

# MEMORANDUM



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To: Warden Danielsen and Members of Council

From: Jason Ferrigan  
Gaurang Khandelwal

Re: **Haliburton Shoreline Preservation Review  
Overall Work Program and Consultation Plan**

Date: June 17, 2021

JLR No.: 31228

CC: Mike Rutter, County of Haliburton  
Stephen Stone, County of Haliburton  
Brent Parsons, HESL  
Andrea Smith, HESL  
Neil Hutchinson, HESL

## **BACKGROUND**

The County of Haliburton (the County) retained Hutchinson Environmental Sciences Ltd (HESL) and J.L. Richards & Associates Ltd. (JLR) to provide an independent professional opinion on the development of a Draft Shoreline Preservation By-law, including a review of the related science, environmental scan and public consultation.

## **PURPOSE**

This first report introduces County Council to the HESL and JLR consulting team, our approach to the assignment including key steps and timing.

## **THE TEAM**

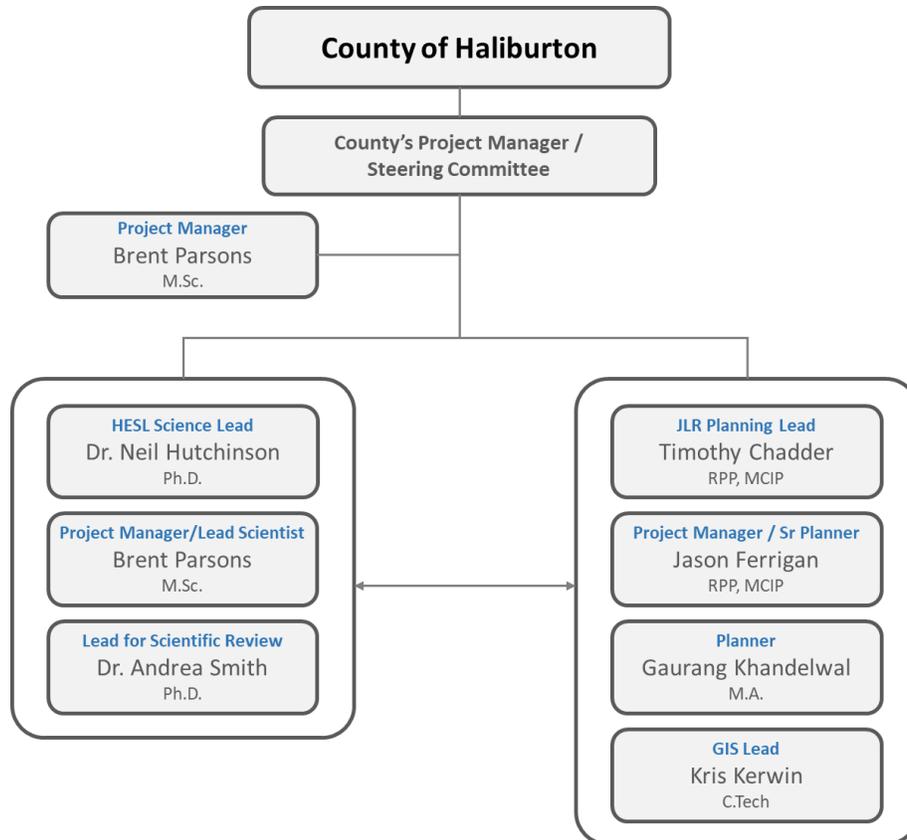
HESL is a team of nine (9) experienced scientists specializing in aquatic environmental science. HESL provides science-based and client-focused consulting services to address water quality issues across Canada from offices in Bracebridge and Kitchener, Ontario. HESL's areas of expertise are highly relevant to the proposed project, including, but not limited to:

- Lake and Watershed Management
- Water Quality Assessment and Modelling
- Algae and Nutrient management
- Scientific Review and Synthesis
- Public Engagement/Facilitation and Plain Language Communication

JLR is a multidisciplinary planning, engineering and architectural practice, with offices in North Bay, Sudbury, Timmins, Ottawa, Kingston, Hawkesbury, and Guelph. Since the firm was founded in Ottawa in 1955, we have grown to have a staff complement of over 300 planners, engineers, architects, technologists, technicians, and support staff. Due to our longevity, we provide our clients with the continuity of long-term support across single and multiple projects.

