



THE MUNICIPALITY OF LAMBTON SHORES

HARBOURS STRATEGIC PLAN



September
2014

Developed in Partnership with the Municipality,
the Lambton Shores Harbours Committee
and Community Stakeholders

Harbours Strategic Plan

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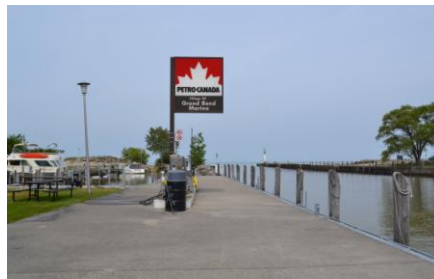
INTRODUCTION

The Harbours Strategic Plan represents a guide to the development and operation of the municipal marinas and the upstream harbour areas. The Plan was developed in partnership with various stakeholders including commercial marinas, businesses, homeowners, community groups and government agencies. It will help ensure the viability of the harbours, which in turn will have a positive economic impact for the community.

Marinas and Upstream Harbour Areas

Sailing and boating enthusiasts can find anything they need at the municipal marinas and the upstream harbour areas located in Port Franks and Grand Bend. The municipal marinas are open for business from the Victoria Day weekend until Thanksgiving weekend annually. Each location offers a variety of amenities for their patrons that will help make their visit to Lambton Shores an enjoyable one.

Grand Bend Marina



Grand Bend Marina, located at 91 River Road in the Grand Bend Harbour, is the larger of the two facilities and offers 35 transient and 30 seasonal boat slips with a public boat launch. The Grand Bend Marina is one of four marinas in Canada that is internationally recognized as a Blue Flag Marina.

Amenities offered include a gas dock (diesel); public washrooms and showers; pump-out electrical – 30 & 50amp; shuttle service; launch ramp; ice; and laundry facilities.

Port Franks Marina



Port Franks Marina, located at 7574 Biddulph Street in the Port Franks Harbour, provides 70 seasonal slips and 2 transient slips, a public boat launch, and a community park and picnic area. The Port Franks Marina has achieved internationally recognized Blue Flag Marina status for the past 6 years.

Amenities offered include public washrooms and showers; pump out electrical; launch ramp; ice; pavilion & picnic area; park with volleyball, basketball and swings.

HARBOURS COMMITTEE

In May 2013, the Lambton Shores Harbours Committee was established as a forum to provide advice and direction to the Municipal Council on issues affecting the municipal marinas and upstream harbour areas in Port Franks and Grand Bend.

The Committee is comprised of 6 public stakeholders to the committee with 2 members representing the Grand Bend Harbour, 2 members representing the Port Franks Harbour, 2 members representing upstream Ausable Cut property owners, the 3 Councillors representing the ward areas, and the Mayor as ex-officio. Public stakeholders include individuals who own property fronting one of the two harbours/marinas, recreational boaters who dock within the harbours, representatives of a boating club, and owners of private businesses who have an interest in harbour operations.

As a part of its mandate, Lambton Shores Council tasked the Committee with the following areas of responsibility:

- Review scope of short and long term harbour plans.
- Developing overarching principles to guide the evolution of the harbours.
- Developing partnerships and collaborative approaches to issue resolution.
- Stakeholder engagement.
- Needs of various harbour users.
- Seasonal and transient docking options.
- Annual dredging program.
- Response to low water conditions.
- Explore possible avenues for harbour funding programs.

To further these goals, the Committee initiated a strategic planning exercise with a purpose to develop a long range planning document to advise Council on short and long term goals for the Municipality's marinas and the upstream harbour areas.

The Committee undertook a methodical approach, and completed a seven step process to develop a Strategic Plan for the municipal marinas and upstream harbour areas.

Steps:

- Readiness assessment and planning to plan.
- Review and clarify committee mandate.
- Review and determine the mission and values.
- Internal and external environment scan/SWOT analysis.
- Detailed review of strategic issues.
- Strategy development.
- Draft plan.

STAKEHOLDERS

This plan has been developed by the Harbours Committee to address the many stakeholders of the municipal marinas and upstream harbour areas. Stakeholders include members of the boating community, commercial establishments, riverfront property owners, community associations, committees of Council, government agencies, First Nations, the County of Lambton, the Municipality of Lambton Shores, and the public at large.

