Reserves	20,000	-		20,000		0
Plans & Studies	Reserves	660,500	34,500	20,000	355,000		320,000
Legal Reserve	Reserves	76,298	-		-		76,298
Heritage Committee	Reserves	15,006	-	15,006	-		-
Economic Development	Reserves	769,015	25,000		-		794,015
BIA	Reserves	17,518	-		-		17,518
Union Water Supply - Operating	Reserves	199,367					199,367



Schedule A to By Law

Name	Type of Fund	Projected Opening Balance	Contributions	Operating Draws	Capital Draws	Estimated Development Charges To Be Collected	Projected Closing Balance
		84,436,396	31,783,706	6,922,116	36,588,604	3,023,145	75,732,527

**Municipality of Lakeshore  
Assessment for 2025 Taxation**

Description	Assessment Class	RTC	RTQ	Assessment
Commercial	Commercial: Taxable: Farmland Awaiting Development Phase I	C	1	4,524,000
Commercial	Commercial: Payment in Lieu: Full	C	F	11,170,300
Commercial	Commercial: Payment in Lieu: General	C	G	1,622,000
Commercial	Commercial: Taxable: Full, Shared Payment in Lieu	C	H	506,700
Commercial	Commercial: Taxable: Full	C	T	209,730,042
Commercial	Commercial: Taxable: Excess Land	C	U	3,618,000
Commercial	Commercial: Taxable: Vacant Land	C	X	8,427,900
Commercial	Commercial: Payment in Lieu: Full, Vacant Land	C	Y	110,000
Office Building	Office Building	D	T	592,200
Exempt	Exempt	E		156,426,980
Farm	Farm: Taxable: Full	F	T	722,053,709
Parking Lot	Parking Lot: Taxable: Full	G	T	1,766,000
Industrial	Industrial: Taxable: Farmland Awaiting Development Phase I	I	1	843,600
Industrial	Industrial: Taxable: Full, Shared PIL	I	H	2,335,800
Industrial	Industrial: Taxable Full, Shared PIL	I	J	20,500
Industrial	Industrial: Taxable Full Shared PIL	I	K	1,204,200
Industrial	Industrial: Taxable: Full	I	T	108,672,700
Industrial	Industrial: Taxable: Excess Land	I	U	2,092,400
Industrial	Industrial: Taxable: Vacant Land	I	X	4,794,800
Large Industrial	Large Industrial: Taxable: Full	L	T	117,973,700
Large Industrial	Large Industrial: Taxable: Excess Land	L	U	3,076,300
Multi-Residential	Multi-Residential: Taxable: Full	M	T	5,486,000
New Multi Residential	New Multi-Residential: Taxable: Full	N	T	775,000
Pipeline	Pipeline: Taxable: Full	P	T	57,244,000
Residential	Residential: Taxable: Farmland Awaiting Development Phase I	R	1	850,200
Residential	Residential: Payment in Lieu: Full	R	F	1,687,000
Residential	Residential: Payment in Lieu: General	R	G	671,600
Residential	Residential: Payment in Lieu	R	H	809,300
Residential	Residential: Payment in Lieu: Full, Taxable Tenant of Province	R	P	69,000
Residential	Residential: Taxable: Full	R	T	4,965,981,869
Shopping Centre	Shopping Centre: Taxable: Full	S	T	27,506,000
Managed Forests	Managed Forests: Taxable: Full	T	T	800,000
Utility Transmission & Distribution Corridors	Utility Transmission: Taxable: Full, Shared Payment in Lieu	U	H	
Railway Right-of-Way	Railway: Taxable: Full	W	T	
		Total		6,423,441,800
Source: MPAC				