The governance structure for this assignment, the key team members and their roles is illustrated in the diagram below.

**COUNTY OF HALIBURTON SHORELINE PRESERVATION BY-LAW REVIEW PROJECT  
PROJECT GOVERNANCE STRUCTURE**



**OVERALL WORK PLAN**

The overall work plan for this project responds to County Council's direction to review the science related to lake management in the County, examine 'successful' practices in other municipal jurisdictions, consult with stakeholders public to understand their views and to draft a Shoreline Preservation By-law that provides the County and its constituent municipalities with another tool to protect lake water quality in a reasonable, fair and effective manner.

Our overall work plan consists of several tasks organized into two major phases, as follows:

**Phase 1. Project Start Up**

- Task 1. Project kick off meeting
- Task 2. Preliminary scan of background information
- Task 3. Develop preliminary consultation and engagement strategy
- Task 4. County Council Meeting to confirm overall work plan
- Task 5. Refine overall work plan and consultation and engagement strategy

**Phase 2. Understanding and Direction**

- Task 6. Conduct scientific literature review
- Task 7. Conduct municipal successful practice review
- Task 8. Consult with stakeholders and the public
  - Virtual Open House
  - Surveys (traditional and electronic)
  - One on one interviews (Senior municipal administrators, stakeholders)
- Task 9. Prepare Draft Report (Background, Feedback, Preliminary Directions)
- Task 10. Staff meeting to discuss Draft Report
- Task 11. Refine Draft Report
- Task 12. County Council Meeting to Discuss Report

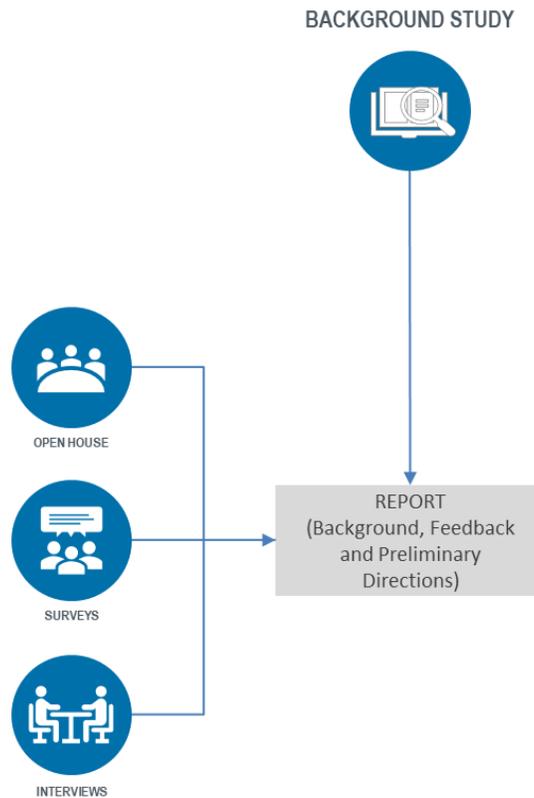
In terms of timing, work on the project is underway. Tasks 1 and 2 are complete and Tasks 3 and 4 are nearing completion at the time of the writing of this memo. The June 23, 2021 County Council Meeting represents Task 4 of the assignment. We currently anticipate that the remaining steps will be complete during the summer months, with a Background report being brought back to County Council for consideration in August 2021. The current project schedule included below, illustrates the timing of the remaining tasks in the overall work plan.