Community Groups

Riverfront BUSINESSES Lambton Shores Council

County of Lambton Municipality of **LAMBTON SHORES**

HARBOURS COMMITTEE

Commercial Businesses **Boaters**

Community Associations First Nations

Riverfront **RESIDENTS** Government Agencies

General Public

MISSION STATEMENT

A mission statement is an action-oriented formulation of the Municipality’s purpose as it relates to marinas and harbours, and answers the following question: “What are we here to do, and why?”

Our mission:

The Municipality of Lambton Shores will, in partnership with its stakeholders, provide safe, functional, and attractive harbours to ensure that these natural assets are available to all members of the public.

VALUES

Values get to the core consideration of how the Municipality will conduct operations and decision making in this service area. Values articulate the principles that should be considered to be of paramount importance.

The following list of core values was developed to identify and guide the Committee and Municipality when developing goals and strategies for the marinas and harbours:

Value	Working Definition
Transparent	“Transparent” means harbour/marina related matters should be dealt with in an open and transparent manner so that the Municipality’s work is clear and precise.
Timeliness	“Timeliness” means that harbour/marina related matters will be addressed quickly, considering any external and internal constraints that may exist.
Proactive Planning	“Proactive Planning” means thinking and acting ahead of anticipated events and implementing proactive strategies and operations, considering any external and internal constraints that may exist.
Sustainable and Environmentally Conscious	“Sustainable and Environmentally Conscious” means maintaining Blue Flag status and following current environmental standards set out by the provincial and federal governments, and conducting operations with consideration given to the long-term impact on the natural environment.
Functional	“Functional” means ensuring that harbour/marina facilities are practically useful and accessible to all stakeholders.
Safety	“Safety” means ensuring that harbours/marinas are a safe environment for all stakeholders.

INTERNAL AND EXTERNAL ENVIRONMENTAL SCAN (SWOT ANALYSIS)

As a part of the planning process an internal and external environmental scan was completed to identify:

Internal Strengths – Resources or capabilities that Lambton Shores, as an organization, possesses that will enable it to accomplish its mission, mandates, and strategic agenda for the harbours/marinas.

Internal Weaknesses – Deficiencies in resources or capabilities that may prevent Lambton Shores from fulfilling the mission, mandates, and strategic agenda for the harbours. These are internal to the organization/location and can be controlled by Lambton Shores.

External Opportunities – Outside factors or situations that Lambton Shores can leverage to enable the organization to fulfill the mission, mandates, and strategic agenda for the harbours/marinas.

External Threats/Challenges – Outside, uncontrollable, situations and factors that can affect Lambton Shores in a negative way – making it harder to fulfill mission, mandates, and strategic agenda for the harbours/marinas.

Recognizing the unique nature of both respective marinas and harbour areas, a separate analysis was completed for both locations, and one for Lambton Shores as an organization.

Port Franks Harbour/Marina

Internal Strengths

- Blue Flag designation
- Existing trails in the Port
- Fishing
- Still boating in the river when lake is rough
- Nature opportunities are nearby
- Launch ramp
- Dragon boat /kayak/paddle clubs–paddle up the cut
- Access to quality beaches
- Surrounded by natural environment
- Access to marina services
- Family oriented
- Municipally owned marina
- Large established boating community
- Conservation lands
- Port Franks Yacht Club



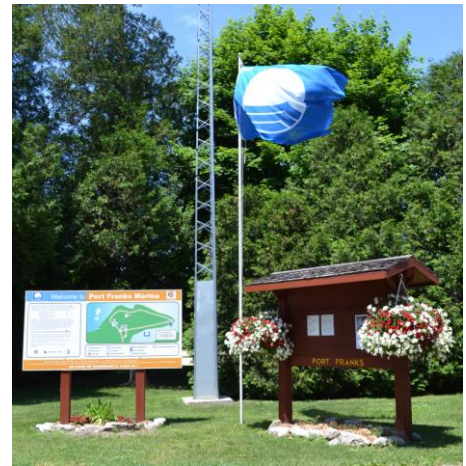
Internal Weaknesses

- Water depth
- Ice damage

- Parking
- Lack of municipal land along river
- Limited transient slips
- Tricky approach to harbour when lake is rough
- Services are not close to docks(groceries)
- No diesel fuel available