**Municipality of Lakeshore  
2025 Municipal Tax Rates**

<b>Assessment Class</b>	<b>RTC</b>	<b>RTQ</b>	<b>Tax Rate</b>	<b>BIA Tax Rate</b>
Commercial: Taxable: Farmland Awaiting Development Phase I	C	1	0.00175410	
Commercial: Payment in Lieu: Full	C	F	0.00759210	
Commercial: Payment in Lieu: General	C	G	0.00759210	
Commercial: Taxable: Full, Shared Payment in Lieu	C	H	0.00759210	
Commercial: Taxable: Full	C	T	0.00759210	0.0026552
Commercial: Taxable: Excess Land	C	U	0.00759210	0.0026552
Commercial: Taxable: Vacant Land	C	X	0.00408710	0.0014294
Commercial: Payment in Lieu: Full, Vacant Land	C	Y	0.00759210	
Office Building	D	T	0.00759210	
Exempt	E		0.00000000	
Farm: Taxable: Full	F	T	0.00175410	
Parking Lot: Taxable: Full	G	T	0.00408710	0.0014294
Industrial: Taxable: Farmland Awaiting Development Phase I	I	1	0.00175410	
Industrial: Taxable: Full, Shared Payment in Lieu	I	H	0.01362950	
Industrial: Taxable: Full, Shared Payment in Lieu	I	J	0.01362950	
Industrial: Taxable: Full, Shared Payment in Lieu	I	K	0.01362950	
Industrial: Taxable: Full	I	T	0.01362950	
Industrial: Taxable: Excess Land	I	U	0.01362950	
Industrial: Taxable: Vacant Land	I	X	0.01362950	
Large Industrial: Taxable: Full	L	T	0.01884690	
Large Industrial: Taxable: Excess Land	L	U	0.01884690	
Multi-Residential: Taxable: Full	M	T	0.00771810	
New Multi-Residential: Taxable: Full	N	T	0.00771810	
Pipeline: Taxable: Full	P	T	0.00914250	
Residential: Taxable: Farmland Awaiting Development Phase I	R	1	0.00175410	
Residential: Payment in Lieu: Full	R	F	0.00701650	
Residential: Payment in Lieu: General	R	G	0.00701650	
Residential: Payment in Lieu: Full	R	H	0.00701650	
Residential: Payment in Lieu: Full, Taxable Tenant of Province	R	P	0.00701650	
Residential: Taxable: Full	R	T	0.00701650	
Shopping Centre: Taxable: Full	S	T	0.00759210	0.0026552
Managed Forests: Taxable: Full	T	T	0.00175410	
Utility Transmission: Taxable: Full, Shared Payment in Lieu	U	H		
Railway: Taxable: Full	W	T		

# Municipality of Lakeshore

## By-law 29-2025

### Being a By-law for the Bridge over the McCann Drain in the Municipality of Lakeshore

**Whereas** pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

**And whereas** the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the construction of a Bridge over the McCann Drain;

**And whereas** the report dated March 10, 2025 has been authorized by N.J. Peralta Engineering Ltd. and the attached report forms part of this by-law;

**And whereas** the estimated total cost of the drainage work is \$60,431.00;

**And whereas** \$2,721.00 is the amount to be contributed by the Municipality of Lakeshore for the drainage works.

#### **Now therefore the Council of the Municipality of Lakeshore enacts as follows:**

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$60,431.00, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
  - a. grants received under section 85 of the *Drainage Act*;
  - b. monies paid as allowances;
  - c. commuted payments made in respect of lands and roads assessed with the municipality;
  - d. money paid under subsection 61(3) of the *Drainage Act*; and
  - e. money assessed in and payable by another municipality.

