

MUNICIPALITY OF CHATHAM-KENT

Recreation Master Plan

AT MITCHELL'S BAY

HOUGH WOODLAND NAYLOR DANCE LEINSTER LTD.
dMA PLANNING AND MANAGEMENT SERVICES
DILLON CONSULTING LTD.

April 2001



1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations. The text highlights that proper record-keeping allows for easy tracking of expenses, revenues, and other financial data, which is essential for making informed decisions and identifying areas for improvement.

2. The second part of the document focuses on the role of technology in streamlining record-keeping processes. It mentions that modern software solutions can significantly reduce the time and effort required to manage large volumes of data. By automating routine tasks, organizations can free up resources to focus on more strategic initiatives. The text also notes that digital records are more secure and less susceptible to loss or damage compared to physical documents.

3. The third part of the document addresses the challenges associated with data management. It points out that as the volume of data grows, it becomes increasingly difficult to maintain its integrity and accuracy. The text suggests that implementing robust data governance policies and regular audits can help mitigate these risks. Additionally, it stresses the importance of training employees on proper data handling procedures to ensure consistency across the organization.

4. The final part of the document concludes by reiterating the overall goal of efficient record-keeping. It states that by following best practices and leveraging technology, organizations can achieve higher levels of operational efficiency and financial stability. The text encourages a proactive approach to data management, where potential issues are identified and addressed before they become major problems.

5. The document also includes a section on the legal and regulatory requirements for record-keeping. It explains that various industries and jurisdictions have specific rules regarding the retention and disposal of records. Organizations must be aware of these requirements to avoid legal penalties and ensure compliance. The text provides a general overview of these regulations, suggesting that consulting with legal counsel can be helpful for more detailed guidance.

6. Another key section discusses the importance of data security. In an era where data breaches are becoming increasingly common, it is vital to protect sensitive information from unauthorized access. The text outlines several best practices for data security, such as using strong passwords, encrypting data, and limiting access to only those who need it. It also mentions that regular security audits and updates are necessary to stay ahead of emerging threats.

7. The document further explores the concept of data analytics and its potential benefits. It notes that by analyzing historical data, organizations can gain valuable insights into their performance and market trends. This information can be used to optimize processes, improve customer service, and identify new business opportunities. The text suggests that investing in data analytics tools and training can lead to significant long-term gains.

8. Finally, the document touches upon the importance of data backup and recovery. It emphasizes that having a reliable backup strategy is essential for protecting against data loss due to hardware failures, natural disasters, or cyberattacks. The text provides some guidelines for developing an effective backup plan, including the frequency of backups and the use of off-site storage solutions.

CONTENTS

EXECUTIVE SUMMARY 3

Purpose and Objectives 3

Background 3

Future Directions 4

Master Plan Priorities 6

Mitchell's Bay Recreation Master Plan 7

1.0 INTRODUCTION 7

1.1 Purpose and Objectives 8

1.2 Acknowledgements 9

1.3 Public Consultation Process 10

2.0 PLANNING CONTEXT 12

2.1 Background 12

2.2 Mitchell's Bay Concept Plan 13

2.3 Related Technical Studies 14

2.3.1 *Community Strategic Plan* 14

2.3.2 *Economic Opportunity Study* 15

2.3.3 *Municipal Water/Wastewater Servicing Plan* 16

2.3.4 *Marine Park Site Assessment Study* 16

2.3.5 *Proposed Wetland Restoration Project - Lake St. Clair* 16

2.3.6 *Important Bird Areas Designation* 17

2.4 Related Development Proposals 18

2.4.1 *Proposed Dover Shores Residential, Marina and Golf Course Plan* 18

3.0 STUDY AREA FEATURES AND A REVIEW OF EXISTING FACILITIES 20

3.1 Description of Study Area 20

3.1.1 *Physical and Biological Features* 20

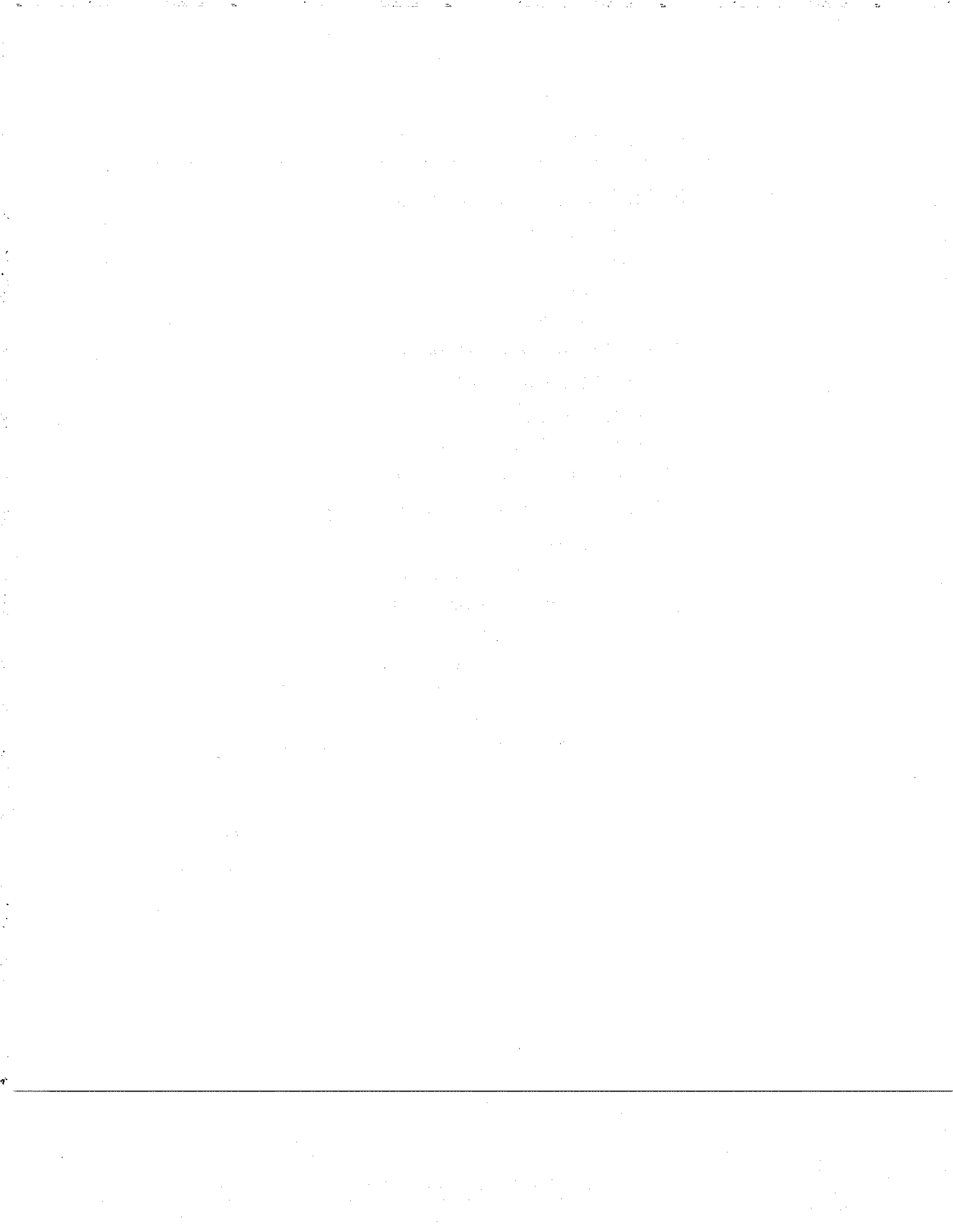
3.2 Description of Recreation Facilities 22

3.2.1 *Marine Park Marina and Campground* 22

3.2.2 *Dover Beach Park and Wharf* 23

3.2.3 *Mitchell's Bay Community Park* 26





4.0 RECREATION AND TOURISM NEEDS ASSESSMENT 27

- 4.1 The Mitchell's Bay Community 27
- 4.2 The Chatham-Kent Community 28
- 4.3 The Visitor Market 29
- 4.4 Future Directions 30

5.0 RECREATION MASTER PLAN 30

- 5.1 Master Plan Components 30
 - 5.1.1 Marine Park Marina and Campground 31
 - 5.1.2 Dover Beach Park and Wharf 32
 - 5.1.3 Mitchell's Bay Community Park 34
 - 5.1.4 Proposed Community Lakeshore Trail 34
 - 5.1.5 Dover Shores Marina and Golf Course 35
 - 5.1.6 Strategic Links to Future Regional Recreation Facilities 36
- 5.2 Project Costing 37

6.0 IMPLEMENTATION STRATEGY 39

- 6.1 Prioritising 39
- 6.2 Phasing 40
 - 6.2.1 Short Range (1 - 3 years) 40
 - 6.2.2 Medium Range (3 - 10 years) 41
 - 6.2.3 Long Range (greater than 10 years) 41
- 6.3 Funding Sources and Partnerships 41
 - 6.3.1 The Superbuild Program 41
 - 6.3.2 Green Ontario Funding 42
 - 6.3.3 Partnerships 42



MITCHELL'S BAY RECREATION MASTER PLAN

Executive Summary

PURPOSE AND OBJECTIVES

The purpose of this study is to identify the recreational needs and opportunities in the Mitchell's Bay community, to develop a preferred Master Plan and to recommend implementation strategies in consultation with the residents, community groups and the Municipality.

BACKGROUND

In August 1995, the former Dover Council adopted a Concept Plan to be used as a guide to consider public and private development proposals at Mitchell's Bay. The Concept Plan, which was prepared with community consultation, consisted of a Land Use Plan and a number of Development Principles and Implementation Strategies.

Since the preparation of this planning framework in 1995, several development initiatives that support the Concept Plan are underway. These proposals include Roy Investment's Dover Shores plan for waterfront residential development with golf course and private marina. The Municipality has taken over ownership of Marine Park Marina and Campground and is preparing a plan that assesses the costs of updating the facility.

There are several initiatives underway to evaluate the regional, national and international significance of the eastern Lake St. Clair shoreline with the objective of establishing area-wide wildlife conservation strategies. These proposals include habitat restoration projects, interpretive facilities, nature trails and protected wildlife corridors.