External Opportunities

- Room for expanded facilities at Municipal Marina
- Tie in eco-tourist elements
- Dragon boat / paddling excursions
- Private/Public partnerships
- Room for expanded facilities by private facility operators



External Threats

- Phragmites
- River silting, gravel bars
- Flooding, ice dams
- Expanded private facilities could interfere with civic planning or be at cross-purposes

Grand Bend Harbour/Marina

Internal Strengths

- Safe harbour – navigational lights
- Blue Flag designation
- Close proximity to retail, amenities
- Transient dockage
- Launch ramp
- Fuel / pump out facilities
- Name recognition
- Repair facilities
- Commercial Fishing
- Active Clubs (Yacht and Cruisers)
- Access to beaches – lifeguard patrolled, Blue Flag designation



Internal Weaknesses

- Water depth
- Infrastructure – docks, launch ramps
- Parking capacity – River Road
- Off the map for Cruisers
- Lack of marketing
- Lack of Range Light
- Shortage of permanent dockage
- Ownership of harbour building



External Opportunities

- Marketing to attract transients
- Increase capacity
- Expand harbour into the lake
- Municipally owned land adjacent to the river
- Repair vs. rebuilding of infrastructure
- Private/Public partnerships
- Clearing up titles/claims
- Linkage of municipal assets – Main Street, Beaches
- Room for expanded facilities by private facility operators



External Threats

- Existing titles/claims
- Lake levels – low
- Expanded private facilities could interfere with civic planning or be at cross-purposes

The Municipality of Lambton Shores (as an organization)

Internal Strengths

- Harbours Committee
- North side ownership
- Depth of experience between two harbours
- Infrastructure/Asset Management
- Reputation as a tourist destination
- Best beaches in Ontario
- Large active volunteer base/service clubs
- Active asset management plan
- Knowledgeable staff
- Commercial fishery in Grand Bend



Internal Weaknesses

- Inconsistent funding/maintenance/planning
- Lack of long term planning
- Funding priorities

External Opportunities

- Plan for the future – long range plans
- Engage other user groups to assist
- Positive economic impact on the community
- Positive education on environmental issues
- Federal transfer of property



External Threats

- Federal transfer of property
- Community buy-in
- Support from Council
- Private land claim

STRATEGIC ISSUES AND SUB-ISSUES

A “strategic issue” is a fundamental policy choice or challenge that affects the municipality’s mandates, mission, service level, clients/users, management etc as they relate to municipal marinas and harbours.

As a part of the planning process the following list of strategic issues was developed to clearly frame, articulate, and prioritize the issues facing the marinas and harbours:

Master List of Strategic Issues and Sub-issues	Operational?	Operational & Strategic?	Strategic?	Priority Group
When will the municipality begin debris clean-up? Sub-issue: How will municipality fund debris removal above or below the water in the future?	X X			1
When will LS do the soundings? Sub-issue: How is the information communicated?	X X			1
How to correct water depth to an acceptable level? What is acceptable?		X		1
Can LS investigate leveraging the Provincial Drainage Act to get funding from upper tier municipality to funding?		X		1
How can parking situations (River Rd, Port Franks) be improved? Sub issues: Can the municipality acquire more lands? Utilize and expand existing facilities?			X X X	1
How can LS respond proactively to shifting harbour conditions in an expedient manner? Sub-issues: Does the municipality purchase more equipment? Are there regulatory restrictions?		X X		1
Will LS explore to resolve private land claim issues (private/federally)? Sub-issues: Is there a will to partner up for a solution? Will the Federal Government be open to further negotiations?			X X X	2