Item/Task	May	June	July	August
<b>Phase 1 - Project Start Up</b>				
Task 1 - Project kick off meeting	█			
Task 2 - Preliminary scan of existing background information	█			
Task 3 - Develop preliminary consultation and engagement strategy		█		
Task 4 - County Council Meeting to confirm overall work plan			█	
Task 5 - Refine overall work plan and consultation and engagement strategy			█	
<b>Phase 2 - Understanding and Direction</b>				
Task 6 - Conduct scientific literature review		█		
Task 7 - Conduct municipal successful practice review		█		
Task 8 - Consult with stakeholders and the public			█	
Subtask 1 - Virtual Open House			█	
Subtask 2 - Surveys (traditional and electronic)			█	
Subtask 3 - One on one interviews (Senior municipal administrators, stakeholders)			█	
Task 9 - Prepare Draft Report (Background, Feedback, Preliminary Directions)			█	
Task 10 - Staff meeting to discuss Draft Report				█
Task 11 - Refine Draft Report				█
Task 12 - County Council Meeting to Discuss Report				█

**CONSULTATION PLAN**

Our approach to public and stakeholder consultation proposes the use of a variety of techniques that are designed to inform, consult, involve and collaborate with stakeholders and the public, as well as empower decision makers.

We propose conducting a virtual open house, surveys, and one on one interviews with stakeholders to capture the ‘WHY’ and ‘WHAT’ aspect. A detailed Consultation Plan is provided in Appendix A. Figure below illustrates our approach to consultation as described above.