Public Consultation Process

A key component of the study was to engage the stakeholders during the study process. The Steering Committee provided a list of key stakeholders that represented municipal staff, government agencies, local service organisations and businesses, conservation groups and developers. To reach the local community, Municipal staff prepared mailing lists from property tax rolls and added the names of participants from the previous community meetings. The Consultant Team prepared a newsletter announcement, held key informant interviews, prepared a second newsletter and held a public meeting on March 1, 2001. A summary of the results is in the Appendix.

Recreation and Tourism Needs Assessment

The Recreation Master Plan study did not identify major unmet recreational needs in the Mitchell's Bay community. Municipal recreation staff indicate that the community has not expressed needs for additional parkland, facilities or programming in the past. The year-round population of about 500 is not sufficient to support most local recreation facilities. The proposed Dover Shores development will add to the local population, but the numbers are not significant and these residents are not anticipated to place major demands on local recreational resources. Mitchell's Bay residents interested in participating in organised recreation programs or sports leagues will be accommodated at other facilities in Chatham-Kent, as has been the case in the past.

The primary objective for the future should be upgrading the Marine Park Marina and





to other facilities such as the beach and proposed golf course with a community trails system. In order to continue the operation of the facility at its current capacity, and because the marina and campground have not had adequate maintenance, the need for capital improvements is extensive. There are a number of urgent functional improvements that should be undertaken immediately.

Dover Beach Park and Wharf

Dover Beach Park provides a recreational beach experience that is unique in Chatham-Kent and is well used by local and regional residents. The beach is the only facility of its kind on the Lake St. Clair shoreline and attracts a wide variety of users, but its primary activity focus is informal, family oriented lakefront use. The Recreation Master Plan recommends that the park's focus should continue as a family oriented beach facility and any improvements to the park should be consistent with the existing scale and character of the setting.

The Mitchell's Bay Wharf is a scenic lookout at the end of Main Street. The Wharf provides views to spectacular sunsets and can play an expanded role within the community's parks system by also providing visitor information.

Mitchell's Bay Community Park

Mitchell's Bay Community Park supports a range of community based activities that require a large, flexible open space. The park facilitates large group picnics, local festivals and a range of community events that are programmed. The Recreation Master Plan supports continuing its role as the large community open space that can support special events. The expansion capability of the vacant parcel to the north of the site should be preserved. Local service organisations have a long-standing involvement in this park. In the past, many of the repairs and on-going maintenance has been provide by the service clubs, and this contribution to the park should be encouraged in the future.

Proposed Community Lakeshore Trail

The opportunity exists to create a walking trail within the community that links together the key recreational facilities. The trail could be located within public parks and along existing road right-of-ways. The trail should be wide enough to support multiple uses such as walking and biking.

Dover Shores Marina and Golf Course

The proposed Dover Shores Marina and Golf Course adds variety and depth to the range of recreation options available to visitors. Although the golf course and marina are private-sector initiatives, they are proposed to be available to the public on a pay-for-use basis. The Master Plan links these facilities to the existing parks system.

Strategic Links to Future Regional Recreation Facilities

The Recreation Master Plan recognises that the ecological resources in the Municipality are internationally and nationally significant, and there is potential to expand the proposed Local Trails Network into a regional trails system. The regional trails system is a long-term initiative that links the local trails to significant wildlife areas such as the Proposed 1000-Acre Wetland project and the St. Clair National Wildlife Area. There are several options for



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3. The third part of the document focuses on the implementation of data-driven decision-making processes. It provides a framework for how to integrate data analysis into the organization's strategic planning and operational decision-making.

4. The final part of the document discusses the challenges and opportunities associated with data management and analysis. It offers practical advice on how to overcome common obstacles and leverage data to drive organizational success.

trail alignments including the local roads and the ARDA Dyke in locations where the landowners have agreed to permit access. The feasibility of locating the trail on the ARDA Dyke needs to be evaluated in more detail with supportive landowners.

Implementation Strategy

The implementation strategy recognises that the Municipality's ability to fund new capital projects is dependent on funding and that the first priority is to bring forward existing projects that need repair or pose a threat to public safety. The implementation strategy establishes priorities for the Master Plan initiatives and provides an approach to phasing that sets out realistic time frames for each component.

MASTER PLAN PRIORITIES

The highest priority implementation initiatives focus on maintaining the function of existing facilities such as the marina, campground and beach park. High priority initiatives also include establishing a planning context in the Municipal Official Plan to recognise Mitchell's Bay's unique role in providing recreation based tourism opportunities. These initiatives include local water based recreation and links such as trail connections to regionally significant natural sites.

Key initiatives identified in the Master Plan include:

Marine Park Marina and Campground

- *undertaking functional and safety improvements at Marine Park Marina and Campground;*
- *completing the marina improvement plan;*
- *including the marina as a major initiative in the Municipality's tourism strategy.*

Dover Beach Park and Wharf

- *proceeding with beachfront improvements at Dover Beach Park including upgrading the existing play equipment with a modest wet children's play component and associated washrooms/changerooms;*
- *providing walkways, signage and landscaping that complements the new wet play feature*
- *providing a visitor information/orientation kiosk at the Wharf;*
- *acknowledging and encourage the continued involvement of the service organisations.*

Community Lakefront Trail

- *preparing a detailed community trail plan for the Municipal trail system from Patrick's Cove to Rankin Creek;*
- *implement trail segments within park improvement projects.*

General

- *Integrate the results of the Mitchell's Bay Recreation Master Plan with the Official Plan.*



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5. The fifth part of the document discusses the importance of data governance and the establishment of clear policies and procedures to govern the use of data within the organization.

6. The sixth part of the document explores the role of data in decision-making and how it can be used to identify trends, opportunities, and risks. It emphasizes the need for data-driven insights to inform strategic planning and operational decisions.

7. The seventh part of the document discusses the importance of data literacy and the need for training and development programs to ensure that all employees are equipped with the skills necessary to effectively use data.

8. The eighth part of the document discusses the role of data in compliance and regulatory requirements. It highlights the need for organizations to maintain accurate and up-to-date records to meet legal obligations and avoid penalties.

9. The ninth part of the document discusses the importance of data security and the need for robust security measures to protect sensitive information from unauthorized access and breaches.

10. The tenth part of the document discusses the role of data in innovation and the need for organizations to leverage data to develop new products, services, and business models.

11. The eleventh part of the document discusses the importance of data ethics and the need for organizations to ensure that their data practices are fair, transparent, and respectful of individual privacy.

12. The twelfth part of the document discusses the role of data in sustainability and the need for organizations to use data to measure and improve their environmental, social, and governance (ESG) performance.

13. The thirteenth part of the document discusses the importance of data collaboration and the need for organizations to share data and insights with partners and stakeholders to drive innovation and growth.

14. The fourteenth part of the document discusses the role of data in talent management and the need for organizations to use data to identify and develop top talent.

15. The fifteenth part of the document discusses the importance of data in customer experience and the need for organizations to use data to understand customer needs and preferences, and to deliver personalized and relevant experiences.

16. The sixteenth part of the document discusses the role of data in supply chain management and the need for organizations to use data to optimize supply chain operations and reduce costs.

17. The seventeenth part of the document discusses the importance of data in risk management and the need for organizations to use data to identify and assess risks, and to develop effective risk mitigation strategies.

18. The eighteenth part of the document discusses the role of data in financial performance and the need for organizations to use data to monitor and improve their financial health.

19. The nineteenth part of the document discusses the importance of data in strategic planning and the need for organizations to use data to inform their long-term vision and strategy.

20. The twentieth part of the document discusses the role of data in organizational culture and the need for organizations to foster a data-driven culture where data is used to inform decision-making and drive performance.

MITCHELL'S BAY RECREATION MASTER PLAN

1.0 INTRODUCTION

In October 2000, approximately 150 people attended a community meeting hosted by Chatham-Kent to update residents on various proposals in the Mitchell's Bay community. There was a significant amount of development interest in the Mitchell's Bay area, and because of the varied nature of the proposals and the scale of the projects relative to the size of the community, the Municipality wanted to ensure a comprehensive municipal approach when dealing with the various planning projects. At the end of the meeting residents completed a questionnaire providing input on the relative importance of each initiative. The questionnaire revealed that residents believed that the ownership transfer of the Mitchell's Bay Marina was the most important and urgent initiative, followed by the Lakeshore Trail proposal, the Dover Shores development project, the 1000 Acre Wetland Restoration Project and the Bayfest spray pad. As a result of this meeting, Council undertook the following actions:



Parkland Funds

- *Confirmed the allocation of Dover Township's \$100,000 (plus interest) to a parkland reserve fund for a beachfront project at Mitchell's Bay;*

Mitchell's Bay Concept Plan

- *Confirmed the Mitchell's Bay Concept Plan as the guide for considering public and private actions at Mitchell's Bay and will use this Concept Plan to help develop a new Chatham-Kent Official Plan;*



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5. The fifth part of the document concludes by summarizing the key findings and recommendations. It stresses the importance of ongoing monitoring and evaluation to ensure that the data management processes remain effective and aligned with the organization's goals.

Marine Park

- *Having recently assumed the ownership and operation of Marine Park Marina and Campground, Council determined that a business plan was immediately required and retained Dillon Consulting to undertake a detailed engineering assessment as an initial component of the business plan;*

Recreation Master Plan

- *Directed staff to retain a recreation-planning consultant to identify recreational needs, opportunities and implementation options in consultation with the residents and community groups. The following initiatives/facilities, among others, were to be looked at as part of the Master Plan:*
 - a) The Bayfest Group spray pad proposal;**
 - b) The Lakeshore Trail proposal; and**
 - c) Marine Park, Dover Beach Park and Dover Community Park.**

The Municipality was concurrently undertaking a Community Strategic Planning Process, and there was an emerging recognition of the importance of promoting recreational and tourism opportunities and community partnerships. These broad community priorities, combined with the specific development interests in Mitchell's Bay, led to the Terms of Reference for the Mitchell's Bay Recreation Master Plan.

1.1 Purpose and Objectives

The purpose of this study is to identify the recreational needs and opportunities in the Mitchell's Bay community, to develop a preferred Master Plan and to recommend implementation strategies in consultation with the residents, community groups and the Municipality. The main objectives are to:

- *Create a Recreation Master Plan that recognises the unique recreation and tourism opportunities found in Mitchell's Bay;*
- *Prepare a plan that has regard for previous planning efforts including the Mitchell's Bay Concept Plan and the ongoing Community Strategic Planning Process;*
- *Involve the community in a public consultation process that builds on previous studies and public input;*
- *Build a Recreation Master Plan that articulates a long-term vision that is financially realistic and implementable.*

The Recreation Master Plan lays the ground work from which to improve the quality of recreation in the community, complements the area businesses and creates a tourism destination that takes advantage of the area's significant natural features. The planning process provides an opportunity to highlight the area's natural heritage features and improves environmental quality on the waterfront.