Master List of Strategic Issues and Sub-issues	Operational?	Operational & Strategic?	Strategic?	Priority Group
Can LS establish a code of use policy for municipal docks? Sub issues: dock boxes, barbecues		X X		2
How does LS develop a site plan for future use of marina properties? Sub-issue: Develop services for boating community in Port Franks (PPP)			X X	2
What avenues will LS explore to better market existing facilities? Sub-issue: Will LS install way-finding signage.			X X	2
Should LS develop design criteria for harbour infrastructure? Sub-issues: Who creates the criteria? Who funds the design and construction?		X X X		2
Is there a way to improve the traffic flow at launch ramp in GB? Sub-issues: how does LS deal with parking constraints? Is there the ability to partner with private business? Can the municipality improve existing facility? Can LS use existing parklands at Alberta St. for parking?		X X X X		2
How can LS improve existing south basin (GB) to accommodate accessibility (AODA)? Sub-issues: Are their funding avenues? Is LS better to redesign entire south basin to enlarge and accommodate?			X X X	2
How can LS monitor and expand existing marina services? Sub-issue: Should LS explore PPP's and/or private investment?		X X		2
How can LS develop economic activities that encourage harbour usage?			X	2

Master List of Strategic Issues and Sub-issues	Operational?	Operational & Strategic?	Strategic?	Priority Group
Can LS develop an aesthetic design plan to link to existing municipal improvements? Sub-issue: How do we link to existing streetscapes, trails?		X X		2
How can LS encourage active river development upstream of No Frills in GB/Cut – ABCA parkland at Hwy 21?			X	2
How does LS expand its presence on the river? Sub-issue: Will LS look for partners?			X X	3
How can LS encourage private sector development of services in Port Franks? Sub-issues: What zoning regulations could be changed? Could the municipality provide services?		X X	X	3

STRATEGIES TO MANAGE ISSUES

To address the issues facing the marinas and the harbours the following strategies have been developed:

Priority Group	The Strategic Issue	What goal or goals are to be achieved via this strategy? Our issue-specific goals or desired outcomes are/should be:	What are some practical alternatives, possibilities, or visions we might pursue to address this issue and achieve our goal(s) and outcome(s):	What major initiatives should Lambton Shores pursue to achieve these alternatives, dreams, or visions directly?	What are the key actions that must be taken this year? In five years? In 10 years? In 20 years? To implement the major initiatives?	What exactly is to be implemented? List the major elements and accompanying actions to be taken to implement the strategy.	What steps need to be taken in the next 6 months to initiate implementation of the key initiatives?	What are the expected outcomes, results, and milestones of this strategy?	What are the possible barriers to our realizing these strategy alternatives?
1-A	When will the municipality begin debris clean-up? Sub-issue: How will municipality fund debris removal above or below the water in the future?	Maintain safety, minimum depth.	Part of budget process. Work in lieu of payment. Utilize the drainage act.	Community clean-up days Assessment of the watershed, (Drainage Act) Provincial assistance –outside drainage	Develop a plan to formulate further maintenance 5, 10 years out. Partner with stakeholders in various ways. Designate annual clean up day Start investigation of using the drainage act as a tool.	Operational maintenance policy and procedures. Assessment of scope of work required. Co-ordinate municipal services to assist. Assessment of the whole watershed and/or parts thereof.	Establish budget line for harbour maintenance under operations for 2015. Begin discussions with partners. Using sub-committee of Harbour committee. Report to council on the need to implement Drainage Act as a tool for maintenance.	Clean river and navigable waterway. Continual funding formula. Active partnerships to assist with maintenance of the river. Tools for distribution of maintenance costs to other watersheds.	Insufficient funds, manpower, no community buy-in/or partnering. No community involvement. Political will.
1-B	When will LS do the soundings? Sub-issue: How is the information communicated?	Consistent reporting and collection of data to boating community	Establish phone line to call in depths. Utilize social media or app to report conditions.	Develop sounding plan, with policies, procedures.	Establish routine sounding schedule. 5yrs – establish social media tools to assist with communications.	Routine sounding schedule, communication.	Soundings of waterways.	Better communication of conditions of the harbour depth.	Staff resources, workload, budget restrictions.
1-C	How to correct water depth to an acceptable level? What is acceptable?	Safe navigable channel	General maintenance, spot dredging. Consult with all affected stakeholders	Consistent funding. Clearly defined harbour maintenance mandate for contract services.	Establish standards and management of said contract.	Clearly define expectations of harbour profiles for the waterways, including impact on shoreline activities.	Initiate consultation with affected stakeholders (boaters, contractors, shoreline recreation users).	Timely response. Safe navigable channel.	Money. Mother Nature. Timelines. ABCA regulations.

