

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:

| Funding Application | Application Submission Date | Application Amount | Expected Grant Contribution | Outcome |
|----------------------------------------------|------------------------------------|---------------------------|------------------------------------|----------------|
| 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 |
|---------------------------|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Executive Team | | |
| Program Owner | Council | Supports, adopts and funds the Program. Receives updates to the Program, as required and at key milestones. |
| Program Executives | 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. |
| Program Sponsor | 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. |
| Core Team | | |
| Program Manager | 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. |

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|------------------------------------------------------------------------------|--------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>* Program Coordinator *NEW ROLE CONTRACT (5 YEARS)</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>Advocacy Support Partner</p> | <p>Corporate Leader, CFO</p> | <p>CFO acts as the Advocacy Partner to the Program Manager. Supports and certifies grant applications.</p> |
| <p>Financial & Grant Manager</p> | <p>Division Leader, Financial Planning & 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>Communication & Engagement</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>*Project Risk Manager *NEW ROLE PERMANENT</p> | <p>Senior Leader, Engineering & 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>Project Manager</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> |

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| Project Management Leadership Support *NEW ROLE CONTRACT (5 YEARS) | 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. |
| Project Technical Support *NEW ROLE CONTRACT (5 YEARS) | 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. |
| Project Finance Support *NEW ROLE CONTRACT (5 YEARS) | 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. |
| Support Team | | |
| Land Use Planning Advisor | 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. |
| Procurement Support | Purchasing Specialist | Provides procurement support through Project delivery and/or as required through procurement of resources to support EA/design/construction. |
| Legal Support | 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. |

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| Engineering Reviews and Approvals | Division Leader, Engineering | Supports detailed design and approvals. Ensure project involvement from an Engineering perspective throughout the project approvals and CLI process. |
| Operations Support | Water Management | Supports detailed design and approvals. Ensure project involvement from an Operations perspective throughout the project approvals and CLI process. |
| Project Coordinator | 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. |
| Project Technical Support | 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 3rd 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 3rd 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 |

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| 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

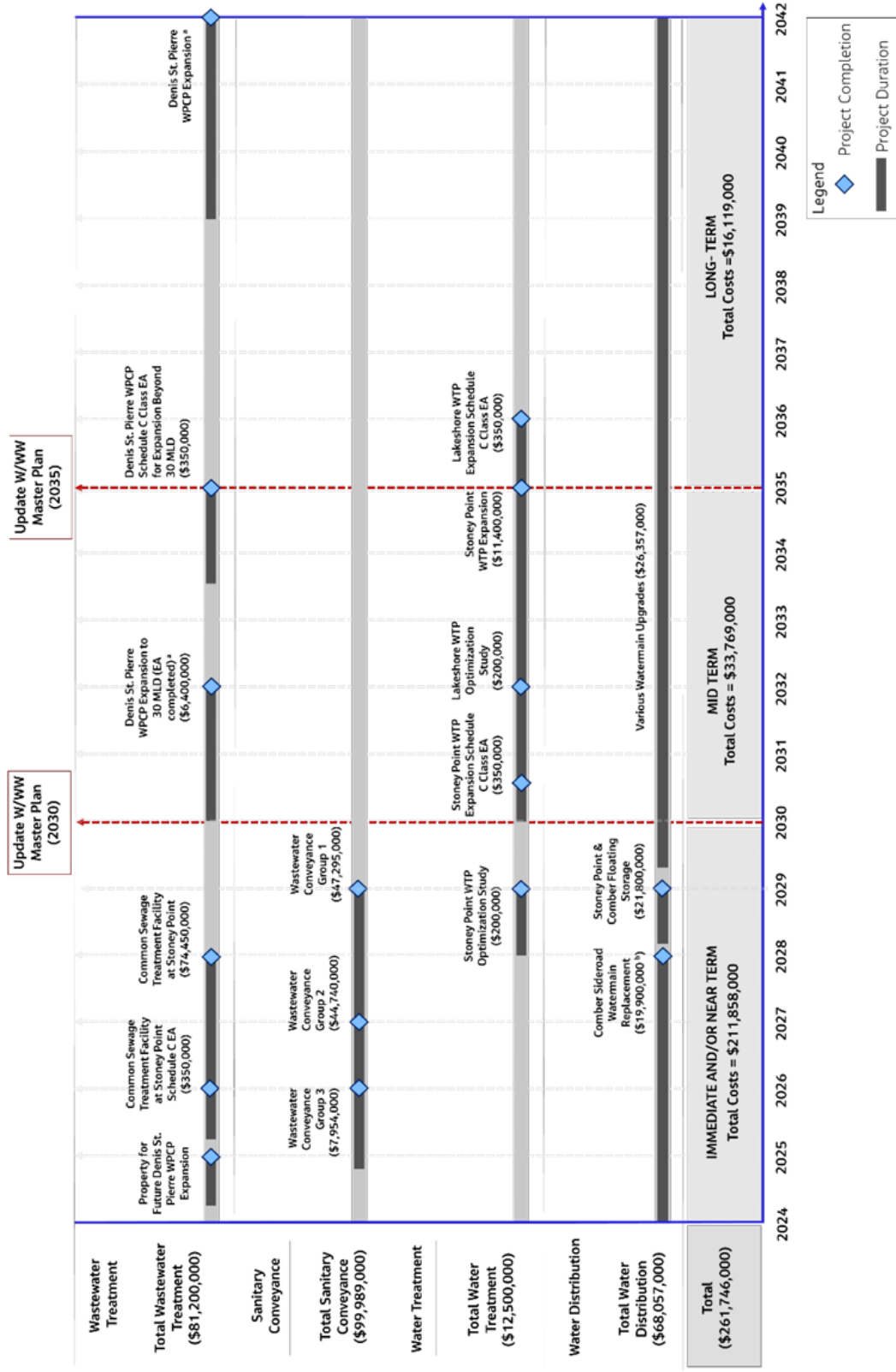
External Stakeholders:

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



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,



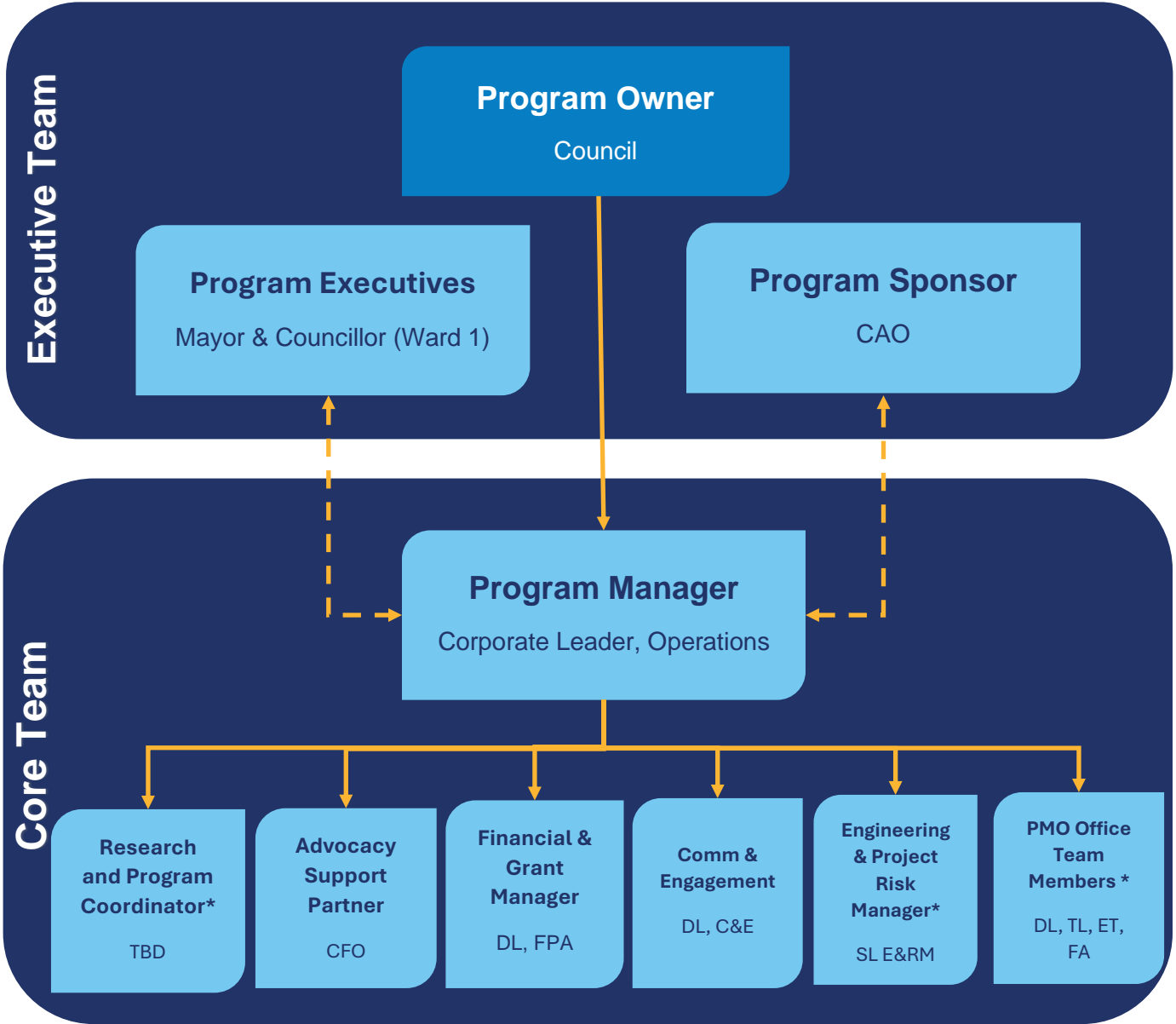
Mayor Tracey Bailey
Municipality of Lakeshore

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)