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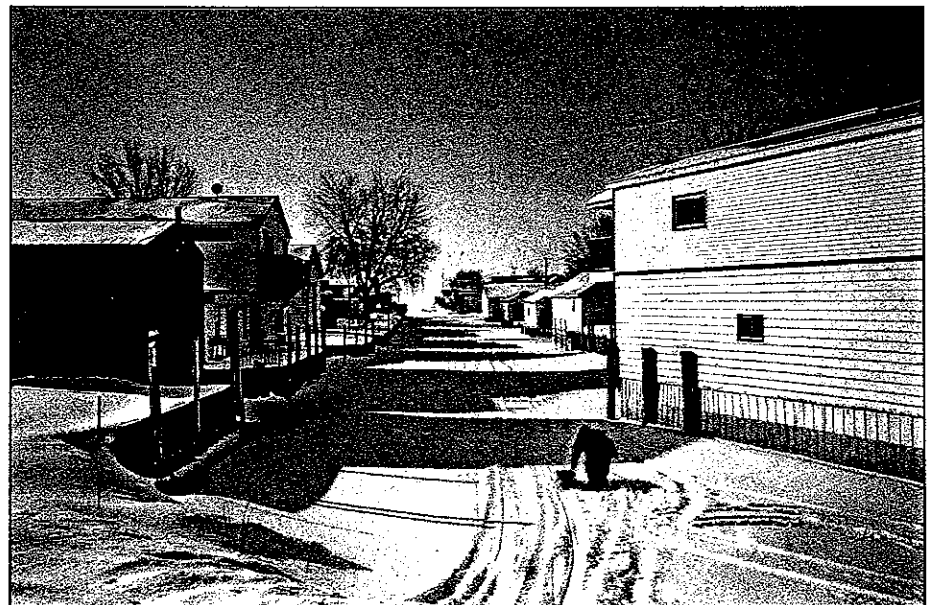
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6. The sixth part of the document provides a detailed overview of the data management framework, including the roles and responsibilities of various stakeholders involved in the process.

7. The seventh part of the document discusses the integration of data management with other organizational systems and processes, ensuring a cohesive and integrated approach to data handling.

8. The eighth part of the document offers practical tips and best practices for implementing a successful data management strategy, drawing on real-world examples and case studies.

9. The ninth part of the document provides a comprehensive list of resources and references for further reading and research on data management topics.



1.2 Acknowledgements

The preparation of the Master Plan was a collaborative effort between municipal staff, members of the Mitchell's Bay community and the Consulting Team. The Consulting Team gratefully acknowledges the technical input and logistical assistance of the project Steering Committee, particularly Gerry Murphy, Project Manager and Deborah McKillop, Manager, Recreation Facilities.

The following people have contributed to the Master Plan in their comments, and through meetings and telephone conversations with the consultants and Steering Committee:



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Dianne Caryn; Councillor Rex Crawford; Janet Jones; Jennifer Laevens; Linda Lovell; Jack Sonneveld; James Snyder; Irene Subocz; Ted Ward; Councillor Bill Weaver and Gerry Wolting, Municipality of Chatham-Kent
Dave Cram and Dan Gutteridge, St. Clair Parkway Commission
Don Hector and Ken Yaraskavitch, Ministry of Natural Resources
Larry Cadotte, Frank Letourneau and O. T. Myers, Bayfest Group
Owen Steel, Ducks Unlimited
Paul Roy and Jules Roy, Roy Investments
Ted Cheskey, Federation of Ontario Naturalists
Jerry Tremblay, Three Buoys by the Bay
Paul Belanger, Larry L'Ecuyer, Yvette Pinnoneault, Resident and Business Owner/Volunteer

The Consulting Team members:

Eha Naylor and Stephanie Maola, Hough Woodland Naylor Dance Leinster - Site Assessment and Master Planning;
Jim Morgenstern, dMA Planning and Management Services - Recreation and Tourism Assessment;
Enio Sullo, Dillon Consulting - Infrastructure and Marina Assessment.

1.3 Public Consultation Process

A key component of the study was to engage the stakeholders during the study process. The program for public consultation involved several techniques for reaching the community and soliciting their views and ideas. The Steering Committee provided a list of key stakeholders that represented municipal staff, government agencies, local service organisations and businesses, conservation groups and developers. To reach the local community, the Municipality prepared mailing lists from property tax rolls and added the names of participants from the previous community meetings held in October 2000.

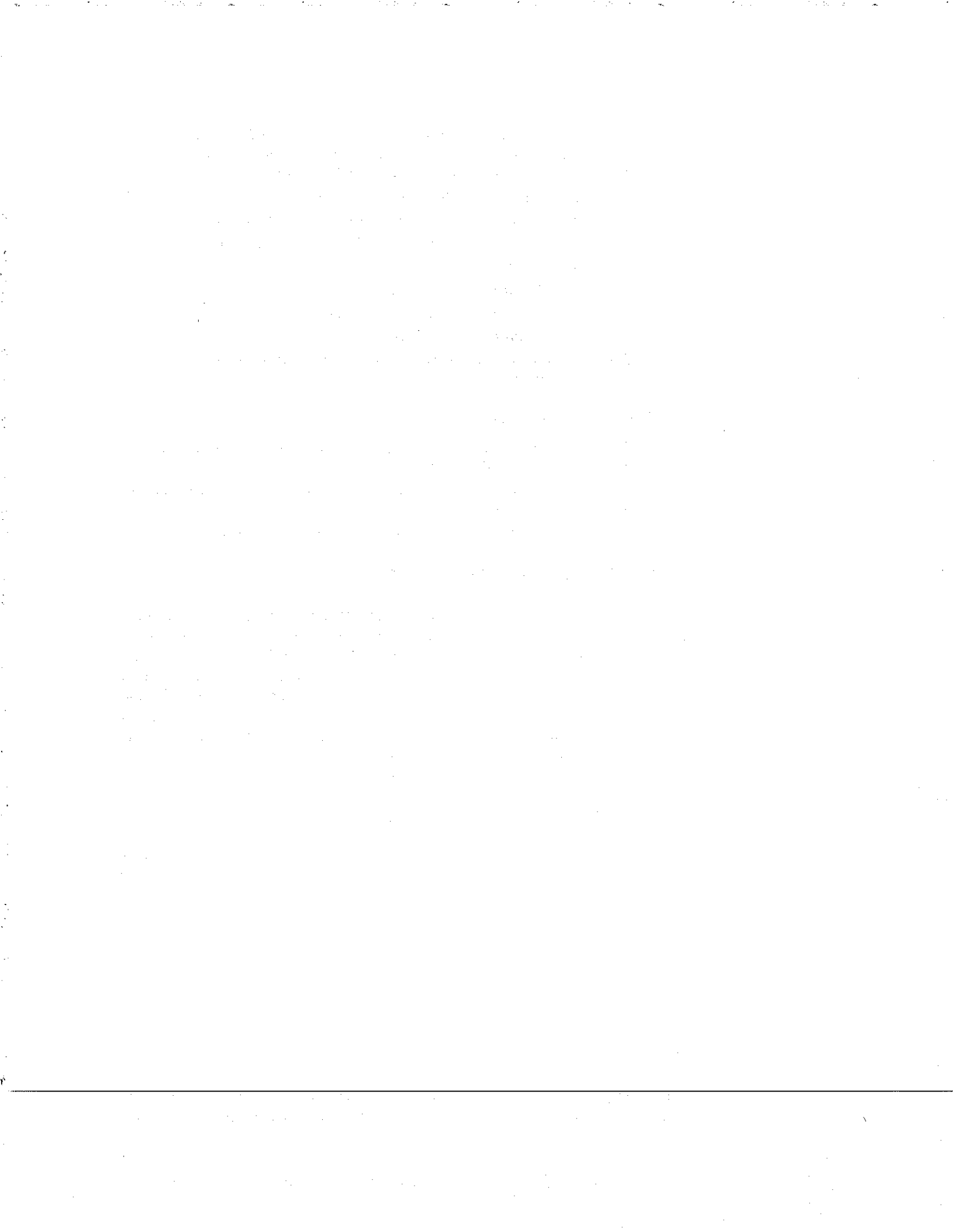
Notice of Study Initiation

When the study commenced in early January, a one-page newsletter announcement was prepared for circulation by mail. It outlined the study process and objectives, summarised the progress to date and identified that the Master Plan was to build on previous planning efforts. The notice provided key contacts for the study and a telephone number to facilitate public queries. A copy of the notice is included the Appendix.

Local Key Informant Interviews

In late January the consultant team convened a series of interviews with key stakeholders and other interested participants, based on the list identified by the Municipality. The interviews included community interest groups such as the Bayfest Group, environmental organisations such as the Federation of Ontario Naturalists (FON) and Ducks Unlimited Canada (DUC), agency representatives such as Ontario Ministry of Natural Resources and St. Clair Parkway Commission, local





business people and recreation providers. The purpose of these interviews was to have in-depth discussions on area wide trends, issues, concerns and opportunities related to recreational and tourism development in the Mitchell's Bay area.

Newsletter

In mid-February a newsletter-style information package was prepared to present the results of the technical work and to review a preliminary Recreation Master Plan. The newsletter was mailed to all the key stakeholders, the local community, seasonal residents and members of the public who previously indicated an interest in the study. The notice provided key contacts for the study, timing and venue for the public meeting and a telephone number to facilitate public queries. A copy of the newsletter is provided in the Appendix.

Public Meeting

A public information meeting was held on Thursday, March 1st, 2001 at the Marine Park Marina building in Mitchell's Bay. Approximately eighty people attended and a dozen people submitted written comments. The purpose of the presentation was to provide a progress update on the technical assessments, recreation development opportunities, the preliminary Recreation Master Plan and the emerging implementation strategy. A copy of the presentation and a summary of the written comments are provided in the Appendix.