Priority Group	The Strategic Issue	What goal or goals are to be achieved via this strategy? Our issue-specific goals or desired outcomes are/should be:	What are some practical alternatives, possibilities, or visions we might pursue to address this issue and achieve our goal(s) and outcome(s):	What major initiatives should Lambton Shores pursue to achieve these alternatives, dreams, or visions directly?	What are the key actions that must be taken this year? In five years? In 10 years? In 20 years? To implement the major initiatives?	What exactly is to be implemented? List the major elements and accompanying actions to be taken to implement the strategy.	What steps need to be taken in the next 6 months to initiate implementation of the key initiatives?	What are the expected outcomes, results, and milestones of this strategy?	What are the possible barriers to our realizing these strategy alternatives?
1-D	Can LS investigate leveraging provincial drainage act to get funding from upper tier municipality funding?	Upper watershed contribution to annual maintenance of river.		Investigate possibility.	Start now. Ask for one time funding through OMAFRA to transcend the costs of engineering.	Full engineering for drainage act procedures for full watershed cost recovery from ABCA and Parkhill Creek.	Finish strategic plan to have the strategy in place to advocate for provincial funding.	Cost recovery for river maintenance.	Political Will. Funding.
1-E	How can parking situations (River Rd, Port Franks) be improved? Sub issues: Can the municipality acquire more lands? Utilize and expand existing facilities?	More vehicle /trailer parking GB. Reduce traffic conflicts with pedestrians. Re-organize parking for users in Port Franks.	Education for merchants to use appropriate parking for staff vehicles away from business. Shuttle service to River Road. Re-design traffic flow at Port Franks Marina. To improve parking.	Comprehensive parking review and street re-design plan for the River Road corridor. Re-design Port Franks Marina	Short term – engineering study for River road corridor Now – re-paint lines on Alberta Street. Port Franks – Now – Re-design traffic flow 5-10 years – align land acquisitions.	Short term – engineering study for River road corridor Now – re-paint lines on Alberta Street. Port Franks – Now – Re-design traffic flow. 5-10 years – align land acquisitions.	Port Franks – Re-design GB – Education to local business re: parking. Line painting. Begin planning process for River Road reconstruction.	Proactive planning for variety of uses in marina facilities. Functional & Safe facilities.	Political Will. Funding. Stakeholder buy-in.
1-F	How can LS respond proactively to shifting harbour conditions in an expedient manner? Sub-issues: Does the municipality purchase more equipment? Are there regulatory restrictions?	Safety for watercourse and marina facilities.	Harbour redesign. Break-wall, pier extensions, river wall constructions. Regular facility inspection program	Develop engineering alternatives to meet goals.	Obtain existing erosion control studies. Complete a safety inspection of facilities. 1-3 years- Engineering study, feasibility.	Harbour redesign. Pier extension, break-wall, south basin development, river wall constructions.	Inspect facilities and plan for safety repairs and harbour maintenance program within the 2015 budget.	Timely response to harbour issues. Functional & safe facilities. Proactive planning.	Political will. Funding

Priority Group	The Strategic Issue	What goal or goals are to be achieved via this strategy? Our issue-specific goals or desired outcomes are/should be:	What are some practical alternatives, possibilities, or visions we might pursue to address this issue and achieve our goal(s) and outcome(s):	What major initiatives should Lambton Shores pursue to achieve these alternatives, dreams, or visions directly?	What are the key actions that must be taken this year? In five years? In 10 years? In 20 years? To implement the major initiatives?	What exactly is to be implemented? List the major elements and accompanying actions to be taken to implement the strategy.	What steps need to be taken in the next 6 months to initiate implementation of the key initiatives?	What are the expected outcomes, results, and milestones of this strategy?	What are the possible barriers to our realizing these strategy alternatives?
2-G	Will LS explore to resolve private land claim issues (private/federally)? Sub-issues: Is there a will to partner up for a solution? Will the federal government be open to further negotiations?	Resolution of ownership and/ or partnership to allow development of harbour/piers.	Active communication with Federal member, active communication with family.	Active communication with Federal member, active communication with family.	Pressure the federal government to decide on the matter and allow development to go forward.	Clarification of harbour basin, river boundary and piers to pursue goals of the GB harbour strategic plan.	Communication.		Money.
2-H	Can LS establish a code of use policy for municipal docks? Sub issues: Dock boxes, barbecues, etc.	Standardize municipal operations of marinas.	Contracts with users. Unambiguous.	Research other marinas for policies.	Review and standardize policies.	Code of use policy.	Research.	Transparent policy with consistent approach.	None.
2-I	How does LS develop a site plan for future use of marina properties? Sub-issues: Develop services for boating community in Port Franks (PPP)	Deliver best in class marine facilities with a variety of services. More inclusive to community (dragon boats).	Review success stories in other communities.	Consider PPP Invite community involvement Develop site plan.	1-year – create site plans. 2-4 –Engineering reviews, EA's, external revenue (Funding, Grants).	Harbour improvements.	Community involvement.	Define physical picture, get the design plans to public for feedback. Secure funding partners.	Lack of funding. Lack of vision. Government Regulations. Ownership.
2-J	What avenues will LS explore to better market existing facilities? Sub-issue: Will LS install way-finding signage?	Develop synergies with economic development committee and existing boating sector organizations. Marketing plan to promote harbour and harbour facilities to boaters and non-boaters.	Develop social media marketing plan.	Dovetail Marketing strategies with EDC and boating sector organizations.	1-5 years – build a marketing plan and establish funding formula.	Marketing plan, investigate private funding to support.	Identify avenues and partners.	Improved public awareness of marinas and harbour facilities.	Costs. Lack of synergies with EDC and existing boating sector organizations.