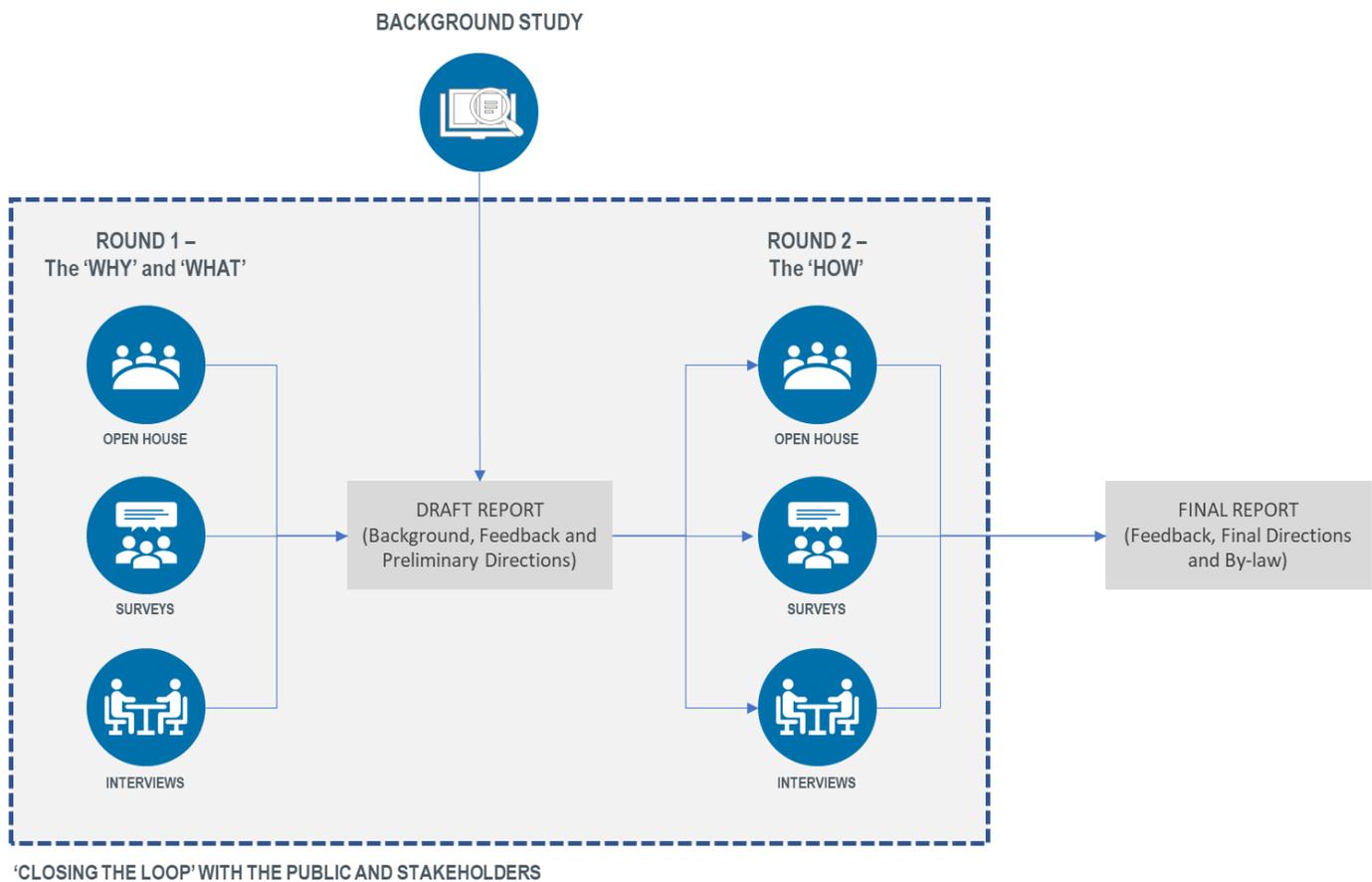
## **SUGGESTIONS**

Since the start of the project, we have had multiple discussions with County staff. Through our discussions we have suggestions to modify the work program and consultation plan previously discussed.

In summary, the changes include an added round of one on one interviews with County Council, an additional round of public and stakeholder consultation to capture feedback on the preliminary directions, and preparation of feedback documents to accommodate the additions.

We suggest two rounds of consultation. The first round captures the 'WHY' and 'WHAT' aspect much like the initial proposed consultation plan. The second round will capture feedback on the 'HOW' aspect. In our opinion, two rounds of consultation are essential to 'close the loop' of feedback with the public and stakeholders.

Figure below illustrates this approach to consultation. A detailed suggested Consultation Plan is provided in Appendix B.



These suggested changes would increase the budget for the project by approximately \$13,000 and add approximately 4-6 weeks to the project schedule. The advantage to this approach is that it will give Council the ability to understand public and stakeholder perspectives on the draft by-law prior to its final consideration by Council.

Item/Task	May	June	July	August	September	October
<b>Phase 1 - Project Start Up</b>						
Task 1 - Project kick off meeting	■					
Task 2 - Preliminary scan of existing background information		■				
Task 3 - Develop preliminary consultation and engagement strategy		■				
Task 4 - County Council Meeting to confirm overall work plan			■			
Task 5 - Refine overall work plan and consultation and engagement strategy			■			
<b>Phase 2 - Understanding and Direction</b>						
Task 6 - Conduct scientific literature review		■				
Task 7 - Conduct municipal best practice review		■				
Task 8 - Consult with stakeholders and the public		■				
Subtask 1 - Virtual Open House			■			
Subtask 2 - Surveys (traditional and electronic)			■			
Subtask 3 - One on one interviews (County Council, senior municipal administrators, stakeholders)			■			
Task 9 - Prepare Draft Report (Background, Feedback, Preliminary Directions)				■		
Task 10 - County Council Meeting to Discuss Report				■		
Task 11 - Consult with stakeholders and the public				■		
Subtask 1 - Open House				■		
Subtask 2 - Surveys (traditional and electronic)				■		
Subtask 3 - One on one stakeholder interviews				■		
Task 12 - Prepare Final Report (Feedback, Final Directions and By-law)					■	
Task 13 - County Council Meeting to Discuss Final Report					■	

**CLOSING**

We look forward to discussing the overall work plan with County Council on June 23 and receiving any feedback or direction that County Council may have.

Yours truly,

J.L. Richards & Associates Ltd.

A handwritten signature in black ink that reads "Jason Ferrigan". The signature is written in a cursive, flowing style.

Jason Ferrigan, RPP, MCIP, MSc.PI.  
Senior Planner

A handwritten signature in black ink that reads "Gaurang Khandelwal". The signature is written in a cursive, flowing style.

Gaurang Khandelwal, M.A., B.Plan  
Planner

**APPENDICES**

Appendix A – CONSULTATION PLAN