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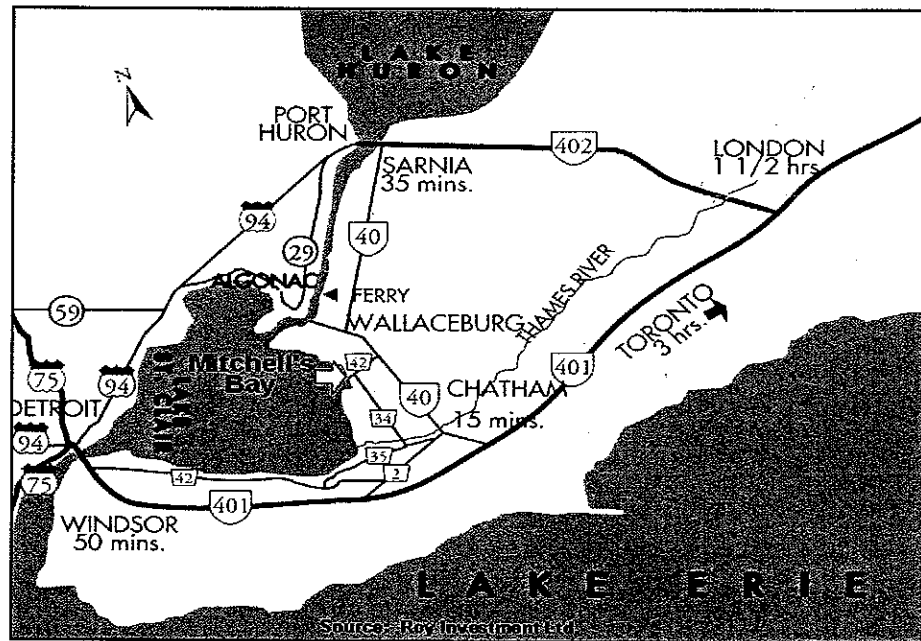
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3. The third part of the document provides a detailed overview of the data analysis techniques used. It includes a discussion on statistical methods, regression analysis, and other advanced techniques. The document also includes a section on the interpretation of results, which discusses the implications of the findings and the limitations of the study.

2.0 PLANNING CONTEXT

2.1 Background

The Mitchell's Bay community (Figure 1) is located along the southeast shore of Lake St. Clair in the Municipality of Chatham-Kent (created on January 1, 1998 by amalgamating 23 municipalities including Dover Township). The community has approximately 500 permanent residents and a seasonal population that doubles in the summer months. It is home for many sport fishing and guiding businesses and services.



The St. Clair system provides an important transportation route between the upper and lower Great Lakes. Coal, iron ore, grain and limestone transported in Great Lakes freighters are the major goods shipped through this system. In spite of this heavy upstream use by industry and municipalities, Lake St. Clair continues to support recreational activities for many thousands of Americans and Canadians. Today, sport fishing has replaced commercial fishing. Over one-half of the entire Great Lakes non-salmon fishing occurs in Lake St. Clair. More than 150 marinas serve anglers and recreational boaters in the St. Clair system, thus making a significant economic impact on communities along this border between Ontario and Michigan.



Marshes along the coast are dyked, all privately operated as hunt clubs except the St. Clair National Wildlife Areas. If not for the interest and management for hunting, it is likely that few marshes would remain along this coastline, as they would have been drained and farmed.



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2.2 Mitchell's Bay Concept Plan

In August 1995 the former Dover Township Council adopted a Concept Plan (Figure 2) to be used as a guide to consider public and private development proposals at Mitchell's Bay. The Concept Plan, which was prepared with community consultation, consisted of a Land Use Plan and a number of Development Principles and Implementation Strategies. The development principles generally addressed community-planning issues that encouraged controlled growth while retaining the small community character. The principles encouraged tourism, recreation and water oriented residential development on full services, and discouraged new satellite developments in Patrick's Cove and Rankin Creek. The Plan identified that development in Mitchell's Bay should be sensitive to the natural setting.

One of the recommendations in the Implementation Strategy was to "prepare a master plan for parks and recreation facilities including the Dover Community Park, the Waterfront Park and future trails and park areas".¹ Embedded in the Mitchell's Bay Concept Plan, were several planning principles that guided the preparation of the Recreation Master Plan. They include:

Community Design

- *Enhance community focal points (Main Street commercial, Marine Park, Waterfront Park, Dover Park and waterfront areas) and design community to focus on these areas.*
- *Create an integrated community, not isolated developments.*
- *Promote the development of a golf course to provide open space along the southern outer edge of the community.*

Circulation

- *Improve pedestrian/bicycle facilities; improve pedestrian facilities along Main Street.*

Community Facilities/Open Space

- *Retain and enhance Dover Community Park; design the park to accommodate a range of special activities, active and passive recreation; add facilities based on a parks plan.*
- *Examine the feasibility of building a community centre.*
- *Provide good access to public places.*
- *Attempt to maintain wildlife corridors.*
- *Maintain and enhance vistas. Ensure adequate physical and visual access to the water for the public.*
- *Maintain and enhance the public beach area and keep power craft out of the swimming area; Improve safety (e.g. public warnings of deep or shallow water hazards).*

¹ Mitchell's Bay Concept Plan, August 1995



THE HISTORY OF THE UNITED STATES

The history of the United States is a story of growth and change. From the first settlers to the present day, the nation has evolved through various stages of development. The early years were marked by exploration and settlement, followed by a period of rapid expansion and industrialization. The American Revolution and the Civil War were pivotal moments in the nation's history, shaping its identity and values.

The United States has a rich and diverse cultural heritage. The influence of different ethnic groups and immigrants has shaped the nation's character and traditions. The American dream, the pursuit of happiness, and the principles of democracy are central to the nation's identity. The history of the United States is a testament to the resilience and ingenuity of its people.

The history of the United States is a story of progress and achievement. From the first settlers to the present day, the nation has made significant contributions to the world. The American Revolution, the Civil War, and the space program are just a few examples of the nation's accomplishments. The history of the United States is a source of pride and inspiration for all Americans.

The history of the United States is a story of challenges and triumphs. The nation has faced many difficulties, but it has always emerged stronger and more united. The American Revolution, the Civil War, and the space program are just a few examples of the nation's triumphs. The history of the United States is a testament to the resilience and ingenuity of its people.

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MITCHELL'S BAY STRATEGIC PLAN FUTURE DEVELOPMENT CONCEPT

- LEGEND**
- Expansion
 - RESIDENTIAL
 - WATER-ORIENTED RESIDENTIAL
 - COMMERCIAL
 - POSSIBLE AUTOMOTIVE COMMERCIAL
 - MARINA AND RELATED COMMERCIAL
 - PARKS AND RECREATIONAL
 - ROAD EXTENSIONS
 - PROPOSED WALKING TRAIL/BICYCLE PATH
 - WALKING TRAIL/BICYCLE PATH REST STATION

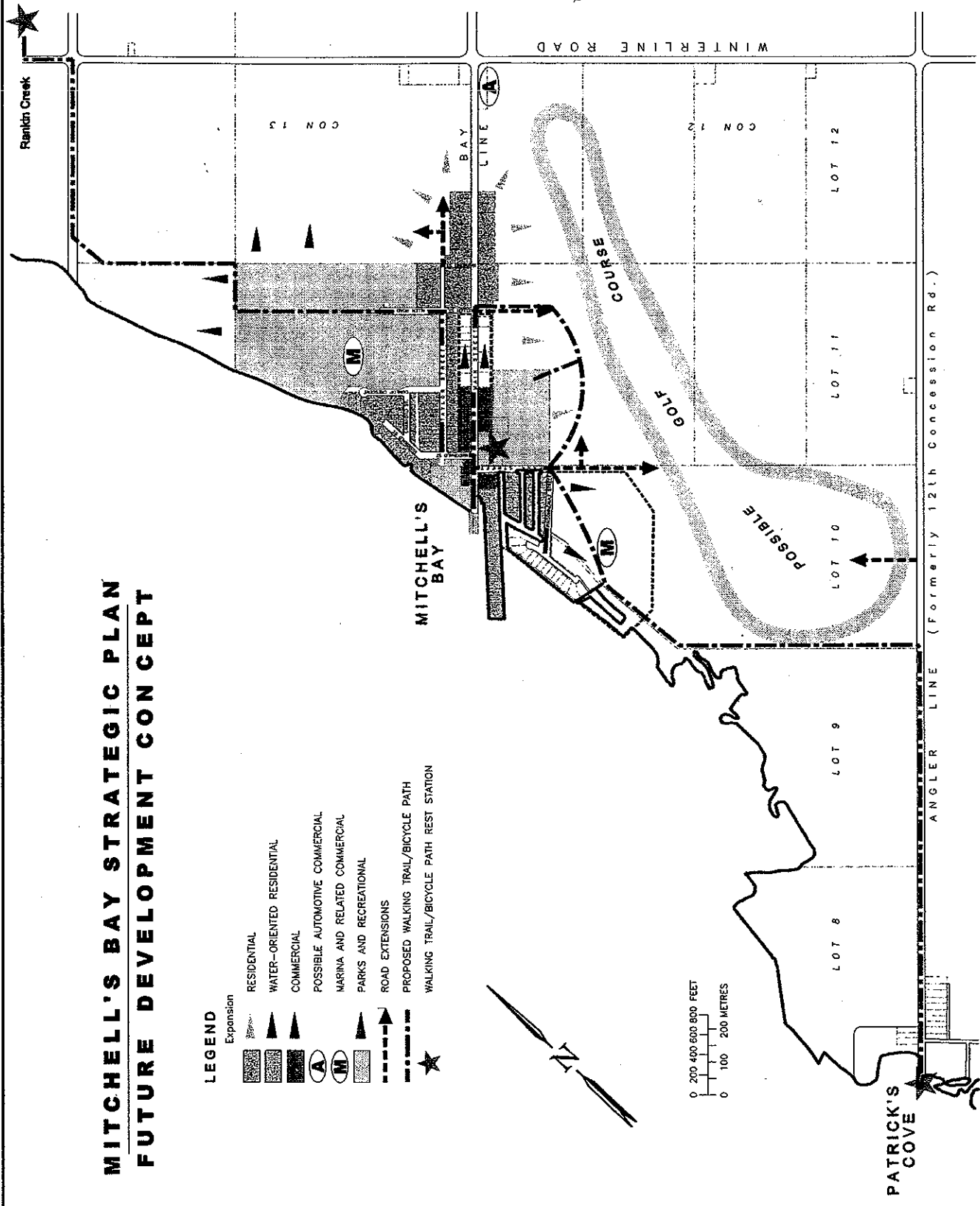
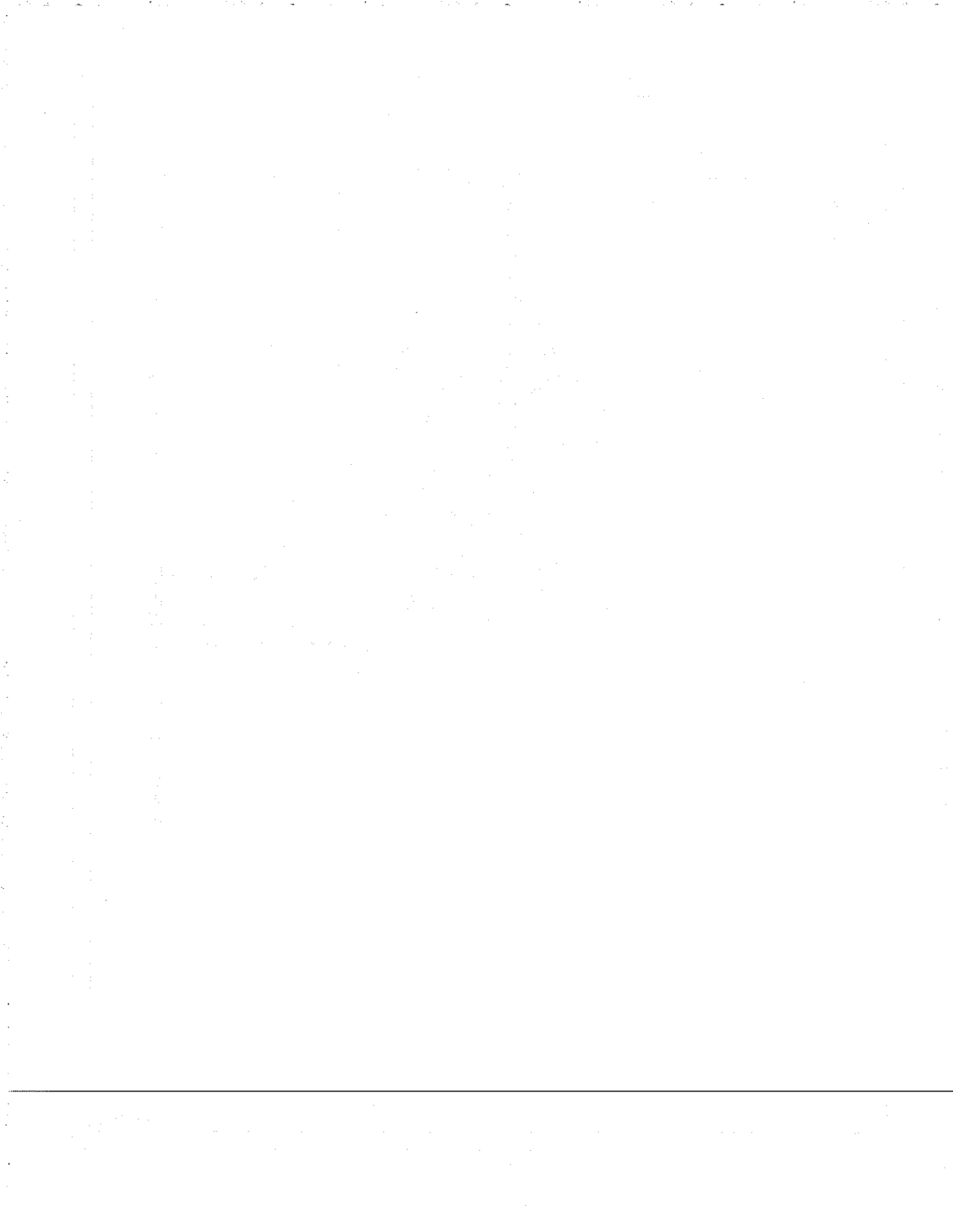