Priority Group	The Strategic Issue	What goal or goals are to be achieved via this strategy? Our issue-specific goals or desired outcomes are/should be:	What are some practical alternatives, possibilities, or visions we might pursue to address this issue and achieve our goal(s) and outcome(s):	What major initiatives should Lambton Shores pursue to achieve these alternatives, dreams, or visions directly?	What are the key actions that must be taken this year? In five years? In 10 years? In 20 years? To implement the major initiatives?	What exactly is to be implemented? List the major elements and accompanying actions to be taken to implement the strategy.	What steps need to be taken in the next 6 months to initiate implementation of the key initiatives?	What are the expected outcomes, results, and milestones of this strategy?	What are the possible barriers to our realizing these strategy alternatives?
2-K	Should LS develop design criteria for harbour infrastructure? Sub-issues: Who creates the criteria? Who funds the design and construction?	The design criteria need to be completed first.	Needs to be completed first Pictures of alternative styles of docks, etc.	Complete design criteria. Tie into existing designs (main street – lighting, benches)	Complete design criteria now	Design criteria	Develop design criteria	Proactive Planning. Safe and functional facilities. Sustainable and environmentally conscious facilities.	
2-L	Is there a way to improve the traffic flow at launch ramp in GB? Sub-issues: How does LS deal with parking constraints? Is there the ability to partner with private business? Can the municipality improve existing facility?	More vehicle /trailer parking GB. Reduce traffic conflicts with pedestrians.	Education for merchants to use appropriate parking for staff vehicles away from business. Shuttle service to River Road.	Comprehensive parking review and street re-design plan for the River Road corridor.	Short term – engineering study for River road corridor Now – re-paint lines on Alberta Street. 5-10 years – align land acquisitions.	Short term – engineering study for River road corridor Now – re-paint lines on Alberta Street. 5-10 years – align land acquisitions.	Port Franks – Re-design GB – Education to local business re: parking. Line painting. Begin planning process for River Road reconstruction.	Proactive planning for variety of uses in marina facilities. Functional & Safe facilities.	Political Will. Funding. Stakeholder buy-in.
2-M	How can LS improve existing south basin (GB) to accommodate accessibility (AODA)? Sub-issues: Are their funding avenues? Is LS better to redesign entire south basin to enlarge and accommodate?	Design criteria will direct us to accomplish through legislation.						Proactive Planning. Safe and functional facilities. Sustainable and environmentally conscious facilities.	
2-N	How can LS monitor and expand existing marina services? Sub-issues: Should LS explore PPP's and/or private investment?	Regular standardized maintenance, inspection and repairs.	Regular budget for facility repairs reflecting the need. Develop standards. Implement best practices.	Inventory current infrastructure. Identify key areas of neglect. Set goals.	Now.	Repair and or improve existing facilities.	Inventory existing conditions.	Timely response to harbour issues. Functional & safe facilities. Proactive planning.	Political will. Funding