4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.
  - a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
  - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
  - c. For paying the amount \$2,721.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
  - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the “Bridge over the McCann Drain By-law”.
6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on April 8, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**

Read a final time and passed in open session on \_\_\_\_\_, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**

# Municipality of Lakeshore

## By-law 31-2025

### Being a By-law for the Bridge over the Hostine Drain in the Municipality of Lakeshore

**Whereas** pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

**And whereas** the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the construction of a Bridge over the Hostine Drain;

**And whereas** the report dated March 21, 2025 has been authorized by N.J. Peralta Engineering Ltd. and the attached report forms part of this by-law;

**And whereas** the estimated total cost of the drainage work is \$53,105.00;

**And whereas** \$0.00 is the amount to be contributed by the Municipality of Lakeshore for the drainage works.

#### **Now therefore the Council of the Municipality of Lakeshore enacts as follows:**

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$53,105, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
  - a. grants received under section 85 of the *Drainage Act*;
  - b. monies paid as allowances;
  - c. commuted payments made in respect of lands and roads assessed with the municipality;
  - d. money paid under subsection 61(3) of the *Drainage Act*; and
  - e. money assessed in and payable by another municipality.

4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.
  - a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
  - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
  - c. For paying the amount \$0.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
  - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the "Bridge over the Hostine Drain By-law".
6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on April 8, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**



Read a final time and passed in open session on \_\_\_\_\_, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**

# Municipality of Lakeshore

## By-law 32-2025

### Being a By-law for the Webbwood Drain in the Municipality of Lakeshore

**Whereas** pursuant to section 78 of the *Drainage Act*, R.S.O. 1990, c.D.17, Council may pass by-laws to undertake major improvement projects for the better use, maintenance and report of drainage works or of lands or roads, in accordance with the report of an engineer appointed by the Municipality, and without the petition required by section 4 of the *Drainage Act*;

**And whereas** the Council of the Municipality of Lakeshore has procured a report under section 78 of the *Drainage Act* for the analysis of the Webbwood Drain;

**And whereas** the report dated March 19, 2025 has been authorized by N.J. Peralta Engineering Ltd. and the attached report forms part of this by-law;

**And whereas** the estimated total cost of the drainage work is \$32,854.00;

**And whereas** \$0.00 is the amount to be contributed by the Municipality of Lakeshore for the drainage works.

### **Now therefore the Council of the Municipality of Lakeshore enacts as follows:**

1. The report attached as Schedule "A" to this by-law is adopted and the drainage works is authorized and shall be completed as specified in the report.
2. The Municipality of Lakeshore may borrow on the credit of the Municipality the amount of \$32,854.00, being the amount necessary for the improvement of the drainage works.
3. The Municipality of Lakeshore may issue debentures for the amount borrowed less the total amount of:
  - a. grants received under section 85 of the *Drainage Act*;
  - b. monies paid as allowances;
  - c. commuted payments made in respect of lands and roads assessed with the municipality;
  - d. money paid under subsection 61(3) of the *Drainage Act*; and
  - e. money assessed in and payable by another municipality.
4. Such debentures shall be made payable within 5 years from the date of the debentures and shall bear interest at a rate of 1% more than the municipal lending rates as posted by Infrastructure Ontario on the date of sale of such debentures.

- a. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 5 years after the passing of this by-law.
  - b. Where the assessment exceeds \$10,000, debentures may be issued for a 10-year period. A special equal annual rate sufficient to redeem the principal and interest on the debenture(s) shall be levied upon the lands and roads as shown in the schedule and shall be collected in the same manner and at the same as other taxes are collected in each year for 10 years after the passing of this by-law.
  - c. For paying the amount \$0.00, being the amount assessed upon the lands and roads belonging to or controlled by the Municipality, a special rate sufficient to pay the amount assessed plus interest thereon shall be levied upon the whole rateable property in the Municipality of Lakeshore in each year for 5 years after the passing of this by-law to be collected in the same manner and at the same time as other taxes collected.
  - d. All assessments of \$1,500.00 or less are payable in the first year in which the assessments are imposed.
5. This by-law shall be known as the “Webbwood Drain By-law”.
  6. This By-law comes into force and effect upon passage.

Read a first and second time, and provisionally adopted, in open session on April 8, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**

Read a final time and passed in open session on \_\_\_\_\_, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**

# Municipality of Lakeshore

## By-law 34-2025

### 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 March 25, 2025 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 April 8, 2025.

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**Mayor  
Tracey Bailey**

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**Clerk  
Brianna Coughlin**