Figure 2



- *Provide recreation walking trails and bicycle paths. Develop a formal nature trail with observation towers. Develop points of interest, education viewing and rest areas along the trails.*
- *Improve and enhance the functional and visual linkages among Marine Park, the Waterfront Park and Pier and the Dover Community Park.*
- *Promote preservation and enhancement of wetlands and fish habitat in the area surrounding Mitchell's Bay, but create and/or maintain some open water areas in the immediate vicinity of the hamlet for public recreation (active), boat access and aesthetics.*

Commercial

- *Encourage the development of a golf course in Mitchell's Bay; and use the course to help define the community limits, to provide visual open space and wildlife corridors.*
- *Encourage the development of new private and public (St. Clair Parkway Commission) marina facilities, especially for transient boaters.*

Other Services/Works

- *Develop a co-ordinated system of signage for public facilities, and provide directional signs for major facilities (e.g. marina, beach, park) and for public parking lots.*

Since the preparation of this planning framework in 1995, several development initiatives that support the Concept Plan are underway. These proposals include Roy Investment's Dover Shores plan for waterfront residential development with golf course and private marina. The Municipality has taken over ownership of Marine Park Marina and Campground and is preparing a plan that assesses the costs of updating the facility.

There are several initiatives underway to evaluate the regional, national and international significance of the eastern Lake St. Clair shoreline with the objective of establishing area-wide wildlife conservation strategies. These proposals include habitat restoration projects, interpretive facilities, nature trails and protected wildlife corridors.

The Mitchell's Bay Concept Plan was re-confirmed as a valid guiding document during the community meeting in October 2000.

2.3 Related Technical Studies

2.3.1 Community Strategic Plan

The Municipality of Chatham-Kent initiated a community based strategic planning process in the spring of 2000. The Strategic Plan provides overall directions for all community initiatives. It is the "umbrella document" that sets the vision, objectives and broad strategic directions for the community's social, economic and



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3. The third part of the document discusses the role of the internal audit function. The internal audit function is responsible for assessing the effectiveness of the internal control system and for providing recommendations for improvement. It should be independent and objective and should report directly to the board of directors or the audit committee.

4. The fourth part of the document outlines the requirements for the external audit. The external auditor is responsible for providing an independent opinion on the financial statements. The auditor should be qualified and should be free from any conflicts of interest. The audit should be conducted in accordance with the relevant auditing standards.

5. The fifth part of the document discusses the importance of transparency and communication. It is essential to provide clear and concise information to all stakeholders regarding the financial performance of the organization. This may involve holding regular meetings with the board of directors and the audit committee, and providing regular reports to the shareholders.

environmental development. Consequently, the Strategic Plan will guide the Mitchell's Bay Master Plan. The following objectives and strategic directions are most relevant to the Mitchell's Bay Master Plan:

To Provide a Safe, Caring and Healthy Environment

- *Maintain and improve the quality of our natural resources*
- *Promote community activities that encourage positive social interaction*
- *Promote healthy lifestyles*

To Work Aggressively to Develop a Diversified Economic Base

- *Develop and promote Chatham-Kent as an attractive tourist destination*

To Encourage Community Leadership that is Supportive to the Whole of Chatham-Kent

- *Achieve a balance between municipal-wide identity and the uniqueness of each community*

The recommendations in the Mitchell Bay Master Plan are consistent with these strategies. They support the development and enhancement of quality recreation and park facilities that will promote community activities and social interaction. The Plan respects the quality of natural resources and contributes to the diversification of the economic base with the further development of tourism features. Finally, the Master Plan recognises the unique identity and character of Mitchell's Bay within the larger context of the Chatham-Kent community.

2.3.2 Economic Opportunity Study

The Municipality of Chatham-Kent has recently prepared an Economic Opportunity Study to identify future directions for various sectors of the community's economy. The study investigated tourism and identified the following opportunities of relevance to the Mitchell Bay Master Plan.

- *Water-based tourism, including beaches, marinas and fishing are well established and will continue to be a part of the tourism product in Chatham-Kent; however, investment in infra-structure will be required to maintain and enhance a competitive market position*
- *RV camping is an important and growing part of Chatham-Kent's tourism industry*
- *Chatham-Kent will continue to provide affordable family tourism opportunities as a major part of its tourism strategy*

The recommendations associated with the Mitchell's Bay Master Plan that support the maintenance and improvement of the marina, the campground and beach will contribute to these economic development and tourism opportunities.



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2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for consistent data collection procedures and the use of advanced analytical techniques to derive meaningful insights from the data.

3. The third part of the document focuses on the role of technology in data management and analysis. It discusses how modern software solutions can streamline data collection, storage, and processing, thereby improving efficiency and accuracy.

4. The fourth part of the document addresses the challenges associated with data management, such as data quality, security, and privacy. It provides strategies to mitigate these risks and ensure that the data remains reliable and secure throughout its lifecycle.

5. The fifth part of the document discusses the importance of data governance and the role of a data governance committee. It outlines the key principles of data governance, including data ownership, access control, and data retention policies, and provides a framework for implementing these principles within the organization.

6. The sixth part of the document concludes by summarizing the key findings and recommendations. It emphasizes the need for a holistic approach to data management, one that integrates data collection, analysis, and governance into the organization's overall business strategy.

2.3.3 Municipal Water/Wastewater Servicing Plan

The current status of the water and wastewater systems at Mitchell's Bay are described in the "Water and Wastewater Master Plans Study" which was completed in May 2000 by R.V. Anderson Associates Limited.

Mitchell's Bay is currently serviced from the Chatham Water Treatment Plant by way of a 300-mm diameter water main that extends through the Community of Dover and also serves Pain Court, Grande Pointe and Bass Haven. The original Mitchell's Bay water treatment system was constructed in 1968 and was decommissioned in 1996. The existing Mitchell's Bay water distribution system currently includes 3,570 metres of 100 to 200 mm diameter water mains and several 25-mm diameter extensions. Fire protection is currently provided by the local volunteer fire department. The elevated water tower at Mitchell's Bay has a storage volume of 1,115 m³. The current system provides ample water supply to the community with significant reserve capacity for future expansion.

Mitchell's Bay is serviced with a system of sanitary sewers, a pumping station and a facultative multi-cell treatment facility, all installed in 1977 and financed under a Provincial Sewage Works Program. The system includes 2,680 m of 200 to 250 mm diameter gravity sewers. According to the Master Plan, as well as a Ministry of the Environment Communal Sewage Inspection Report dated August 2000, there is ample reserve capacity to accommodate future development of the community.