Priority Group	The Strategic Issue	What goal or goals are to be achieved via this strategy? Our issue-specific goals or desired outcomes are/should be:	What are some practical alternatives, possibilities, or visions we might pursue to address this issue and achieve our goal(s) and outcome(s):	What major initiatives should Lambton Shores pursue to achieve these alternatives, dreams, or visions directly?	What are the key actions that must be taken this year? In five years? In 10 years? In 20 years? To implement the major initiatives?	What exactly is to be implemented? List the major elements and accompanying actions to be taken to implement the strategy.	What steps need to be taken in the next 6 months to initiate implementation of the key initiatives?	What are the expected outcomes, results, and milestones of this strategy?	What are the possible barriers to our realizing these strategy alternatives?
2-O	How can LS develop economic activities that encourage harbour usage?	Communication with/ partner with EDC User Groups, BIA, Chamber, Community Assoc. Municipality.	Tie design criteria. Planning and site plan to allow for different usages.	Site plan, design criteria.	Communication to partners that harbour is an avenue to attract new events, activities. Develop harbour use policy for special events.	In planning, we will set criteria in place that will allow for events to occur.	Communication with/ partner with EDC User Groups, BIA, Chamber, Community Assoc. Municipality.	Vibrant harbour.	No community buy in.
2-P	Can LS develop an aesthetic design plan to link to existing municipal improvements? Sub-issue: How do we link to existing streetscapes, trails?	The design criteria must be completed first.	Needs to be completed first Pictures of alternative styles of docks, etc.	Complete design criteria. Tie into existing designs (main street – lighting, benches)	Complete design criteria now	Design criteria	Develop design criteria	Proactive Planning. Safe and functional facilities. Sustainable and environmentally conscious facilities.	
2-Q	How can LS encourage active river development upstream of No Frills in GB/Cut – ABCA parkland at Hwy 21 (PF)?	Expanded harbour community. Ownership of Parkland at Hwy 21?	Special policy area(s).	Communication with developers as potential for use. Engage planning dept. To encourage waterfront.	Communication with partners in GB and ABCA (PF).	Further development of the waterway south of No Frills. Ownership of ABCA lands at HWY 21 (PF).	Inform Planning dept. of opportunity. Begin discussions with ABCA for parkland.		
3-R	How does LS expand its presence on the river? Sub-issue: Will LS look for partners?	More public access to all residents, economic development.	Look for partners.	Land acquisition when possible, maximize existing Municipality lands. Partnership with ABCA and holders of right of ways (Armstrong E,W).	1-5 years. Municipal land inventory, Tow-path study.	Land inventory.	Define what's available.	Greater public presence on river.	Lack of available lands. Lack of partnership.

Harbours Strategic Plan – September 2014

Priority Group	The Strategic Issue	What goal or goals are to be achieved via this strategy? Our issue-specific goals or desired outcomes are/should be:	What are some practical alternatives, possibilities, or visions we might pursue to address this issue and achieve our goal(s) and outcome(s):	What major initiatives should Lambton Shores pursue to achieve these alternatives, dreams, or visions directly?	What are the key actions that must be taken this year? In five years? In 10 years? In 20 years? To implement the major initiatives?	What exactly is to be implemented? List the major elements and accompanying actions to be taken to implement the strategy.	What steps need to be taken in the next 6 months to initiate implementation of the key initiatives?	What are the expected outcomes, results, and milestones of this strategy?	What are the possible barriers to our realizing these strategy alternatives?
3-S	<p>How can LS encourage private sector development of services in Port Franks?</p> <p>Sub-issues: What zoning regulations could be changed? Could the municipality provide services?</p>	Create conditions that will foster and develop investment in Port Franks.	<p>Zoning By-law after OP is finalized.</p> <p>Expanding Eco-opportunities.</p>	<p>Zoning modifications.</p> <p>Harbour infrastructure.</p> <p>Investment.</p>	See site plan comments.	Zoning amendments. That compliment goals of this plan.	None – wait for strategic planning outcome.	Strategic Plans goals are complimented in zoning plan amendments.	Official plan completion, timing of zoning plans.

LAMBTON SHORES HARBOURS COMMITTEE CONTACT INFORMATION

MUNICIPALITY OF LAMBTON SHORES

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