2.3.4 Marine Park Site Assessment Study

Dillon Consulting is proceeding with a survey and assessment of the infrastructure of the Mitchell's Bay marina facility. The work consists of a bathymetric survey of the marina and channel, sediment sampling and testing, geotechnical investigation, as well as an environmental assessment. Additionally, Dillon will complete a detailed appraisal of the physical plant at the marina, including the building, pump-out facilities, gasoline filling station, roads, electrical, campgrounds and trailer park. A cost estimate to correct all deficient items will be prepared in order to allow the municipality to develop a comprehensive five (5) year capital plan for improvements to the facility.

The report is expected in the spring of 2001.

2.3.5 Proposed Wetland Restoration Project - Lake St. Clair

The Proposed Wetland Restoration Project being planned by the Eastern Habitat Joint Venture (EHJV) program is one of 14 habitat joint ventures established under the umbrella of the North American Waterfowl Management Plan (NAWMP). The EHJV covers significant portions of Ontario, Quebec and the Maritime provinces. The goal of the EHJV is to protect, restore and enhance wetlands in eastern Canada. In Ontario, the EHJV is a partnership of seven agencies that work together to influence, secure, enhance and manage wetlands in the province. These agencies are:



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- *Ontario Ministry of Natural Resources*
- *Canadian Wildlife Service, Environment Canada*
- *Ducks Unlimited Canada*
- *Wildlife Habitat Canada*
- *Ontario Ministry of Agriculture, Food & Rural Affairs*
- *Nature Conservancy of Canada*
- *Agriculture and Agri-Food Canada*

The Lake St. Clair area wetland restoration project is one of the tools that were identified in the 1994 Eastern Habitat Joint Venture Implementation Plan. EHJV identified the Lake St. Clair area as one of Ontario's top priorities for migratory waterfowl habitat conservation. Through this study, the Lake St. Clair Technical Committee of the EHJV has investigated the possible socio-economic and biological implications of undertaking a wetland restoration project of approximately 1,000 acres in the vicinity of the Canadian portion of the Lake St. Clair shoreline. The primary goal of the restoration is to increase the availability of waterfowl staging habitat within approximately 8 km of the Canadian shoreline of Lake St. Clair.

As proposed in the study, the restored wetland would consist of the re-conversion of agricultural lands into a number of wetland habitat cells. While the design and management of the restoration would focus primarily on maximising benefits to migratory waterfowl, serious consideration is also being given to incorporating ancillary habitat types to complement the needs of other migratory and non-migratory species including rare, threatened and endangered flora and fauna. It is apparent that the incorporation of ancillary compatible habitats has the potential to increase biodiversity and socio-economic benefits of the project.²

The EHJV partners and the local citizens deem public access to the site an important feature. Potential benefits to be realised from incorporating public access into the design include revenue generation from user fees and economic benefits to local and regional businesses. The economic assessment suggested that the inclusion of an interpretive centre had the highest net economic benefit.

2.3.6 Important Bird Areas Designation

The Important Bird Areas (IBA) program is an international initiative co-ordinated by BirdLife International to identify, conserve and monitor a network of sites that provide essential habitat for bird populations. There are currently IBA programs in Europe, Africa, the Middle East, Asia, and the Americas. In Canada, the IBA program is part of Natural Legacy 2000 that strives to conserve wildlife and habitats on private and public lands. The Canadian Nature Federation and Bird Studies Canada are the national partners of BirdLife International in Canada. In Ontario, the Federation of Ontario Naturalists oversees community conservation

² A proposed Wetland Restoration Project - Lake St. Clair, March 2001



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3. The third part of the document describes the process for reconciling the accounts. This involves comparing the internal records with the external statements and ensuring that they agree. Any differences should be investigated and explained. This process is crucial for ensuring the accuracy of the financial statements.

4. The fourth part of the document discusses the importance of regular reviews and audits. This helps to ensure that the financial statements are accurate and that the company is complying with all relevant regulations. It also provides an opportunity to identify any areas for improvement and to take corrective action.

5. The fifth part of the document concludes by emphasizing the need for transparency and accountability in all financial reporting. This is essential for building trust with stakeholders and for ensuring the long-term success of the organization.

planning in IBAs, and sites are recommended for conservation planning by a panel of ornithologists and conservation leaders. The Lake St. Clair IBA ranked the highest of all Ontario sites under consideration.

The Eastern Lake St. Clair Important Bird Area includes all of the open waters south of the St. Clair River delta under Canadian jurisdiction, as well as a broad swath of adjacent farmland and inland habitats from Wallaceburg to the mouth of the Thames River. This IBA supports a globally significant number of waterfowl and nationally significant numbers of marsh species. The process of developing a conservation plan was initiated in the summer of 1999. A local steering committee of residents, agency representatives and business owners have provided ideas and direction.

The vision statement for the Eastern Lake St. Clair Important Bird Area is to promote conservation stewardship and the hunting tradition to protect the area's significance for breeding, wintering and migratory birds, as a place where birds can be observed monitored, studied and enjoyed for the ecological, educational, economic and recreational benefits to the people of Ontario and beyond.³

2.4 Related Development Proposals

2.4.1 Proposed Dover Shores Residential, Marina and Golf Course Plan

Dover Shores is a 136-acre mixed residential, recreational and commercial development proposal situated on the Lake St. Clair shoreline immediately south of the existing residential area and extending to the 12th Concession Rd. The project's owners are local developers, Roy Investments of Pain Court, Ontario. The proposal (Figure 3) includes approximately 100 single family detached homes, 45 cluster townhouse homes, 60 condominium homes, 8 commercial/retail units, a golf course designed in a "wetland links" style, private marina with visitor boating slips and ancillary marina services such as fuel sales and pump-out.

The planning for the Dover Shores development project has been underway for a number of years. The first building phase consists of 13 fully serviced single-family detached lakefront-building lots each with a canal-side boat slip. This phase has been serviced and several lots have been sold. Subsequent phases of the development plans will be constructed as market demand warrants and as new development partners invest in the project.

The Dover Shores development proposal integrates public trail access along the ARDA Dyke, enabling a recreation trail linkage from Mitchell's Bay Community Park, along Park Street through the Dover Shores Development to the 12th Concession Road and Patrick's Creek.

³ Draft Eastern Lake St. Clair Important Bird Area Conservation Plan, February 2001



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2. The second part of the document outlines the various methods and tools used to collect and analyze data. It highlights the need for a systematic approach to data collection and the importance of using reliable sources of information.

3. The third part of the document focuses on the analysis of the collected data. It discusses the various techniques used to identify trends, patterns, and anomalies in the data, and how these insights can be used to inform decision-making.

4. The fourth part of the document discusses the importance of communication and reporting. It emphasizes that the results of the data analysis must be clearly and concisely communicated to the relevant stakeholders in a way that is easy to understand and actionable.

5. The fifth part of the document discusses the importance of ongoing monitoring and evaluation. It emphasizes that the data analysis process is not a one-time activity, but rather an ongoing process that must be regularly updated and refined as new information becomes available.

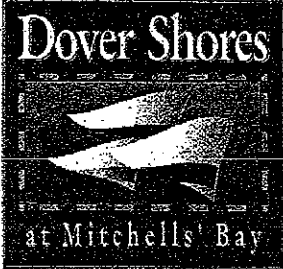
6. The sixth part of the document discusses the importance of data security and privacy. It emphasizes that the collection, storage, and use of data must be done in a way that is compliant with relevant laws and regulations, and that the data must be protected from unauthorized access and disclosure.

7. The seventh part of the document discusses the importance of data quality. It emphasizes that the accuracy and reliability of the data are critical to the success of the data analysis process, and that steps must be taken to ensure that the data is of high quality.

8. The eighth part of the document discusses the importance of data integration. It emphasizes that the data from different sources must be integrated and analyzed together to provide a comprehensive view of the organization's operations and performance.

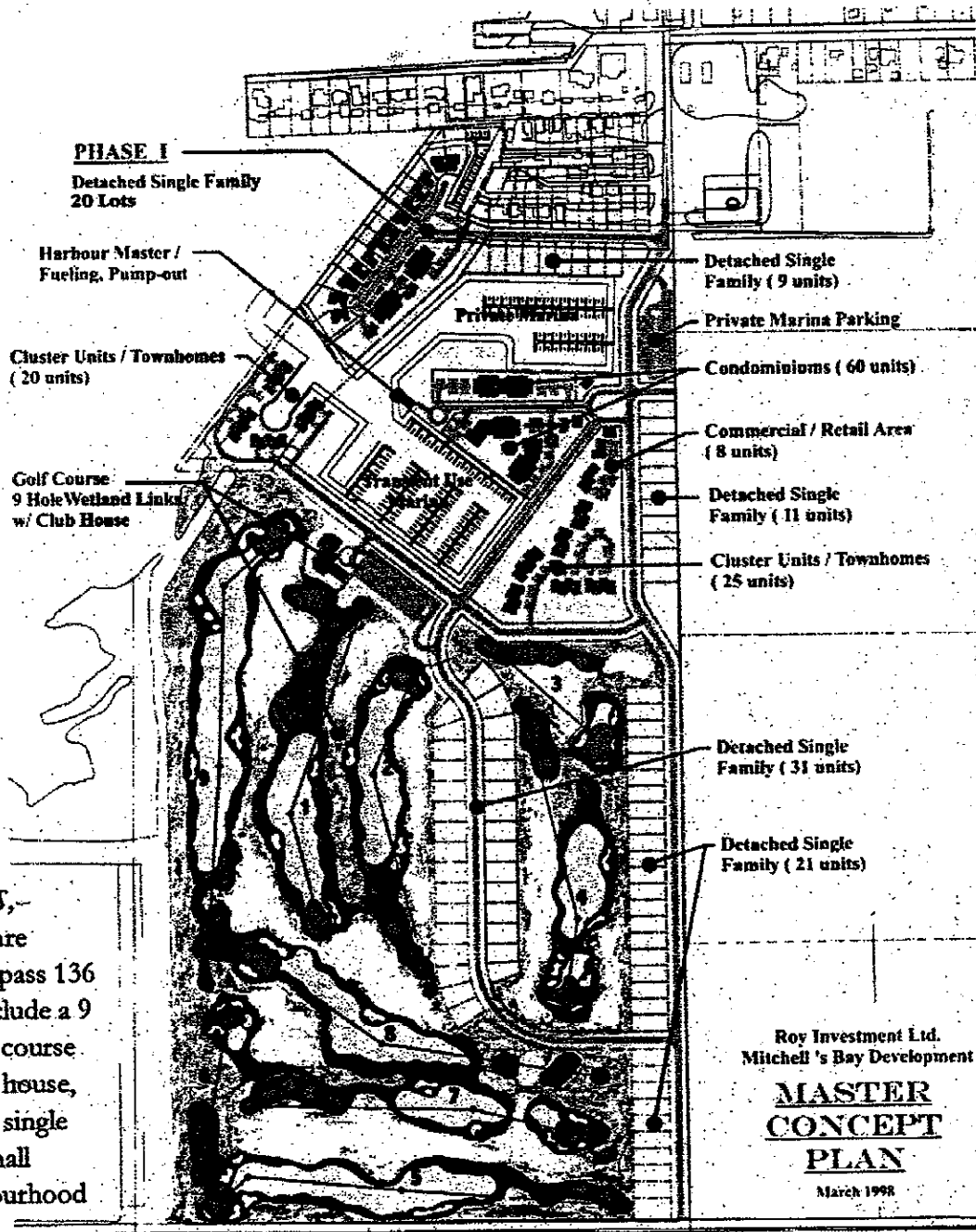
9. The ninth part of the document discusses the importance of data visualization. It emphasizes that the use of charts, graphs, and other visual tools can help to make the data more accessible and understandable, and can be used to highlight key findings and trends.

10. The tenth part of the document discusses the importance of data-driven decision-making. It emphasizes that the insights gained from the data analysis process should be used to inform and guide the organization's strategic and operational decisions, and that data should be used as a key tool for measuring and improving performance.



*A Place To Live . . .
A Place To Play*

Future Master Plan



FUTURE PHASES, adjoining Phases 1 are proposed to encompass 136 acres that would include a 9 hole executive golf course complete with club house, luxury townhomes, single family lots and a small convenient neighbourhood commercial area.

Roy Investment Ltd.
Mitchell's Bay Development
**MASTER
CONCEPT
PLAN**
March 1998

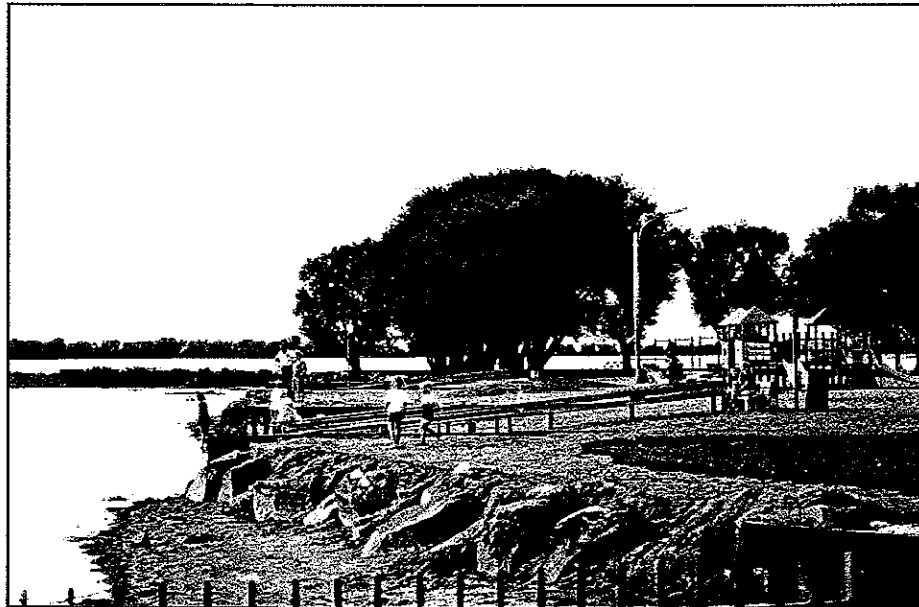


2.4.2 Proposed Lakeshore Trail

The Lakeshore Trail proposal was conceptually identified in the Mitchell's Bay Concept Plan as a recreational walking trail/bike path that extends from Mitchell's Bay northwards to Rankin Creek and southwards to Patrick's Cove. The trail alignment has not been located in the field; however, the ARDA Dyke has been suggested as a logical route. Since the ARDA Dyke rests on privately owned lands, it is necessary to secure the consent of numerous lakeside landowners to allow public access to the dyke. Alternately, if permission can not be obtained, the trail would be aligned along municipal right-of-ways or other trail related easements. Within the Community of Mitchell's Bay, it is possible to link segments of the ARDA Dyke and municipals parks with short segments along the road-right-of-ways to create a local recreation trail system.

2.4.3 Proposed Spraypad Facility

For the spray pad project, the Bayfest Group represents eight service organisations that have fundraised during local festivals for a beachfront improvement project. The scope and nature of the beachfront improvement has not been determined, however, the range of conceptual ideas vary from a modest wet play feature for toddlers, to a large scale regional scale facility complete with an enclosed swimming area and waterslide.



The Bayfest Group has earmarked \$35,000 for a community "spray pad" and anticipate an additional \$100,000 set aside in the Parkland Reserve Fund from the former Dover Township for a beachfront project at Mitchell's Bay. At the October 2000 and March 2001 community meeting there was concern expressed by residents regarding the visual impact, displacement of existing beachfront uses and noise and traffic conflicts if the spray pad project became a large-scale regional recreation facility.



1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that proper record-keeping is essential for transparency and accountability, particularly in the context of public administration and financial management. The text highlights the need for standardized procedures and the use of reliable data sources to ensure the integrity of the information collected.

2. The second part of the document addresses the challenges associated with data collection and analysis. It notes that while digital tools have significantly improved the efficiency of data gathering, they also introduce new risks, such as data security and privacy concerns. The document suggests implementing robust security protocols and ensuring that data is stored and processed in a secure and compliant manner.

3. The third part of the document focuses on the importance of data quality and validation. It stresses that the reliability of any analysis depends on the accuracy and completeness of the underlying data. The text provides guidelines for conducting thorough data audits and validation checks to identify and correct any errors or inconsistencies. It also discusses the role of data quality management systems in ensuring long-term data integrity.

4. The final part of the document concludes by summarizing the key findings and recommendations. It reiterates the importance of a holistic approach to data management, one that integrates data collection, storage, analysis, and quality control. The document encourages the adoption of best practices and the continuous improvement of data management processes to meet the evolving needs of the organization.

3.0 STUDY AREA FEATURES AND A REVIEW OF EXISTING FACILITIES

3.1 Description of Study Area

3.1.1 Physical and Biological Features

Lake St. Clair is located in extreme southwestern Ontario, lying between Lake Huron and Lake Erie, north of the cities of Windsor, Ontario and Detroit, Michigan. Lake St. Clair is a very shallow lake with a zone no more than 1 m deep extending 0.5 to 1 km into the lake. Because of the extent of this shallow area, wetland zones are constantly changing in size and composition depending on lake levels and climate factors. The wetland complex along the eastern shore of the lake consists of 21 individual marshes. Most of these remaining wetlands are dyked and have been maintained to provide waterfowl hunting opportunities. (Figure 4). Lake St. Clair has a mean depth of only 3.0-m and a maximum natural depth of 6.4 m. Its deepest waters are found along the dredged channel between the St. Clair and Detroit Rivers, which is 8.2m below low water datum

Mitchell's Bay is located in the St. Clair Clay Plain physiographic region that is underlain by black shale. The area has very little topographic relief, with the land generally draining east to west toward Lake St. Clair. Historically, the area supported a forested swamp consisting of elm, black and white ash, and silver or red maple. The shallow waters of Lake St. Clair, the extensive marshlands and adjacent agricultural fields make this area very attractive to marsh-dependent birds. About 12,000 ha remain of vast pre-settlement marshes, wet meadows and tall-grass prairie-savannah along the lake's eastern shoreline.

Beginning in the 1880's, portions of the wetlands in Dover Community were dyked and drained to support agriculture. High water levels and storms in the early 1970's weakened dykes along the lake, and portions of the drained farmlands were flooded in 1973. The provincial government initially provided funds for emergency dyke repairs and in 1974 Canada and Ontario signed an agreement under the Agricultural and Rural Development Act (ARDA) to rebuild dykes along the Lake St. Clair shoreline, the lower Thames River, and several other watercourses in Kent County. The major part of this project involved the Lake St. Clair shoreline, where 35 km of dyke was reconstruction and realignment was completed in 1978.





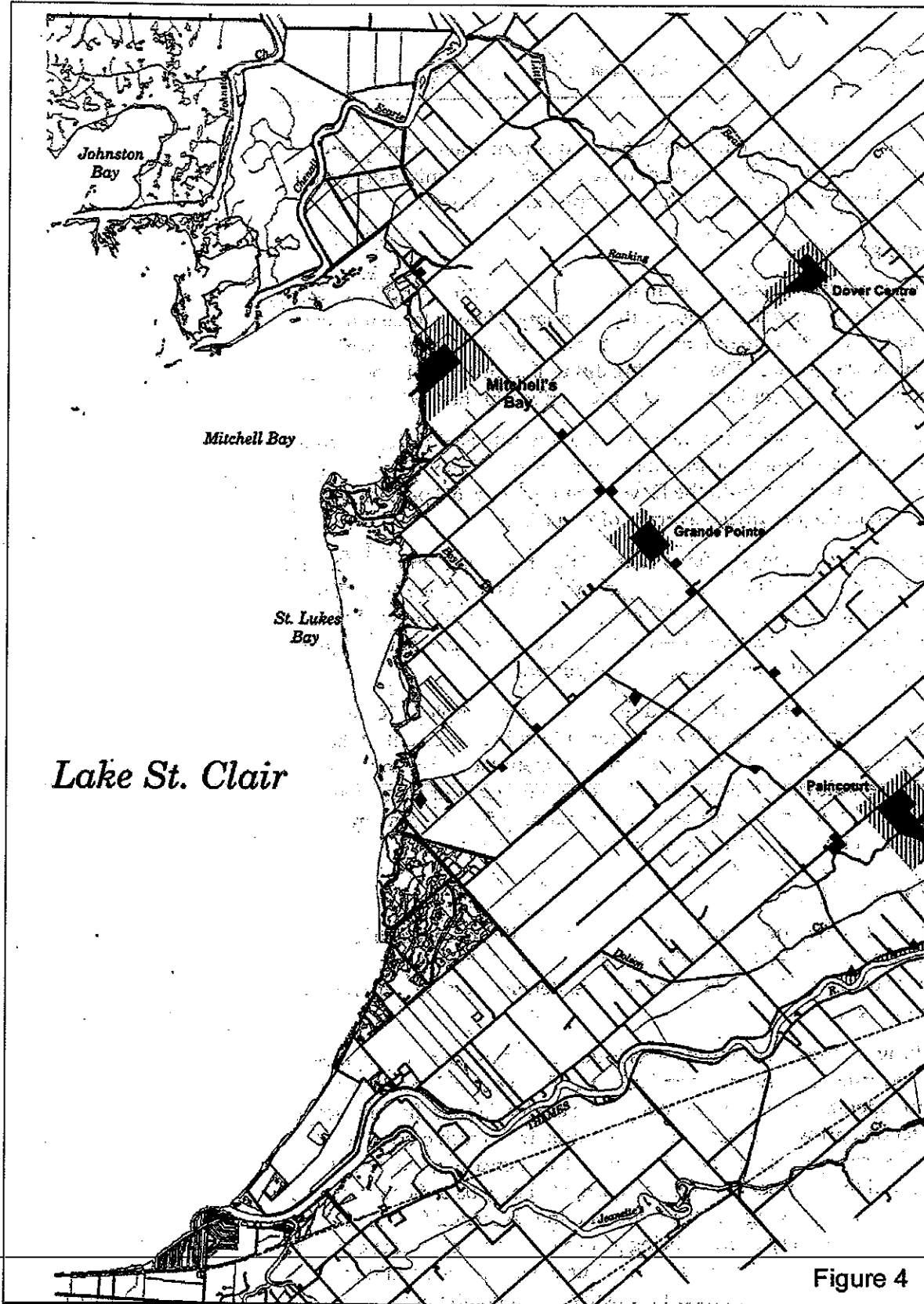
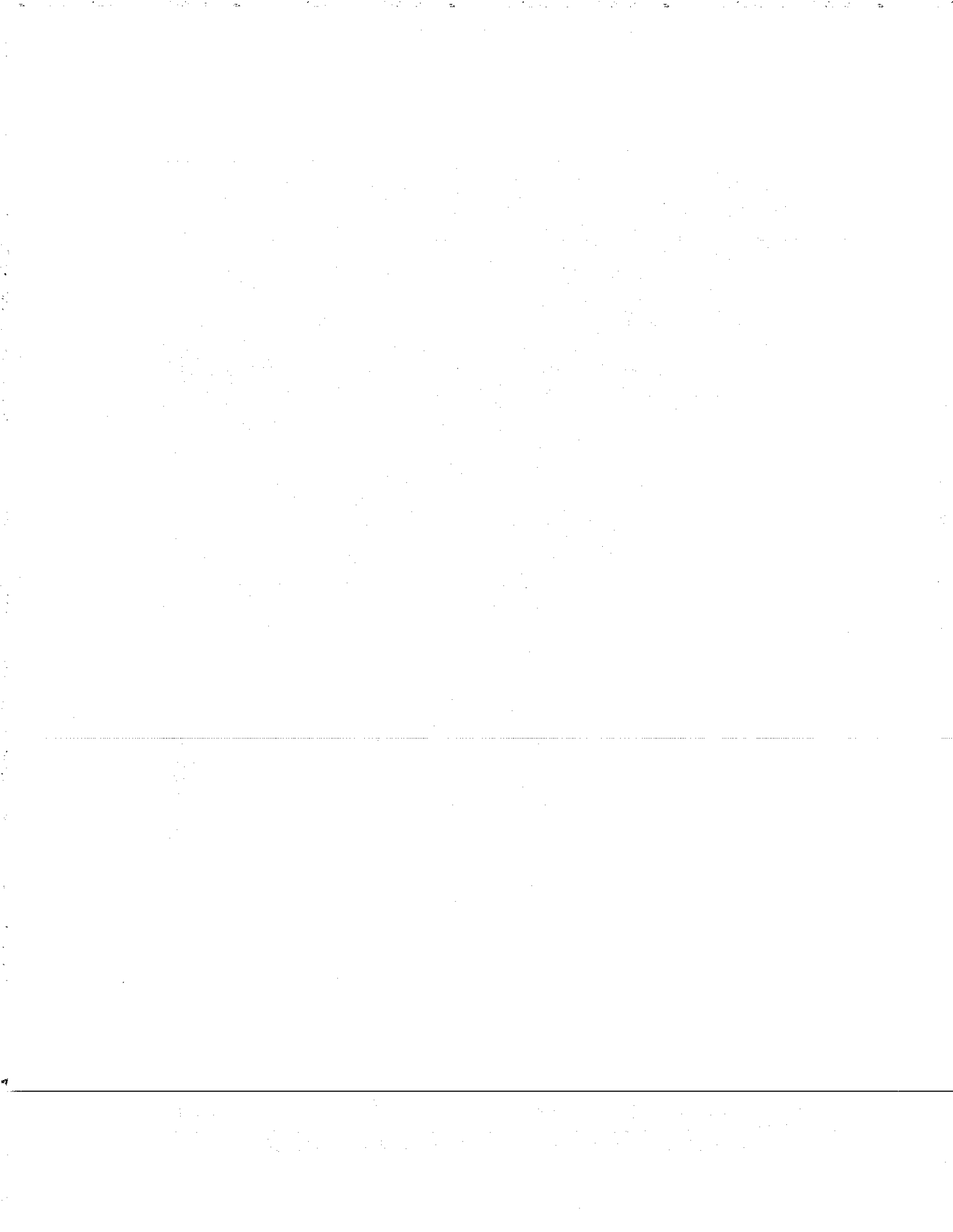


Figure 4

SOURCE: Schedule A Land Use Plan Township of Dover O.P. 1992



The Lake St. Clair wetlands are principally recognised for their importance to waterfowl. The Canadian Wildlife Service (CWS) considers the site to be of national significance as a waterfowl staging area. A survey completed by the CWS showed the east marshes of Lake St. Clair to be second only to the Long Point Marshes among the 17 staging areas throughout the Southern Great Lakes for the quality of waterfowl days. The marshes also rank second among the 17 staging areas for the intensity of waterfowl use in autumn, and fourth in spring.



The St. Clair National Wildlife area is designated a Wetland of International Importance under the Ramsar Convention and is also part of a Provincially Significant Life Science ANSI. It is considered one of the most important staging areas for waterfowl in Ontario because of its location at the intersection of the Atlantic and Mississippi flyways, major migratory routes for many species of birds.

The tributaries that drain into Lake St. Clair are generally warm-water fisheries. The undyked marshes along the lakeshore are designated as regionally significant for their fish spawning and nursery habitat, upon which many of the species occurring in the lake are dependent. The lake supports a healthy sport fishery: yellow perch, walleye, large and small mouth bass and northern pike are popular species with anglers. The tributaries support populations of coarse fish such as carp and sucker.

Recreational opportunities within the region exist for boaters, fishermen, bird watchers, waterfowl hunters and photographers. The Lake St. Clair system is readily accessible to more than four million people of southeastern Michigan and southwestern Ontario, and is one of the most intensively utilised bodies of water in North America. The Canadian shoreline of Lake St. Clair (including the St. Clair River delta) encompasses the largest natural shoreline remaining along Lake St. Clair.



1. The first part of the document discusses the importance of maintaining accurate records of all transactions and activities. It emphasizes that this is crucial for ensuring transparency and accountability in the organization's operations.

2. The second part of the document outlines the specific procedures and protocols that must be followed when recording transactions. It details the steps from initial recording to final review and archiving, ensuring that all data is captured and stored correctly.

3. The third part of the document addresses the role of technology in record-keeping. It discusses how modern software solutions can streamline the process, reduce errors, and provide real-time access to data.

4. The final part of the document provides a summary of the key points and offers recommendations for ongoing improvement. It stresses the need for regular training and updates to ensure that the record-keeping process remains effective and efficient.

3.2 Description of Recreation Facilities

3.2.1 Marine Park Marina and Campground

The Mitchell's Bay Marine Park Marina and Campground is located immediately north of the residential area of Mitchell's Bay on the west shore of the lake. Ownership of the facility was transferred from the St. Clair Parkway Commission to the Municipality of Chatham-Kent on January 1, 2001. It is bounded by Dunlop Crescent on the west, Taylor Street on the south, the line between Lots 11 and 12, Concession 13 on the east, and the midpoint of Lot 11 on the north. The facility was first established circa 1971 but was not fully constructed until 1975. It encompasses two areas, a marina and overnight campground with an overall area of approximately (55 acres).

The marina area includes a main building (marina center), a gasoline filling dock, a pump-out facility, a gatehouse, 2 parking lots, 2 boat ramps and a berthing basin. The marina center has facilities for the boaters, including a restaurant and an office, as well as washrooms and showers. The berthing basin contains 8 docks (A through H) with a total of 272 slips. The southerly parking lot has approximately 188 spaces for trailer parking while the northerly lot has room for 216 passenger vehicles.

The campground area is comprised of two separate sites, the northerly site (50 campsites) and the easterly site (46 campsites) for a total of 96 campsites. Each of the areas has individual service buildings housing toilets and showers. A maintenance shop is also located along the easterly property line.

Marina Improvements

The facility is generally in need of maintenance and upgrading. Very little maintenance is apparent and there have not been any significant capital improvements in the recent past. The preliminary findings of the infrastructure assessment indicate that the channel into the marina requires dredging, the shore walls require repair, the electrical system needs upgrading and the parking lot requires drainage improvements to save the pavement structure. Some of these works require immediate attention. The facility also requires renewal of the site lighting and landscaping, the provision of site signs as well as picnic and pathway development. In addition, the condition of the underground gas pump system is uncertain.



1. The first part of the document discusses the importance of maintaining accurate records of all transactions.

2. It then goes on to describe the various methods used to collect and analyze data.

3. The next section details the results of the study, including the identification of key trends and patterns.

4. Finally, the document concludes with a series of recommendations for future research and practice.

5. The overall goal of this study is to provide a comprehensive overview of the current state of the field.

6. This information is intended to be useful to a wide range of stakeholders, including researchers, practitioners, and policymakers.

7. The findings of this study have significant implications for the way we think about and approach this area of research.

8. It is hoped that this work will contribute to a better understanding of the complex issues at hand.

9. The authors would like to thank the many individuals and organizations that supported this project.

10. This research was made possible through the generous support of the National Science Foundation.

11. The authors also wish to express their appreciation to the reviewers for their helpful comments.

12. Finally, the authors would like to thank their families for their love and support throughout the process.

13. The authors are confident that the findings of this study will be of great value to the field.

14. It is our hope that this work will inspire others to continue exploring these important issues.

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